

ES SALARY GUID AST GUIDEMID D & HIRING GU IDE INSIGHTS ALARY 2021 M

RETAIL HR DIGITAL OIL & GAS TECHNOLOGY SALES & MARKETING SECRETARIAL & SUPPORT
HR PROCUREMENT & SUPPLY CHAIN DIGITAL **MIDDLE EAST** PROPERTY & CONSTRUCTION

KEY INSIGHTS ON HOW TO ADAPT AND THRIVE IN A POST PANDEMIC WORLD



About this guide

The Michael Page Salary Guide and Hiring Insights is developed as a reference for hiring managers and job seekers to make informed employment decisions.

In addition to providing salary benchmarks per discipline, this guide also shares a market overview including most in-demand positions, key skills or experience, and finally, the biggest challenges facing the sector and our recommendations.

Disciplines covered:

- Banking & Financial Services
- Consultancy, Strategy & Change
- Digital
- Engineering & Manufacturing
- Finance & Accounting
- Healthcare & Life Sciences
- Human Resources
- Legal
- Oil & Gas
- Procurement & Supply Chain
- Property & Construction
- Retail
- Sales & Marketing
- Secretarial & Support
- Technology

Also look out for: Trends in Interim Hiring

Report methodology

Data for the salary benchmark is derived from our proprietary database capturing job advertisements and placements throughout 2020. It is supplemented with insights from our consultants validated by their interactions with employers and job applicants in the region.





An introduction from **Pierre-Emmanuel Dupil**

**Senior Managing Director
PageGroup, Middle East & Africa**

Constant change, resilience and adaptability have characterized the way most companies have responded since the outbreak of the pandemic.

The sudden slowdown in activity has accelerated existing trends and also stressed the necessity for leaders to apply even more carefully and efficiently some of the basics of management.

During times of uncertainty, strong leadership, effective communication and empathy have been the key drivers for confidence and motivation. And they will continue to be the foundations of a stable, confident and engaged platform for growth in times of recovery.

Taking care of employee mental health and wellness, redefining flexibility, setting the right remote working organization, communicating new goals and targets adapted to the overall vision, and offering environments enabling work-life balance, have been key challenges faced by businesses in 2020. How these businesses adapted to change and demonstrated resilience without losing sight of their long-term vision will have a sustainable impact on their performance and attractiveness in the long run.

That said, companies that successfully navigated 2020 did so thanks to a strong company culture pre-COVID, fostered by in-person communication / interactions both internally and externally. The main challenge for business leaders in the Middle East will be to adapt their organizational design with the best of both worlds - the old and the new one to come!

To help you to adapt and support your business, the Michael Page Middle East team has put together some unique data-driven insights on the outlook for the different sectors and disciplines we serve in the Middle East. Along with defining salary benchmarks, with this guide, you can also identify opportunities to upskill your teams. Given our unique position of interacting with leadership and hiring managers across businesses as well as top talent, we also offer our insights and recommendations to address the challenges different industries are facing from a hiring or talent perspective.

On behalf of my team, I wish you a good read of our Salary Guide and Hiring Insights 2021 and hope you find this report to be a useful tool in the next steps of your business' evolution.

PageGroup

PageGroup is a world-leading specialist recruitment company with over four decades of expertise. With 7,000+ employees and operations in 36 countries, PageGroup provides recruitment on a local, regional and global level.



Michael Page Middle East

Operating in the Middle East since 2006, the business has established a strong position in the market and is led by a management team with over 100 years of combined international and regional recruitment experience.



Offices in **Dubai** and **Abu Dhabi**



Our brands: Page Executive, Michael Page, Page Personell and Page Outsourcing



Full regional **coverage**



Over 100,000 candidates in database



50+ recruitment consultants

Reasons to partner with us:

- Access to leading edge platforms, so we can guarantee the visibility of our customers' vacancies and engage with quality candidates before our competition can
- Truly inclusive recruitment and candidates fully vetted against all requirements
- Reduced time to hire with our targeted approach



Our recruitment expertise:

- Banking and Financial Services
- Consultancy, Strategy & Change
- Engineering and Manufacturing
- Executive Search
- Digital
- Finance and Accounting
- Healthcare and Life Sciences
- Human Resources
- Legal
- Marketing
- Office Support
- Oil and Gas
- Procurement and Supply Chain
- Property and Construction
- Retail
- Sales
- Technology



Banking and Financial Services



BANKING AND FINANCIAL SERVICES

Categorized by Function	From	Average	To
-------------------------	------	---------	----

WHOLESALE BANKING

Head of Wholesale Banking (EVP)	95	145	175
Head of Corporate Banking (SVP)	70	90	105
Head of Unit	35	57	71
Senior Relationship Manager	27	38	46
Relationship Manager	18	28	35
Relationship Officer / Assistant Relationship Manager	11	18	20

RETAIL BANKING

Head of Consumer Banking (EVP)	90	155	195
Head of Retail Banking (SVP)	73	95	135
Head of Assets / Sales	45	72	110
Senior Manager Products / Sales	38	57	90
Manager Products / Sales	22	36	54
Officer / Assistant Manager; Products/ Sales	8	17	25

INVESTMENT BANKING – M&A / DCM/ ECM / LEV FIN

Managing Director	85	152	183
Executive / Senior Director	55	120	122
Director	41	75	94
Vice President	28	64	72
Associate	22	45	55
Analyst	15	24	33

PRIVATE EQUITY / INVESTMENTS

Managing Director	75	125	183
Senior Vice President / Senior Director	52	110	130
Vice President / Director	33	76	90
Senior Associate	24	52	62
Associate	18	45	52
Analyst	11	23	33

BANKING AND FINANCIAL SERVICES

Categorized by Function	From	Average	To
-------------------------	------	---------	----

RISK

Chief Risk Officer	58	92	164
Head of Risk	35	65	83
Manager	20	34	47
Senior Analyst	14	21	32
Analyst	10	16	22

COMPLIANCE

Head of Compliance / Chief	44	61	95
Compliance Officer	24	34	47
Compliance / AML Manager	15	26	33
AML / Fraud / Regulatory Analyst	10	15	20

INSURANCE

Managing Director	40	95	150
Senior Vice President / Senior Director	35	57	80
Vice President / Director	20	40	60
Senior Associate	16	26	35

OPERATIONS

COO	70	80	120
Head of Operations	45	55	75
Assistant Manager / Manager	24	33	41
Officer / Analyst	12	25	31

POSITIONS IN DEMAND

1. INVESTMENT ASSOCIATE
2. RISK DIRECTOR
3. INTERNAL AUDIT - DIRECTOR
4. CORPORATE DEVELOPMENT / INVESTMENTS - MANAGER / DIRECTOR
5. FUND FINANCE MANAGER
6. COMPLIANCE MANAGER

MOST IN-DEMAND SKILLS OR EXPERIENCE



Financial Modelling

With changes in organisations' capital structures (e.g. the restructure or refinancing of debt) and an impetus in investment activity with cash rich investment firms and groups willing to pick up well-priced assets, financial modelling remains a key skill-set employers are looking for.



Financial Control & Internal Audit Implementation

High profile bankruptcies/ frauds have led to more aware board leadership which demand a higher quality of financials and internal audit - having strong qualifications (ACA / ACCA / CIA) in Finance is more often than not, a requirement.



Enterprise Risk Management (ERM)

ERM is being regarded as a key control in organisations in an unprecedented operating landscape due to COVID-19, oil prices and changes in consumer behaviour.

CHALLENGE:

Consolidation in the banking sector means there is an abundance of talent available for clients to choose from, and fewer jobs.

Recommendation: Candidates must have a clear CV with defined skill-sets so they can position themselves as specialists in their domain - the opportunity to move into a new skill-set is diminished as employers are seeking to hire like-for-like to achieve greater efficiencies.



Consultancy, Strategy and Change



PMO, STRATEGY & TRANSFORMATION

Categorized by Role	Entry	Experienced/ Manager	Senior Leadership
Corporate Strategy & Planning	20 - 28	30 - 60	65 - 120
PMO	15 - 25	30 - 55	50 - 100
Project & Programme Management	12 - 22	20 - 45	40 - 80
Process Improvement & Business Excellence	18 - 24	30 - 55	50 - 80
Change & Transformation	15 - 25	25 - 55	50 - 90
Strategic Partnerships & Business Development	18 - 30	35 - 55	60 - 100

MANAGEMENT / STRATEGY CONSULTING

Categorized by Role	From	To
Partner	65	185
Director	55	120
Senior Manager	38	80
Manager	30	65
Senior Consultant	20	53
Consultant	15	40
Analyst / Associate	12	13

POSITIONS IN DEMAND

Industry Roles:

1. **CORPORATE STRATEGY & PLANNING PROFESSIONALS**
2. **BUSINESS PROJECT & TRANSFORMATION PROFESSIONALS**
3. **STRATEGIC PARTNERSHIP / JV / BD PROFESSIONALS**

External Consulting:

1. **PUBLIC SECTOR**
2. **TECH & DIGITAL**
3. **HEALTHCARE**

MOST IN-DEMAND SKILLS OR EXPERIENCE



Corporate and Business Unit Strategy

Due to the events of 2020, most previous corporate plans and strategies have had to be revisited and revised to varying extents. Further uncertainties indicate this could be an ongoing exercise.



Project Management

As organisations start building and executing plans for the “new normal”, business changes will need to be driven and implemented appropriately.



Growth Strategy

Some organisations are in recovery mode, whilst others are looking to capitalise on the market conditions.

CHALLENGE:

Clients seeking a strong balance of top-tier academic background, with exceptional technical abilities and proven Middle East experience often find themselves competing with a large number of attractive employers. Candidates coming from more sophisticated markets who possess these qualities come at a premium and will always have a variety of options to choose from, even in challenging markets.

Recommendation: Hiring Managers should be more focussed on the quality of a professional’s deliverables and their potential ability to transition into a new business, rather than only looking for a seasoned sector expert (for example), which limits the opportunity to bring a fresh perspective and minimises the development opportunity of a new employee. Giving an exceptional prospect a strong professional development opportunity brings a better future pipeline of talent, as well as improving employee engagement and loyalty. Employers should focus on improving their employee experience and introduce innovative methods to attract and retain top talent.





DIGITAL		
Categorized by Function	From	To
DIGITAL MARKETING		
Head of Digital Marketing	35	60
Senior Digital Marketing Manager	30	50
Growth Hacker	20	30
Digital Marketing Manager	18	30
Social Media Manager	15	25
Advertising Operations Manager	15	25
CRM Manager	15	25
SEO/SEM Manager	12	22
Account Manager	12	18
Digital Marketing Executive	12	18
USER EXPERIENCE AND DESIGN		
UX Director	50	60
Head of User Experience	35	55
Product Designer	20	35
UX/UI Designer	15	25
Graphic Designer	10	20
DIGITAL TRANSFORMATION AND STRATEGY		
Chief Digital Officer	50	90
Head of Digital	35	60
Digital Transformation Manager	35	55
Agile Lead	30	45
Scrum Master	25	35
Digital Strategist	25	35
Digital Project Manager	20	30
PRODUCT AND E-COMMERCE		
Product Director	45	60
Head of E-Commerce/Omnichannel	30	45
Head of Product	30	45
Product Manager	20	35
E-Commerce Manager	22	30
E-Commerce Specialist	18	22

DIGITAL		
Categorized by Function	From	To
DATA AND ANALYTICS		
Head of Data Science	50	65
Digital Analytics Manager	35	45
Data Engineering Manager	45	55
Data Scientist	20	40
Data Analyst	15	35
Data Engineer	15	35
DEV OPS, ARCHITECTURE AND ENGINEERING		
Head of Enterprise Architecture	50	70
DevOps Lead	30	45
Solutions Architect	30	50
DevOps Engineer	20	30
Cloud Engineer	22	30
Senior Software Engineer	20	30
QA/Test Engineer	18	22
Software Engineer	15	25
DEVELOPMENT		
Head of Development	45	55
Lead Developer	25	35
Blockchain Developer	20	30
Back End Developer	18	28
Full Stack Developer	18	28
iOS Developer	18	25
Android Developer	18	25
Front End Developer	12	22

POSITIONS IN DEMAND

1. SOFTWARE / WEB DEVELOPER
2. DIGITAL MARKETING
3. HEAD OF PRODUCT / PRODUCT MANAGER
4. DIGITAL PROJECT MANAGER
5. QA / TEST ENGINEER

MOST IN-DEMAND SKILLS OR EXPERIENCE



Software, Web and Mobile Development

Online platforms, enterprise software systems and mobile apps have been scaled or created from scratch to meet the growing demand for digital interfaces, services and products. Development skills are in high demand to facilitate this on-going theme.



Agile Project Management

Managing the process when a business needs to pivot, build and release a new digital route to market in an efficient and timely manner is an in-demand skill. Adaptable project management professionals are needed to facilitate the on-going digital transformation and product development happening across all industries.



Growth Hacking and Data Driven Marketing

Digital marketers who can clearly demonstrate a tangible return on investment (via measurable results across core metrics associated with revenue and growth), are viewed as valuable hires in times where every marketing dollar spent is at a premium.

CHALLENGE:

The demand for digital talent has increased on a global scale and across borders. With many borders closed throughout 2020, the challenge of relocating top talent into the region has been the number one hurdle faced by businesses.

Recommendation: Organizations should be flexible allowing candidates to on-board remotely and then join on-site when logistically possible. The Digital industry is well-adapted to working remotely and the smart play is to capitalise on the shift to remote work and tap into a global talent pool.



Engineering and Manufacturing



ENGINEERING AND MANUFACTURING			
Categorized by Function	From	Average	To
Managing Director	65	75	90
General Manager	48	65	85
Global Manufacturing Director	40	60	72
Manufacturing Director	36	50	70
Factory / Plant Manager	30	38	55
Production Manager	20	28	40
Production Supervisor	12	14	16
Production Engineer	8	11	14
Quality Director (QA / QC)	40	48	60
Quality Manager (QA / QC)	20	28	40
Quality Engineer (QA / QC)	8	12	14
Maintenance Manager	20	28	40
Maintenance Supervisor	12	13	17
Maintenance Engineer	8	10	14
HSE Manager	20	25	38
HSE Supervisor/Coordinator	10	13	16
HSE Engineer / Officer	8	10	14
R&D / NPD Director	40	50	80
R&D / NPD Manager	25	32	45
Senior R&D / NPD Technologist	14	18	25
R&D / NPD Technologist	8	13	15
Lab Manager	22	28	32
Regulatory Affairs Director	35	48	65
Regulatory Affairs Manager / Associate	18	27	35
Regulatory Affairs Engineer	12	14	16
Continuous Improvement Manager	25	32	40
Continuous Improvement Engineer	12	16	20
Project Director	45	55	90
Project Manager	35	42	60
Project Engineer	10	13	18
Design Manager	15	25	32

POSITIONS IN DEMAND

1. PLANT MANAGER
2. GENERAL MANAGER
3. HSE MANAGER
4. PROJECT MANAGER
5. R&D MANAGER

MOST IN-DEMAND SKILLS OR EXPERIENCE



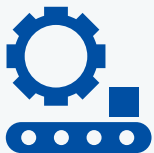
Change Management

Many companies have to adapt their strategy to the economic context.



Leadership

Leadership will help optimise business opportunities and get the best out of their employees.



World Class Manufacturing

Organizations are looking for talent to implement best manufacturing processes focusing on continual improvement in quality, cost, lead time, flexibility and customer service.

CHALLENGE:

Candidates are insecure about making a job switch in the current market



Recommendation: Closely follow up with the candidate during the hiring process and comfort them by providing the full picture of the role, the company and the economic context.



Finance and Accounting



FINANCE AND ACCOUNTING	SME			MNC		
Categorized by Function	From	Average	To	From	Average	To
SENIOR FINANCE						
Group / Regional CFO	60	85	120	80	130	200
CFO	50	60	80	65	80	120
FP&A Director	45	55	60	45	60	70
Finance Director	40	55	65	50	65	80
Financial Controller	30	38	45	35	40	50
Finance Manager	25	35	40	35	40	45
FP&A Manager	30	30	45	35	40	50
CONTROLLING ROLES						
Senior FP&A Analyst	25	28	30	25	30	35
Finance Analyst / Associate	16	18	22	20	22	25
Financial / Management Accountant	15	18	20	18	20	23
Business Controller / Finance Business Partner	25	28	32	25	33	40
Credit Manager	25	30	35	30	35	40
Credit Controller	15	19	22	18	23	27
ACCOUNTING ROLES						
General Ledger Accountant	12	13	15	13	15	17
Junior Accountant (General)	8	10	12	12	15	17
AR / AP Manager	20	22	25	25	30	33
AR / AP Accountant	10	12	15	12	15	20
Assistant Accountant	8	10	12	12	13	17
Payroll Manager	15	17	20	18	20	23

Continued over page

*For the purposes of our salary survey and where referenced, we have defined an SME as being an organisation with a turnover below 50m USD. There may be deviations in salaries due to organisational specificities.

**Salaries are shown per month in thousands of Arab Emirates Dirhams (AED) - basic, housing and transport.

Finance and Accounting



FINANCE AND ACCOUNTING Categorized by Function	SME			MNC		
	From	Average	To	From	Average	To
AUDIT						
Chief Audit Officer	55	70	80	60	100	120
Head of Internal Audit	35	55	60	50	65	80
Audit Manager	25	32	35	28	35	40
Senior (Internal) Auditors	16	20	25	20	25	28
(Internal) Auditors	15	17	20	20	22	25
TREASURY						
Treasurer	60	70	80	70	130	150
Head of Treasury	50	58	65	55	80	100
Treasury Manager	30	40	50	30	40	55
Treasury Analyst	18	22	25	20	25	30
TAX						
Tax Director	40	50	60	65	75	85
Tax Manager	35	40	45	35	45	50
Senior Tax Analyst / Associate - (Direct Tax)	20	25	30	25	33	35
Indirect Tax / VAT Manager	20	22	30	25	30	35
Indirect Tax / VAT Accountant	15	17	20	20	22	25

*For the purposes of our salary survey and where referenced, we have defined an SME as being an organisation with a turnover below 50m USD. There may be deviations in salaries due to organisational specificities.

**Salaries are shown per month in thousands of Arab Emirates Dirhams (AED) - basic, housing and transport.

POSITIONS IN DEMAND

1. CREDIT MANAGER / CONTROLLER
2. DIRECT TAX ACCOUNTANTS / MANAGERS
3. INTERNAL AUDIT / RISK MANAGER
4. FINANCIAL CONTROLLER
5. FINANCE BUSINESS PARTNER

MOST IN-DEMAND SKILLS OR EXPERIENCE



Debt Management

Cash flow is crucial in a turbulent market and there is an appetite for candidates with strong regional banking relationships.



Restructuring

Economic disruption has changed consumer habits and trading practises, therefore identifying and implementing more suitable structures and systems is crucial for future success.



Risk and Internal Controls

In challenging market conditions, tighter internal controls are essential to ensure consistent cashflow and mitigate risks.



International Taxation

Tax hubs are being built in Dubai to cater to the Middle East and African entities for regional and MNC businesses.

CHALLENGE:

In a candidate rich market, identifying quality candidates amongst a high volume of job seekers is a challenge.

Recommendation: Hiring managers must identify and prioritise their key selection criteria to highlight relevant candidates.



Healthcare and Life Sciences



HEALTHCARE AND LIFE SCIENCES			
Categorized by Function	From	Average	To
SALES (B2B)			
General Manager	60	75	90
Head of Sales / Sales Director / Regional Director	50	60	70
Regional Sales Manager / GCC Sales Manager	30	45	55
Business Unit Manager	32	38	45
Business Development Manager / Area Sales Manager	25	30	40
Clinical Application Specialist	20	26	30
Business Development Executive	14	20	25
Sales Engineer / Account Manager	12	15	20
MARKETING			
CMO	65	75	100
Head of Marketing / Marketing Director	50	65	80
Marketing Manager / Group Product Manager	30	40	50
Senior Brand Manager	25	32	35
Brand Manager	18	24	25
Assistant Brand Manager / Marketing Executive	12	16	18
REGULATORY AND MEDICAL AFFAIRS			
Head of Regulatory Affairs	50	60	70
Regulatory Affairs Director	45	55	60
Regulatory Affairs Manager	30	40	50
MEDICAL SCIENCE			
Medical Director	50	60	70
Senior Medical Manager	40	50	60
Medical Manager	35	45	50
Senior MSL	28	35	40
Medical Science Liaison	25	28	35

POSITIONS IN DEMAND

1. REGIONAL SALES MANAGER
2. REGULATORY AFFAIRS
3. BUSINESS DEVELOPMENT MANAGER
4. CLINICAL APPLICATION / PRODUCT SPECIALIST
5. BRAND MANAGER (E-COMMERCE)

MOST IN-DEMAND SKILLS OR EXPERIENCE



Regional Sales

It is vital that profiles within the salesforce of a business are able to generate and close sales across a wider region to ensure diversity in the P&L.



Distributor Management

Being able to control and influence distribution/ principle partners can positively impact sales, inventory and topline revenue.



Regulatory Affairs

Global requirements to potentially bring in new products into the region will require appropriate regulations.



Innovation

With the growing reliance on technology and new ways of working, it is vital that candidates are able to innovate how they operate to adapt to changing situations.

CHALLENGE:

Due to COVID 19, it has become much harder for the commercial side of the Healthcare & Life Science industry to interact with customers/end users within the healthcare world. As a result, organizations are focussing on developing talent who hold strong networks with end users and distributors across the region and who are able to significantly influence the sales pipeline. Regulations are also heightened at the moment with a global growing need for more services and products to support the COVID-19 effort, it can be harder to bring in products from around the world, which in turn can affect supply chain and sales. Companies who are heavily involved in COVID response efforts are seeing a positive increase in business performance. From a talent perspective, the biggest issue we are seeing is a slowdown in hiring activity which creates a stagnation in the market due to a lack of people moving from one job to the next, creating more positions. Candidates are reluctant to move if they are already in a stable position, this means that companies need to offer strong package increases, skill set development and career growth opportunities to attract the best talent. Also, it is becoming more normal to remotely interview and even virtually onboard candidates. This can make or break the recruitment process and it's important to dedicate the same amount of effort and preparation. A smooth and complete onboarding process is highly advisable, especially considering the WFH aspect.

Recommendation: Planning and forecasting headcount can be difficult at the moment, for obvious reasons. However, it is vitally important that each business understands exactly what they need and what they want that new hire to achieve. A clear plan with a sensible budget will allow any company to attract top talent (even passive talent who may not be considering a move before COVID) as well as retain them for the long term.



Human Resources



HUMAN RESOURCES			
Categorized by Role	From	Average	To
GENERALIST			
VP HR / CHRO	60	70	85
HR Director	50	60	70
Head of HR	40	50	60
Regional HR Manager / HR Business Partner	30	38	45
HR Manager	20	25	35
LEARNING & DEVELOPMENT / TRAINING			
Head of Learning Development / Director	40	45	55
Learning & Development / Training Manager	25	35	40
Learning & Development / Training Officer	15	22	28
REWARD			
Head of Reward/C&B	50	58	65
Compensation & Benefits Manager	28	34	45
Compensation & Benefits Officer / Analyst	18	25	35
RECRUITMENT / TALENT ACQUISITION			
Head of Talent Acquisition / Director	40	45	55
Talent Acquisition Manager	20	30	40
Talent Acquisition Specialist	15	20	28

POSITIONS IN DEMAND

1. HR MANAGER - OPERATIONS

3. JUNIOR TALENT SPECIALISTS

2. RECRUITER - OPERATIONS

MOST IN-DEMAND SKILLS OR EXPERIENCE



Arabic speaking

An increasing demand for Arabic speaking talent has been mainly to drive engagement of local talent, build relationships with governmental entities and strengthen local cultural practices.



Employee Engagement & Wellbeing

HR teams have been relied upon to implement creative engagement strategies in the new era of flexible working to ensure employees are not feeling isolated, and also to ensure they are receiving training and are performing to the best of their abilities. Employee wellbeing has become more prevalent during this time and HR is required to provide policies to support not just engagement but also employee mental and physical health.



Performance Management

With the transition to flexible work arrangements, new and updated policies related to managing and assessing performance are required.



Nationalisation

Outside of the public sector, we are seeing more demand for local talent from the private sector in alignment with the government's national employment campaign.

CHALLENGE:

Due to the pandemic, HR was a heavily impacted function with a large number of redundancies hitting the sector. Therefore, the HR talent still left in the business needs to be completely hands-on with all operational HR tasks even though they may have previously been in a more strategic role.



Recommendation: HR candidates at all levels will need to be open minded with their next position as they will find the new wave of HR roles are more operational vs. strategic. Candidates will need to demonstrate this operational expertise in their CVs.



Legal



LEGAL			
Categorized by Role	From	Average	To
IN-HOUSE			
General Counsel	80	95	130
Senior Legal Counsel	50	62	80
Legal Counsel	35	40	45
Junior Counsel	22	26	30
Paralegal	20	25	30
PRIVATE PRACTICE			
Partner	85	125	180+
Senior Associate	50	65	78
Associate	30	35	48
Newly Qualified	25	30	35
Paralegal	22	25	33
Legal Secretary	18	22	24

POSITIONS IN DEMAND

1. REGULATORY DEVELOPMENT LAWYER
2. EMPLOYMENT / EMPLOYMENT DISPUTES LAWYER
3. BILINGUAL CORPORATE ASSOCIATE
4. REAL ESTATE LAWYER
5. FINTECH / E-PAYMENTS / CRYPTOCURRENCY

MOST IN-DEMAND SKILLS OR EXPERIENCE



Ability to liaise with senior stakeholders in government authorities and ministries

In an ever changing regulatory landscape, lawyers are required to monitor changing legislations.



Academic achievement beyond the law degree/LLB

In a competitive market, hiring managers are seeking more distinguishing skills.



Hybrid skillset

Businesses are now looking to draw two skills from one resource. And due to this we're seeing an increasing demand in dual function capability. Eg. 'Legal and Compliance' or 'Legal and Risk' or 'Legal and HR'.

CHALLENGE:

With an increase in international and local remote starters, one of the main concerns is protecting business data. As this is a relatively new phenomenon, having new employees use their personal devices when dealing with sensitive legal information adds a layer of uneasiness. And as a result of this being uncharted territory, an industry-wide precedent has not yet been set.

Recommendation: An internal remote working policy needs to be drafted and communicated to the entire company, and a remote working addendum with a strict confidentiality clause should be added to the employment contract. Most companies do not have the security infrastructure in place yet, however as this becomes the 'new normal' in a post pandemic world, international security integration should become common practice.





OIL AND GAS			
Categorized by function	From	Average	To
Commissioning / Decommissioning Manager	32	45	60
Construction / Installation Manager	40	48	65
Downstream Operations Management	30	38	50
Drilling Manager	35	45	58
Electrical Manager	28	32	45
Estimating / Cost Manager	34	35	42
Geoscience Management	32	48	65
Health & Safety Manager	28	38	55
LNG Manager	38	48	72
Logistics Manager	25	32	38
Manufacturing / Instrumentation Manager	28	35	40
Marine / Naval Manager	34	44	55
Mechanical Manager	30	35	45
Petrochemicals Manager	35	38	50
Piping Manager	26	35	45
Process (Chemical) Manager	30	42	55
Production Management	32	42	55
Project Controls / Project Management	32	45	60
Quality Assurance / Quality Control (h / QC) Manager	26	32	40
Reservoir /Petroleum Engineering Manager	38	45	65
Structural Manager	28	35	50
Subsea / Pipelines Manager	40	45	58
Management salaries by company type	From	Average	To
Contractor	32	38	45
Consultancy	34	40	48
EPCM	24	35	42
Super Major	40	50	68
Operator	35	48	68
Oilfield Services	26	32	42

POSITIONS IN DEMAND

1. PROJECT MANAGER
2. COMMISSIONING / DECOMMISSIONING MANAGER
3. HSE MANAGER
4. PRODUCTION MANAGER
5. ESTIMATING / COST MANAGER

MOST IN-DEMAND SKILLS OR EXPERIENCE



Onshore/offshore experience

Increasing number of onshore / offshore projects in the region.



Green field management

Key players in Oil & Gas in the region are setting up new facilities.



Leadership

In this economic context it is essential to maximize the efficiency, so leadership skills will be critical.

CHALLENGE:

Despite a challenging economic context, the Oil & Gas industry is experiencing a talent pipeline deficit resulting in recruitment challenges all over the world including the Middle East.

Recommendation: Oil & Gas companies need to evolve their hiring strategy. Instead of desperate searches for 'the ideal candidate', they should enhance their employee training programs. This allows them more opportunities to find the right fit. We are already noticing some key industry players highly investing in institute/academic training programs to upskill the talent hired.



Procurement and Supply Chain



PROCUREMENT			
Role	From	Average	To
Chief Procurement Officer	85	90	120
VP/Executive Director of Procurement	50	60	100
Procurement Director	35	40	55
Procurement Manager	20	24	30
Category Manager	20	22	30
Category Specialist	13	15	20
Buyer / Procurement Specialist / Purchasing Officer	10	12	15
Assistant Buyer	8	12	12

SUPPLY CHAIN			
Role	From	Average	To
Chief Supply Chain Officer	85	90	120
VP of Supply Chain	65	80	105
Supply Chain / Logistics Director	40	55	65
Supply Chain Manager	20	28	35
Operations Manager	25	30	35
Demand Planning Manager	20	25	27
Customer Service Manager	20	25	28
Distribution Manager	20	25	30
Supply Planning Manager	22	25	30
Logistics Manager	20	25	30
Fleet / Transportation Manager	15	22	30
Warehouse Manager	15	23	30
Warehouse Supervisor	13	18	20
Demand / Supply / Inventory Planner	13	16	20
Logistics Executive / Coordinator / Specialist	7	13	18
Supply Chain Coordinator	10	13	18

Market overview – the post-Covid landscape

POSITIONS IN DEMAND

1. SUPPLY CHAIN COORDINATOR
2. TRANSPORT / LAST MILE MANAGER
3. CUSTOMER SERVICE SPECIALIST
4. PROCUREMENT LEAD
5. CONTRACTS MANAGER

MOST IN-DEMAND SKILLS OR EXPERIENCE



Contracts Management

Contracts management is increasingly shifting from Legal to being within the scope of Procurement / Commercial functions.



Analytics

Procurement / supply chain transformation should be centered around the story that spend/operations data tells.



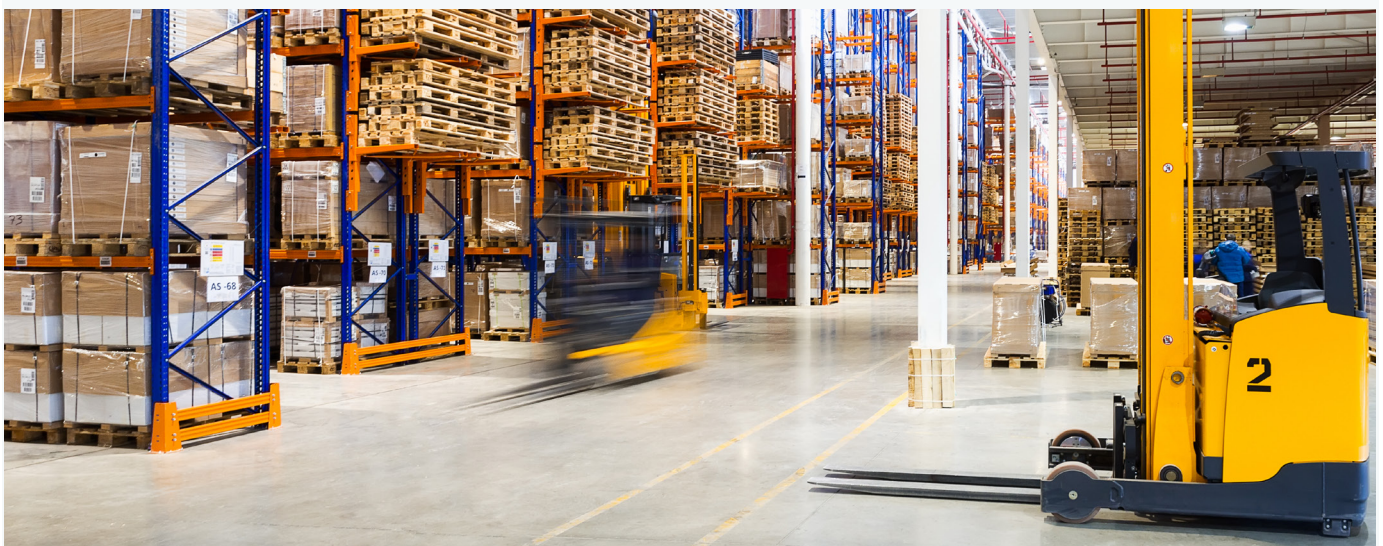
Sales and Influencing

The ability to convince influencers catalyzes Procurement and Supply Chain's elevation to the Board level.

CHALLENGE:

Building functions which are well-defined in terms of process, yet agile in the face of uncertainty and volatility.

“ **Recommendation:** Hire proactive candidates with versatile backgrounds; those who specialize yet are keen and able to extend their responsibilities when necessary. ”



Property and Construction



PROPERTY AND CONSTRUCTION			
Role	From	Average	To
CLIENT SIDE			
General Manager	60	65	75
Project Director	60	68	75
Project Manager	38	42	50
Development Director	65	70	80
Development Manager	45	45	55
Facilities Director	55	65	75
Facilities Manager	20	23	30
Asset Manager	40	42	50
Leasing Manager	25	35	35
CONTRACTING			
General Manager	60	65	80
Project Director	60	62	70
Project Manager	35	40	45
Commercial/Contract Director	55	65	75
Commercial/Contract Manager	38	40	45
Quantity Surveyor	15	20	25
Civil Engineer	15	15	25
Architect	20	23	28

POSITIONS IN DEMAND

1. FACILITIES MANAGEMENT
2. COMMERCIAL MANAGEMENT
3. CONTRACTS CLAIMS MANAGEMENT
4. REAL ESTATE ASSET MANAGEMENT
5. LEASING

MOST IN-DEMAND SKILLS OR EXPERIENCE



Facilities Management

To incorporate changes in health and safety protocols and the upkeep of buildings due to the COVID 19 safe practise standards that have been introduced.



Commercial Management

With building works delayed due to the impact of COVID-19, Force Majeure disputes and payment delays are some of the direct outcomes.



Real Estate Asset Management

The functionality of buildings is being reassessed due to changing market demands. For example, with more people working from home and less people in the office due to COVID-19 restrictions, there is a decrease in demand for large, open plan office spaces and an increasing demand for functional living / work spaces within residences.

CHALLENGE:

Company restructures due to cash flow issues are resulting in an increase in redundancies. The outcome is a job-driven market with less jobs available.

Recommendation: Talent seeking new opportunities should focus on honing some transferable skills that may be needed across other industries. CV must be rewritten to highlight such skills. Present yourself as a skilled professional rather than an industry specialist so hiring managers can see clearly how you could add value to their business.



Retail



RETAIL		
Categorized by role	From	To
RETAIL OPERATIONS		
CEO	75	140
Managing Director / General Manager	50	100
Retail Director	40	60
Sales Director	35	50
Sales Manager	20	30
Operations Manager	20	55
Retail/Area Manager	20	35
Training Manager	18	40
Trainer	14	28
Wholesale Manager	25	35
Key Account Manager	18	25
Store Manager – Luxury	25	50
Store Manager – Value to Mid-Range	10	25
Assistant Store Manager – Luxury	18	33
Assistant Store Manager – Value to Mid-Range	9	16
Sales Associate – Luxury	10	15
Sales Associate – Value to Mid-Range	5	12
MARKETING & COMMUNICATIONS		
Marketing Director	35	70
Marketing Manager	25	45
PR Manager	22	45
Trade Marketing Manager	20	28
Brand Manager	22	35
PR Executive	12	22
Marketing Executive	14	22

RETAIL		
Categorized by role	From	To
BUYING & MERCHANDISING / PLANNING		
Merchandise / Buying Director	60	90
Head of Merchandising / Buying	40	60
Merchandise Manager / Buying Manager	27	40
Senior Merchandiser / Buyer	15	28
Merchandiser / Buyer	14	25
VISUAL MERCHANDISING		
Head of Visual Merchandising	28	35
Visual Merchandise Manager – Regional	20	28
Visual Merchandise Manager – Local	10	15
In store Visual Merchandiser	8	12
DESIGN		
Head of Design	25	35
Fashion Designer	20	25
Designer	15	30

POSITIONS IN DEMAND

1. TRAINERS
2. VIP CLIENT MANAGERS
3. MARKETERS (WITH E-COMMERCE EXPERIENCE)
4. BUYERS FOR ONLINE CHANNELS
5. CONTRACT SALES STAFF

MOST IN-DEMAND SKILLS OR EXPERIENCE



International experience

International experience amongst candidates has always been important to retailers, especially local distributors who aim to bring 'best practice' from more established markets.



Experience with offline and online platforms

The shift in consumer habits from shopping instore to online - this was only accelerated by COVID-19 and the resulting lockdowns. Retailers within the region have been forced to expand their ecommerce platforms, and more often than not, they usually lack the talent internally.



Training experience

The luxury retail market has seen a decrease in brand loyalty, and it is now harder than ever to maintain a consistent client base. So, when consumers are shopping, it is essential that sales staff have the best product knowledge, understand the values of the brand and are comfortable in cross-selling / upselling. As a lot of retailers have 'the product', luxury brands must focus on differentiating themselves by providing excellent client experience - therein the need for trainers.

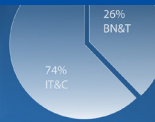
CHALLENGE:

There is difficulty in forecasting the headcount needed, and the market is uncertain with volatility in consumer spending. For example, countries like Kuwait and Bahrain in the Middle East have seen record months from August / September due to some local brands opening within the country, eliminating the need for consumers to plan shopping visits overseas. If however there are further lockdowns, malls within the region could be expected to temporarily close down, creating a negative effect on revenue, and ultimately impacting headcount.

Recommendation: We have seen some clients look at hiring sales and operations staff on a contract basis with the view they can be made permanent once the market is more stable. Also, if we do see a downturn in the market again, sales staff can look at not being confined to be on the shopfloor - they could explore the opportunity to do home visits for VIP clients.

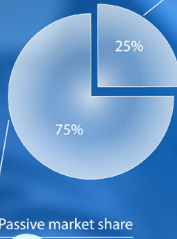


Sales and Marketing - Consumer



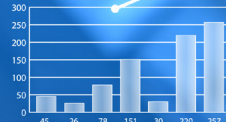
It was 74% and 26 percent respectively. A further change in the economic situation in the market will be characterized by a more equal distribution of market share major players

Share of market activity



Changes in the activity of the active and passive market is uncertain. Established positive trends in various market segments.

Projected sales of main products in 2013



SALES AND MARKETING (CONSUMER)

Categorized by Function	From	Average	To
-------------------------	------	---------	----

SALES

VP of Sales	80	95	115
General Manager	55	75	90
Head of Sales / Sales Director	45	60	65
Regional Sales Manager / GCC Sales Manager	27	40	50
Country Manager	30	40	45
Key Account Manager / National Account Manager	17	22	35
Key Account Executive	10	15	20

MARKETING

Chief Marketing Officer	65	95	120
Head of Marketing / Marketing Director	45	60	75
Marketing Manager / Group Product Manager / Category Manager	35	45	55
Senior Brand Manager	25	33	45
Brand Manager	18	25	30
Assistant Brand Manager / Marketing Executive	14	17	22

TRADE MARKETING

Head of Trade Marketing	45	54	60
Trade Marketing Manager / Shopper Marketing Manager (Regional Role)	22	30	45
Trade Marketing Manager / Shopper Marketing Manager (Country Specific)	15	24	30
Trade Marketing Executive	10	16	20

CONSUMER INSIGHTS

Consumer Insights Director	40	47	58
Consumer Insights Manager	20	28	40
Consumer Insights Executive	15	17	20

Market overview – the post-Covid landscape

POSITIONS IN DEMAND

1. KEY ACCOUNT MANAGER
2. BRAND MANAGER
3. TRADE MARKETING MANAGER
4. BUSINESS DEVELOPMENT MANAGER

MOST IN-DEMAND SKILLS OR EXPERIENCE



Innovation

Consumer roles are at the forefront of people's lives and now more than ever, the industry has seen the need to innovate and adapt with a shift in landscape.



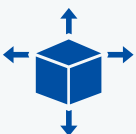
Flexibility and adaptability

There is a need for professionals to keep abreast of the dynamic market changes by constantly upskilling themselves in order to deliver beyond the normal scope of the job.



Resilience

Certain parts of the industry will continue to do better than the others for the unforeseen future; candidates must use this as an opportunity to build their resilience, continuing to make strides to either shift to the other side of the industry or stay long enough to succeed when the market landscape eventually changes.



Distribution Efficiencies

A changing market landscape has required sales candidates in distribution management roles to step in and re-strategise channel and market penetration strategies.



360 Marketing

Marketing candidates with a good balance of strategic and operational experience are in demand compared to specialists.

CHALLENGE:

Market uncertainty has reduced the level of clarity leading consumer businesses to constantly adapt to the rapidly changing conditions in order to build new structures and capabilities in the face of an unpredictable future.

Recommendation: It is important for businesses to understand their USPs, positioning, brand identity and play to their strengths when hiring. This increases their chances of finding the right candidate for the right job. It is imperative now more than ever for businesses to be ready to adapt at a moment's notice for the right candidate but this can only be done after eliminating redundant recruitment criteria when shortlisting candidates, such as limiting the talent search to include candidates who have managed the same type of product or distributor, etc. Instead the brief should be broadened and candidates can be assessed based on for instance, the brands launched, how they have transformed their distributor/internal sales teams or how they have implemented best in class in-store campaigns.



Sales and Marketing B2B



SALES AND MARKETING (BUSINESS TO BUSINESS)

Categorized by Function	From	Average	To
SALES			
Regional General Manager / VP Sales	60	80	120
General Manager	55	75	85
Country Director / Manager	45	55	70
Regional Sales Director	40	50	60
Regional Sales Manager	25	35	45
Business Development Manager	25	35	45
Country Sales Manager	25	30	35
Project Sales Manager	20	30	40
Key Account Manager / Area Sales Manager	18	25	35
Pre Sales Manager	15	25	35
Business Development Executive	10	16	20
Sales Engineer / Specification Specialist / Account Manager	8	13	22
MARKETING			
Head of Marketing / Marketing Director	50	60	80
Regional PR / Comms / Lobbying Director	40	50	80
PR / Comms / Lobbying Manager	30	40	60
Regional Head of Product	40	55	80
Marketing Manager / Group Product Manager / Category Manager	35	45	55
Bid Director	30	40	55
Bid Manager	22	30	35
Manager - Sales Analytics	25	35	45
Marketing Research	12	20	28

Market overview – the post-Covid landscape

POSITIONS IN DEMAND

1. SALES ENGINEER
2. ACCOUNT MANAGER
3. SALES MANAGER
4. BUSINESS DEVELOPMENT MANAGER
5. CUSTOMER SUCCESS EXECUTIVE

MOST IN-DEMAND SKILLS OR EXPERIENCE



Resilience

Talent must demonstrate the ability to maintain a positive attitude in the team so that productivity is high.



Industry expertise/knowledge

Those professionals with a strong network and the ability to convert leads into revenue will be sought after.



Solution Selling

Candidates should be able to demonstrate to the client why and how the solution will help the business make or save money, or solve a problem.

CHALLENGE:

Companies have restructured leading to redundancies, in some cases as a cost reduction strategy not directly as a result of local market performance. Thus, companies have less resources to achieve their goals. In the medium term, companies are expected to freeze hiring until they are able to forecast more accurately. Many companies are playing it safe and are inclining towards hiring less experienced talent to bring down costs.

Recommendation: Employers should be clear and transparent with candidates about the scope of the job and the salary package right from the start of the hiring process.



Secretarial and Office Support



SECRETARIAL AND SUPPORT

Categorized by Function	From	Average	To
FINANCIAL SERVICES AND MANAGEMENT CONSULTANCIES			
Office Manager	22	25	30
Executive Assistant	18	22	25
Personal Assistant	18	20	27
Team Assistant	13	15	17
General Administration	10	12	14
PRO	7	10	12
Receptionist	6	8	9

GOVERNMENT / SEMI GOVERNMENT

Executive Assistant	24	28	32
Office Manager	20	25	32
Legal Secretary	18	22	25
Team Assistant	17	21	24
Senior Administration	16	20	22
General Administration	12	15	17
Receptionist	10	12	15

SME

Office Manager	18	15	24
Personal Assistant	15	17	21
Executive Assistant (EA)	12	15	17
General Administration	8	10	12
Receptionist	6	7	10

SECRETARIAL AND SUPPORT

Categorized by Function	From	Average	To
MNC			
Office Manager	18	22	25
General Administration	10	14	18
Receptionist	10	12	17
MNC LEGAL FIRMS			
Office Manager	22	25	28
Legal Secretary	18	23	26
Receptionist	10	12	15

POSITIONS IN DEMAND

1. OFFICE MANAGER & EXECUTIVE ASSISTANT
2. EXECUTIVE ASSISTANT (WITH RECEPTION RESPONSIBILITIES)
3. OFFICE ADMINISTRATOR / TEAM ASSISTANT
4. OFFICE ADMINISTRATOR (WITH RECEPTION RESPONSIBILITIES)
5. EXECUTIVE ASSISTANT (WITH RFP EXPERIENCE)

MOST IN-DEMAND SKILLS OR EXPERIENCE



Multitasking Ability

Candidates who can multitask, act as a great value addition, considering the cost benefit approach. A good example of this would be an Executive Assistant, who is happy to be seated at the front desk or an Office Manager willing to provide executive support when needed.



Strong Communication

This is key for a support candidate as he / she may interact closely with different stakeholders representing the C suite or the company. In many instances, support candidates lead and organise events, meetings and do follow ups. Thus, it is a skill set that helps them get things done and builds their pathway to success.



Stakeholder Management

Not only is it essential for support candidates to be able to manage expectations of their leader whom he/ she supports, but also the expectations of the other stakeholders to ensure synergies between different teams. Good stakeholder management leads to a satisfied and happy employer in addition to achieving personal growth.

CHALLENGE:

Well defined interview process and feedback are the pillars of a seamless recruitment process. With the current market situation, we have observed that companies that are looking to hire either do not have clarity on the interview process or do not provide feedback in some cases. Many candidates have been dissatisfied with this approach as it reflects adversely on the company and the candidates lose interest in the opportunity.

Recommendation: Having a predefined interview process and providing timely feedback keeps candidates engaged and warm. Candidates can begin to feel a sense of connection towards the company which helps build a positive brand image in their mind and in many cases the hiring process becomes a key decision-making factor. Thus, companies need to ensure that candidates have a good overall hiring experience and receive appropriate feedback.





TECHNOLOGY		
Categorized by Function	From	To
EXECUTIVE / LEADERSHIP		
Chief Information Officer (CIO)	70	130
Chief Technology Officer (CTO)	50	120
Chief Information Security Officer (CISO)	60	110
IT Director	40	80
Head of IT	30	75
IT Manager	20	50
INFORMATION SECURITY		
Security Architect	35	65
Security Manager	30	60
Security Engineer	20	40
Security Analyst	15	25
ENTERPRISE APPLICATIONS		
Applications Director	40	80
Business Applications Manager	25	55
Technical / Functional Consultant	20	40
BUSINESS ANALYSIS & PROJECT MANAGEMENT		
Head of PMO	40	80
IT Business Partner	35	55
Programme Manager	35	65
Project Manager	20	40
Senior Business Analyst	25	45
Business Analyst	15	30
ARCHITECTURE		
Head of Enterprise Architecture	45	85
Enterprise Architect	35	75
Solution Architect	30	60
Cloud Architect	35	55
Pre Sales Consultant	25	40

TECHNOLOGY		
Categorized by Function	From	To
INFRASTRUCTURE		
Infrastructure Head / Director	40	80
Infrastructure Manager	25	50
Infrastructure Engineer	15	35
TECHNICAL SERVICES		
Technical Support Manager	20	40
Support Engineer	12	28
Application Support Analyst	13	27

POSITIONS IN DEMAND

1. CLOUD ARCHITECTURE
2. SECURITY ARCHITECTURE
3. SOC SPECIALISTS
4. IT PROJECT MANAGEMENT
5. TECHNICAL SOLUTIONS CONSULTING

MOST IN-DEMAND SKILLS OR EXPERIENCE



Hands-on cloud transformation experience

Many of the best candidates in this space are being drawn to working either directly for the multinational tech vendors or with a handful of the largest corporations due to the size and scope of the programs those businesses are undertaking.



Project / Change Management

Technology transformation has become a key priority for most businesses in the region as they explore systems and applications that can reduce operating costs and drive a higher level of performance and efficiency.



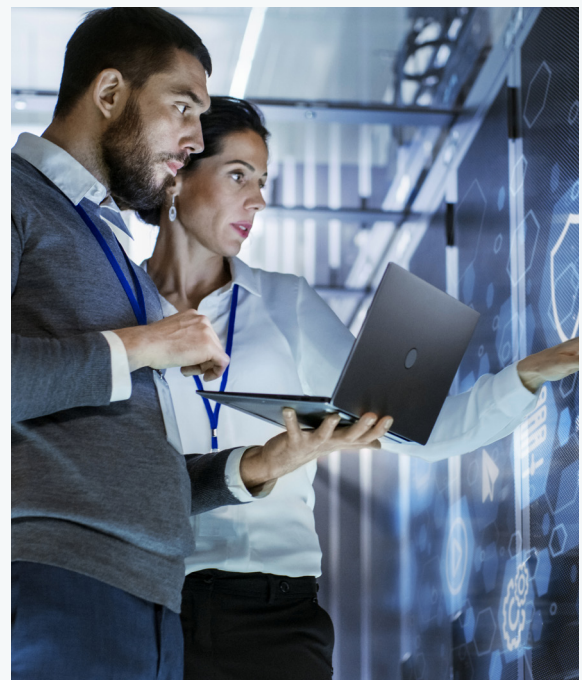
Security Consulting

Demand has increased for Security Consulting professionals with skills and experience gained in mature markets as a result of international Security vendors entering the Middle East.

CHALLENGE:

There is a shortage of local based talent across the most in-demand skillsets, meaning organisations need to hire from overseas; this will be a challenge as long as there are travel restrictions in place due to COVID-19.

“ **Recommendation:** Organisations should focus on developing and upskilling internal talent and aim to be more flexible on sector and vendor expertise when hiring for external locally-based talent. Remote working options should always be explored when possible. ”



Trends in Interim Recruitment

In many cases we solve critical and delicate situations for our clients – situations where finding the right profile is key to their business objectives.

This could mean the implementation of a new function or business unit, the opening of a new market, a switch to lean manufacturing processes, or even changes to the supply chain.

One of our strong points is our network of professionals and clients who have already worked with us – they make the virtuous circle possible, as we know them, they know us, we know our clients, and we all deliver for each other.

WHY CLIENTS PARTNER WITH US FOR INTERIM STAFFING SOLUTIONS

SPEED OF PLACEMENT



Faster than permanent placement

TIME TO HIRE TIMINGS



Reduce Time to Hire for specific disciplines

DELIVERING CANDIDATE SHORTLIST



Deliver candidate shortlist in 24-48 hours for core roles

TOTAL TIME TO HIRE



Average time to hire



Quality professionals: Identical approach to permanent selection with detailed verification of references and experience.

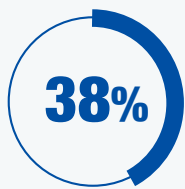


Flexibility: Variable fee if contract is less than 12 months.

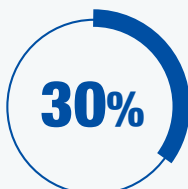


Access to pre-screened immediately available **candidate pool**.

COMPANIES IN THE MIDDLE EAST USE INTERIM PROFESSIONALS FOR



Technical or specific projects with established timelines



Headcount freeze



Maternity cover



Visa/payroll restrictions



Extended trial period leading to permanent role

TIPS FOR INTERIM RECRUITMENT

REACTIVE & RAPID



Always be reactive to the market and rapid on response

HIGHER SALARY



Offer a salary 5 -10% higher than market rate

BONUS LINKED TO OBJECTIVES



Link bonus to variable objectives including performance

SEARCH & SELECTION



Merge search and selection steps to speed up your processes

TRUSTED PARTNER



Use a trusted recruitment partner with experience in Interim professionals

Get in touch



We deliver high-quality, targeted and consultative
approach when we partner with you.

**Request a
call back**



**Submit a
job spec**



Email us



Office No. 204, Al Fattan Currency House, Tower 1

Dubai International Financial Centre (DIFC)

PO Box 506702, Dubai

United Arab Emirates

+971 4 709 0300

clientmiddleeast@michaelpage.ae

www.michaelpage.ae



PageExecutive

MichaelPage

PagePersonnel

PageOutsourcing

Part of PageGroup