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



About **this guide**

The Michael Page Salary & Skills Guide 2020 is developed as a reference for hiring managers and job seekers to make informed employment decisions in the Middle East.

It provides an overview of market and employment trends, including observations such as job seekers' sentiments. Additionally, it highlights salary trends per role within each industry.

You will find salary benchmarks for various job functions across the following sectors:

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

Report methodology

Data for the salary benchmark is derived from our proprietary database capturing job advertisements and placements throughout 2019. It is supplemented with data and insights from our other studies such as our quarterly job market surveys, validated against insights from our leaders' and consultants' interactions with clients and candidates.



An introduction from **Pierre-Emmanuel Dupil**

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

Dear Clients and Candidates,

2019 has been mostly in line with 2018 in terms of recruitment market trends, and the year has also confirmed a few emerging tendencies which we will closely observe in 2020.

Firstly, based on a relatively stable oil price, the Middle East market has been active overall. Obviously, the Kingdom of Saudi Arabia has been the steering economic engine while the UAE picked up slightly.

While the hiring activity has been supported by consistent public investments mainly in Abu Dhabi and Saudi Arabia, we also noted positive signs from the private sector in both markets.

Amongst major trends monitored in the region over the past year, there has been a growing demand for nationalization in the UAE and Saudi Arabia in the public and private sectors, including multinationals.

Sector-wise, industry players struggled and often downsized essentially due to demand contraction and a saturated market in the UAE, while Qatar's situation did not help support exports resulting in a decrease in recruitment in that space. In the UAE again, the Financial Services sector, despite staying active, also showed signs of a slow-down due to major consolidations.

That said, some sectors like Retail, FMCG and Luxury picked up after three years of slow activity, probably in preparation for Expo 2020. Classic support functions like Finance, Procurement and Supply Chain were stable in terms of recruitment activity but more oriented towards junior and mid-manager profiles. As noticed in the past two years, demand for IT talent, especially data and digital experts, has increased significantly, supporting companies in their quest for new revenue streams. On another note, due to regional specificities and challenges, a demand for Legal and Consultancy experts was observed. Last, but not the least, 2019 confirmed a huge need for Property & Construction professionals owing to the key projects aligned with the Saudi Vision 2030.

Salary-wise, despite increasing operating costs being a regional concern, the best candidates still require double digit salary increase to move jobs. High demand in the Saudi market and competition between major projects to attract talent obviously triggers that trend.

On behalf of PageGroup Middle East, I wish you a good read of our Salary & Skills Guide and a successful 2020!

PageGroup

PageGroup is a world-leading specialist recruitment company with over four decades of expertise. With 7,772 employees and operations in 36 countries, PageGroup provides recruitment services and career opportunities 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 Personnel and Page Outsourcing



Full regional **coverage**



15 disciplines



50+ recruitment consultants



80,000 average monthly users on www.michaelpage.ae



Over 100,000 candidates in database

Job Market Trends in the Region*



Top reasons people are living and working in the Middle East: **Career prospects, salary** and **standard of living**.



Top 3 aspects of their job people are most satisfied with: **Current industry/sector, level of responsibility** and **their manager**.

42% of job seekers will consider leaving a company **lacking professional growth** opportunities.

80% of candidates are **positive** about the future job market situation.

Salary guide | Banking and Financial Services



BANKING AND FINANCIAL SERVICES				
Categorized by Function	From	To	Average	Trend
WHOLESALE BANKING				
Head of Wholesale Banking (EVP)	90	175	145	↔
Head of Corporate Banking (SVP)	70	105	90	↔
Head of Unit	35	71	57	↓
Senior Relationship Manager	27	46	38	↓
Relationship Manager	15	35	28	↔
Relationship Officer / Assistant Relationship Manager	11	20	18	↔
RETAIL BANKING				
Head of Consumer Banking (EVP)	90	195	155	↔
Head of Retail Banking (SVP)	73	135	95	↔
Head of Assets / Sales	45	110	72	↓
Senior Manager Products / Sales	38	90	57	↓
Manager Products / Sales	22	54	36	↓
Officer / Assistant Manager; Products/ Sales	8	25	17	↔
INVESTMENT BANKING – M&A / DCM/ ECM / LEV FIN				
Managing Director	80	183	152	↔
Executive / Senior Director	55	120	122	↔
Director	37	94	91	↔
Vice President	28	70	65	↑
Associate	22	55	45	↑
Analyst	15	33	24	↔
PRIVATE EQUITY / INVESTMENTS				
Managing Director	75	183	152	↔
Senior Vice President / Senior Director	52	130	110	↑
Vice President / Director	33	90	76	↔
Senior Associate	24	60	50	↔
Associate	18	37	45	↓
Analyst	15	30	24	↑

BANKING AND FINANCIAL SERVICES				
Categorized by Function	From	To	Average	Trend
RISK				
Chief Risk Officer	60	160	90	↑
Head of Risk	35	70	70	↑
Manager	20	40	45	↔
Senior Analyst	14	30	20	↔
Analyst	8	20	15	↔
COMPLIANCE				
Head of Compliance / Chief	40	100	60	↔
Compliance Officer	25	40	40	↓
Compliance / AML Manager	15	30	25	↓
AML / Fraud / Regulatory Analyst	10	20	15	↓
INSURANCE				
Managing Director	40	150	95	↔
Senior Vice President / Senior Director	35	80	57.5	↔
Vice President / Director	20	60	40	↔
Senior Associate	16	35	25.5	↔
OPERATIONS				
COO	70	120	80	↓
Head of Operations	50	75	50	↓
Assistant Manager / Manager	30	50	35	↓
Officer / Analyst	20	35	25	↓
↓ Decrease ↔ No change ↑ Increase As compared to last year				
TRENDING SKILLS				
1	Corporate Finance & Investments			
2	Qualified chartered accountants with a minimum of 3-4 years' experience in finance accounting (FP&A, financial controls, management accounting)			
3	Senior operational risk roles with strong experience in Enterprise Risk Management (ERM)			

Salary guide | Finance and Accounting



FINANCE AND ACCOUNTING	SME				MNC			
	From	To	Average	Trend	From	To	Average	Trend
Categorized by Function								
SENIOR FINANCE								
Group / Regional CFO	70	100	85	↓	80	160	120	↔
CFO	60	80	70	↓	70	110	90	↓
FP&A Director	40	50	45	↑	40	70	55	↓
Finance Director	40	60	50	↑	60	80	70	↓
Financial Controller	30	50	40	↔	35	65	50	↔
Finance Manager	25	35	30	↓	35	50	42.5	↔
FP&A Manager	30	45	37.5	↔	35	55	45	↑
CONTROLLING ROLES								
Senior FP&A Analyst	20	30	25	↑	25	35	30	↑
Finance Analyst / Associate	15	20	17.5	↔	18	25	21.5	↔
Financial / Management Accountant	15	18	16.5	↑	17	22	19.5	↔
Business Controller / Finance Business Partner	20	30	25	↑	25	40	32.5	↑
Credit Manager	20	30	25	↓	25	40	32.5	↔
Credit Controller	16	20	18	↑	20	25	22.5	↑
ACCOUNTING ROLES								
General Ledger Accountant	10	15	12.5	↔	12	15	13.5	↔
Junior Accountant (General)	8	12	10	↓	12	17	14.5	↓
AR / AP Manager	15	20	17.5	↔	16	22	19	↔
AR / AP Accountant	9	12	10.5	↔	10	15	12.5	↔
Assistant Accountant	8	12	10	↔	12	17	14.5	↔
Payroll Manager	15	20	17.5	↔	17	23	20	↔

↓ Decrease ↔ No change ↑ Increase | As compared to last year

Continued over page

Salary guide | Finance and Accounting cont/d



FINANCE AND ACCOUNTING Categorized by Function	SME				MNC			
	From	To	Average	Trend	From	To	Average	Trend
AUDIT								
Chief Audit Officer	55	70	62.5	↑	60	120	90	↑
Head of Internal Audit	40	60	50	↑	50	80	65	↑
Audit Manager	25	35	30	↔	28	40	34	↔
Senior (Internal) Auditors	15	20	17.5	↑	18	22	20	↑
(Internal) Auditors	13	18	15.5	↔	15	20	17.5	↔
TREASURY								
Treasurer	60	80	70	↑	60	150	105	↓
Head of Treasury	40	60	50	↑	55	100	77.5	↓
Treasury Manager	25	40	32.5	↔	30	40	35	↔
Treasury Analyst	17	22	19.5	↔	20	25	22.5	↔
TAX								
Tax Director	50	60	55	↓	50	85	67.5	↑
Tax Manager	40	55	47.5	↓	35	50	42.5	↓
Senior Tax Analyst / Associate	22	28	25	↓	25	35	30	↔
Indirect Tax / VAT Manager	25	35	30	↓	25	40	32.5	↓
Indirect Tax / VAT Accountant	15	20	17.5	↔	20	25	22.5	↔

↓ Decrease
↔ No change
↑ Increase
 As compared to last year

TRENDING SKILLS

- 1 Business Controllers / FP&A professionals are in demand for a lot of SMEs as well as MNCs. However, a growing lack of talent at mid-level is pushing salaries up for 7-12 years of experience in this area
- 2 Technology / BI / AI integration experience is a growing trend in finance
- 3 Credit controllers / risk on collection is high on agenda for most companies but a dying art and lack of this skill set is pushing salaries upwards



DIGITAL			
Categorized by Function	From	To	Trend
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	18	26	↔
Advertising Operations Manager	18	26	↔
CRM Manager	15	25	↔
SEO/SEM Manager	12	24	↑
Account Manager	12	18	↓
Digital Marketing Executive	12	18	↓
USER EXPERIENCE AND DESIGN			
UX Director	50	70	↑
Head of User Experience	40	60	↑
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	60	↑
Agile Lead	30	50	↔
Scrum Master	30	40	↔
Digital Strategist	25	35	↔
Digital Project Manager	25	35	↓
PRODUCT AND E-COMMERCE			
Product Director	45	65	↔
Head of Omnichannel	40	55	↑
Head of Product	35	55	↑
Product Manager	22	34	↑
E-Commerce Manager	18	26	↔

DIGITAL			
Categorized by Function	From	To	Trend
DATA AND ANALYTICS			
Head of Data Science	50	65	↑
Digital Analytics Manager	45	55	↑
Data Engineering Manager	45	55	↔
Data Scientist	20	40	↔
Data Analyst	20	36	↔
Data Engineer	15	35	↔
DEV OPS, ARCHITECTURE AND ENGINEERING			
Head of Enterprise Architecture	50	70	↔
DevOps Lead	30	50	↔
Solutions Architect	30	50	↔
DevOps Engineer	25	35	↔
Cloud Engineer	22	30	↔
Senior Software Engineer	20	30	↔
Software Engineer	15	25	↔
DEVELOPMENT			
Head of Development	45	65	↔
Lead Developer	25	35	↔
Blockchain Developer	20	30	↔
Back End Developer	18	28	↔
Full Stack Developer	18	28	↔
iOS Developer	15	25	↑
Android Developer	15	25	↑
Front End Developer	12	22	↔

↓ Decrease ↔ No change ↑ Increase | As compared to last year

TRENDING SKILLS	
1	Data Analysis
2	Mobile Development
3	UX Design

Salary guide | Technology



TECHNOLOGY			
Categorized by Function	From	To	Trend
EXECUTIVE / LEADERSHIP			
Chief Information Officer (CIO)	70	130	↔
Chief Technology Officer (CTO)	50	120	↔
Chief Information Security Officer (CISO)	50	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	18	28	↑
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	↓
IT Project Manager	20	40	↓
Senior IT 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	↑

TECHNOLOGY			
Categorized by Function	From	To	Trend
INFRASTRUCTURE			
Infrastructure Head / Director	40	80	↓
Infrastructure Manager	25	50	↓
Infrastructure Engineer	20	40	↓
BUSINESS INTELLIGENCE / ANALYTICS			
Business Intelligence Head / Director	40	80	↑
Analytics Manager / Head	25	65	↑
BI Developer	20	35	↑
Data Analyst	15	30	↔
DATA MANAGEMENT			
Data/Information Architect	35	60	↑
Database Administrator	15	30	↓
Data Governance Professional	25	60	↑
Data Analyst	15	30	↔
TECHNICAL SERVICES			
Technical Support Manager	20	40	↓
Support Engineer	12	28	↓
Application Support Analyst	13	27	↓

↓ Decrease ↔ No change ↑ Increase | As compared to last year

TRENDING SKILLS	
1	Cloud Infrastructure
2	Cyber Security
3	Data Management

Salary guide | Consultancy, Strategy & Change



PMO, STRATEGY & TRANSFORMATION

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

MANAGEMENT / STRATEGY CONSULTING

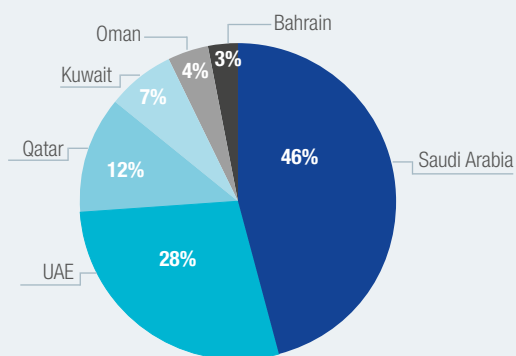
Categorized by Role	From	To
Partner	75	185
Director	60	100
Senior Manager	38	60
Manager	30	45
Senior Consultant	20	30
Consultant	15	25
Analyst / Associate	12	18

Industry Insights

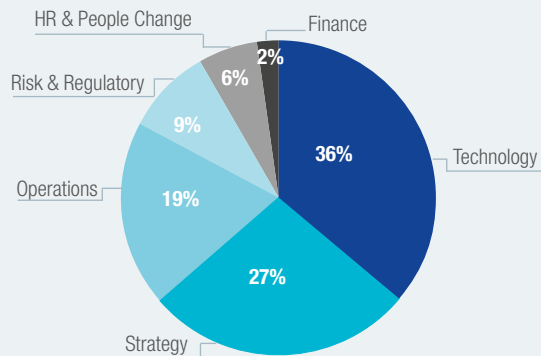
Spend on Middle East consulting: 2018: **\$3bn** | 2019: **\$3.3bn*** | 2020: **\$3.5bn***

*Projected figures reported at the time of printing

Reported market size per Middle East country:



Reported market size per function:



Hiring trends/priorities:

- **Graduates/entry:** Focus is on local hires or top-class graduates from around the world
- **Experienced professionals:** Proven experience in either top global firms or sector expertise with respected boutique firms, all from mature markets

Salary guide | Engineering and Manufacturing



ENGINEERING AND MANUFACTURING				
Categorized by Function	From	To	Average	Trend
General Manager	47	85	65	↔
Managing Director	45	75	60	↔
Global Manufacturing Director	40	72	60	↑
Manufacturing Director	35	70	50	↔
Factory / Plant Manager	30	55	38	↔
Production Manager	20	40	28	↔
Production Supervisor	12	16	14	↔
Production Engineer	8	14	11	↔
Quality Director (QA / QC)	40	60	48	↔
Quality Manager (QA / QC)	20	36	28	↔
Quality Engineer (QA / QC)	8	14	12	↔
Maintenance Manager	20	40	28	↔
Maintenance Supervisor	12	17	13	↔
Maintenance Engineer	8	14	10	↔
HSE Manager	18	38	25	↔
HSE Supervisor / Coordinator	10	16	13	↓
HSE Engineer / Officer	8	14	10	↔
R&D / NPD Director	40	60	50	↔
R&D / NPD Manager	25	38	32	↑
Senior R&D / NPD Technologist	14	22	18	↑
R&D / NPD Technologist	8	15	13	↑
Lab Manager	22	32	28	↑
Regulatory Affairs Director	35	65	48	↔
Regulatory Affairs Manager / Associate	15	30	22	↔
Regulatory Affairs Engineer	12	18	14	↔
Continuous Improvement Manager	25	40	32	↑
Continuous Improvement Engineer	12	20	16	↑
Project Director	45	90	55	↔
Project Manager	35	60	42	↔
Project Engineer	10	18	13	↔
Design Manager	15	32	25	↔

TRENDING SKILLS	
1	World Class Manufacturing
2	Critical thinking & problem solving
3	Leadership & communication skills

↓ Decrease
↔ No change
↑ Increase
 | As compared to last year

*Salaries are shown per month in thousands of Arab Emirates Dirham (AED) and are fully inclusive of all allowances.

Salary guide | Property and Construction



PROPERTY AND CONSTRUCTION

Role	From	To	Average	Trend
CLIENT SIDE				
General Manager	65	85	70	↓
Project Director	65	80	68	↓
Project Manager	45	55	45	↓
Development Director	65	85	70	↓
Development Manager	45	60	45	↓
Facilities Director	60	75	60	↓
Facilities Manager	25	45	25	↓
Asset Manager	40	60	42	↓
Leasing Manager	25	35	35	↔
CONTRACTING				
General Manager	60	80	65	↓
Project Director	60	70	62	↓
Project Manager	35	45	40	↓
Commercial/Contract Director	55	75	58	↓
Commercial/Contract Manager	35	45	38	↓
Quantity Surveyor	15	25	20	↓
Civil Engineer	15	25	15	↓
Architect	20	30	25	↓

↓ Decrease ↔ No change ↑ Increase | As compared to last year

TRENDING SKILLS

1	Leasing (retail sector)
2	Commercial Management
3	Asset Management

Salary guide | Oil and Gas



OIL AND GAS

Categorized by function	From	To	Average
Commissioning / Decommissioning Manager	32	42	36
Construction / Installation Manager	40	58	48
Downstream Operations Management	30	50	38
Drilling Manager	35	58	45
Electrical Manager	28	45	32
Estimating / Cost Manager	34	45	38
Geoscience Mgmt	35	65	50
Health & Safety Manager	28	55	38
LNG Manager	38	72	48
Logistics Manager	25	38	32
Manufacturing / Instrumentation Manager	28	38	34
Marine / Naval Manager	34	55	44
Mechanical Manager	30	45	35
Petrochemicals Manager	35	50	38
Piping Manager	26	45	35
Process (Chemical) Manager	35	56	45
Production Management	32	60	42
Project Controls / Project Management	32	55	40
Quality Assurance / Quality Control (QA / QC) Manager	26	40	32
Reservoir /Petroleum Engineering Manager	38	65	45
Structural Manager	28	50	35
Subsea / Pipelines Manager	40	58	45

Management salaries by company type	From	To	Average
Contractor	32	45	38
Consultancy	34	48	40
EPCM	24	42	35
Super Major	40	68	50
Operator	35	68	48
Oilfield Services	26	42	32

TRENDING SKILLS

1	Oil & Gas background preferred
2	Onshore / Offshore experience
3	Green field management

Salary guide | Healthcare and Life Sciences



HEALTHCARE AND LIFE SCIENCES

Categorized by Function	From	To	Average
SALES (B2B)			
General Manager	65	90	80
Head of Sales / Sales Director / Regional Director	55	70	65
Regional Sales Manager / GCC Sales Manager	35	55	50
Business Unit Manager	32	42	38
Business Development Manager / Area Sales Manager	24	35	28
Clinical Application Specialist	20	30	26
Business Development Executive	14	24	18
Sales Engineer / Account Manager	12	20	15

MARKETING

CMO	80	120	90
Head of Marketing / Marketing Director	50	80	65
Marketing Manager / Group Product Manager	35	50	48
Senior Brand Manager	25	35	32
Brand Manager	18	25	24
Assistant Brand Manager / Marketing Executive	12	18	16

REGULATORY AND MEDICAL AFFAIRS

Head of Regulatory Affairs	50	80	68
Regulatory Affairs Director	45	60	55
Regulatory Affairs Manager	35	48	42

MEDICAL SCIENCE

Medical Director	58	70	68
Senior Medical Manager	42	60	55
Medical Manager	40	50	48
Senior MSL	32	42	36
Medical Science Liaison	25	35	28

TRENDING SKILLS

1	Distributor Management
2	Regulatory / Product Registration
3	Clinical Specialists in demand

Salary guide | Human Resources



HUMAN RESOURCES				
Categorized by Role	From	To	Average	Trend
GENERALIST				
VP HR / CHRO	70	95	80	↓
HR Director	50	75	65	↔
Head of HR	40	60	50	↔
Regional HR Manager / HR Business Partner	35	50	40	↔
HR Manager	20	35	28	↔
HR Officer	15	23	18	↑
HR Administrator	10	18	14	↑
LEARNING & DEVELOPMENT / TRAINING				
Head of Learning Development / Director	40	60	50	↓
Learning & Development / Training Manager	25	45	35	↔
Learning & Development / Training Officer	15	30	24	↑
REWARD				
Head of Reward/C&B	55	70	60	↔
Compensation & Benefits Manager	35	55	40	↔
Compensation & Benefits Officer / Analyst	24	35	30	↔
RECRUITMENT / TALENT ACQUISITION				
Head of Talent Acquisition / Director	40	60	50	↔
Talent Acquisition Manager	20	40	30	↔
Talent Acquisition Specialist	15	28	23	↔

↓ Decrease
↔ No change
↑ Increase
 | As compared to last year

TRENDING SKILLS	
1	Junior and mid-level Arabic speakers
2	Experience with startups and implementing HR best practice from scratch
3	Industry experience in Education or Healthcare

Salary guide | Legal



LEGAL				
Categorized by Role	From	To	Average	Trend
IN-HOUSE				
General Counsel	65	120	80	↓
Senior Legal Counsel	42	80	60	↑
Mid-level Legal Counsel	32	47	40	↓
Junior Counsel	22	30	26	↑
Legal Secretary	15	22	18	↓
PRIVATE PRACTICE				
Partner	75	150	100	↔
Senior Associate	45	75	55	↔
Associate	30	45	35	↔
Newly Qualified	25	35	30	↔
Paralegal	22	27	25	↔
Legal Secretary	18	24	22	↔

↓ Decrease
↔ No change
↑ Increase
 As compared to last year

TRENDING SKILLS	
1	Common Law qualified Arabic speakers
2	Construction arbitration expertise
3	Legislation & Regulatory lawyers

Salary guide | Procurement and Supply Chain



PROCUREMENT				
Role	From	To	Average	Trend
VP of Procurement	50	100	70	↑
Procurement Director	40	65	45	↔
Procurement Manager	20	30	25	↓
Category Manager	20	30	20	↓
Sourcing Specialist	15	20	16	↓
Buyer / Purchasing Officer	13	15	15	↔
Assistant Buyer / Procurement Expeditor	8	12	12	↔

SUPPLY CHAIN	SME				MNC			
	From	To	Average	Trend	From	To	Average	Trend
VP of Supply Chain	65	95	70	↔	70	105	85	↔
Supply Chain / Logistics Director	40	70	55	↔	45	75	55	↔
Supply Chain Manager	25	60	30	↓	30	65	35	↓
Demand Planning Manager	22	33	25	↓	25	40	28	↔
Customer Service Manager	20	28	25	↔	22	35	26	↔
Distribution Manager	20	30	25	↓	20	35	25	↓
Supply Planning Manager	22	30	25	↓	22	35	27	↓
Logistics Manager	18	35	28	↓	23	40	25	↓
Fleet / Transportation Manager	15	27	22	↔	18	30	22	↔
Warehouse Manager	15	35	23	↓	20	35	25	↔
Warehouse Supervisor	13	20	18	↓	15	20	18	↓
Demand / Supply / Inventory Planner	13	23	16	↓	13	23	18	↓
Logistics Executive / Coordinator / Specialist	7	15	12	↓	7	18	13	↔
Supply Chain Coordinator	10	18	15	↔	10	18	15	↔

↓ Decrease ↔ No change ↑ Increase | As compared to last year

TRENDING SKILLS	
1	Lean Six Sigma certification (Green Belt or Black Belt) is highly preferred in this market
2	Process Excellence and Continuous Improvement systems are being widely implemented by organizations
3	ERP experience (WMS and SAP) preferred by companies



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
TRENDING SKILLS		
1	Growing popularity of online shopping and omni-channel retail	
2	Rise of planet-friendly products and merchandise	
3	Fewer senior roles within retail companies as the focus is on cost reduction	

Salary guide | Sales and Marketing (B2B)



SALES AND MARKETING (BUSINESS TO BUSINESS)

Categorized by Function	From	To	Average	Trend
SALES				
Regional General Manager / VP of Sales	70	120	90	↔
General Manager	65	95	80	↔
Country Director / Manager	45	70	55	↔
Regional Sales Director	50	80	60	↔
Regional Sales Manager	30	45	40	↓
Business Development Manager	27	45	35	↔
Country Sales Manager	25	35	30	↔
Project Sales Manager	20	40	30	↑
Key Account Manager / Area Sales Manager	18	35	25	↔
Pre Sales Manager	15	35	25	↔
Business Development Executive	12	20	16	↓
Sales Engineer / Specification Specialist / Account Manager	10	22	15	↓
MARKETING				
Head of Marketing / Marketing Director	70	90	80	↔
Regional PR / Comms / Lobbying Director	60	100	80	↔
PR / Comms / Lobbying Manager	35	65	50	↔
Regional Head of Product	55	80	70	↔
Marketing Manager / Group Product Manager / Category Manager	35	55	45	↔
Bid Director	30	55	40	↔
Bid Manager	22	35	30	↔
Director – Sales Analytics	40	75	55	↔
Manager – Sales Analytics	25	45	35	↔
Marketing Research	12	28	20	↓

↓ Decrease ↔ No change ↑ Increase | As compared to last year

TRENDING SKILLS (BUSINESS TO BUSINESS)

1	With limited resources and smaller teams, leadership / team management skills are becoming critical
2	Solution selling – with tight budgets, employers are hiring candidates that are able to position products and services in a consultative approach
3	Industry expertise – with a decrease in projects and increase in competition, employers cannot afford to hire candidates from different industries

Salary guide | Sales and Marketing (B2C)



SALES AND MARKETING (CONSUMER)				
Categorized by Function	From	To	Average	Trend
SALES				
VP of Sales	80	115	95	↓
General Manager	55	90	75	↔
Head of Sales / Sales Director	45	65	60	↑
Regional Sales Manager / GCC Sales Manager	30	50	45	↑
Country Manager	30	45	40	↑
Key Account Manager / National Account Manager	18	35	24	↓
Key Account Executive	10	23	16	↓
MARKETING				
Chief Marketing Officer	65	120	95	↔
Head of Marketing / Marketing Director	45	75	70	↑
Marketing Manager / Group Product Manager / Category Manager	35	55	50	↑
Senior Brand Manager	25	45	36	↔
Brand Manager	18	30	25	↓
Assistant Brand Manager / Marketing Executive	14	22	17	↓
TRADE MARKETING				
Head of Trade Marketing	45	60	54	↑
Trade Marketing Manager / Shopper Marketing Manager (Regional Role)	25	45	35	↓
Trade Marketing Manager / Shopper Marketing Manager (Country Specific)	18	30	26	↔
Trade Marketing Executive	10	20	16	↔
CONSUMER INSIGHTS				
Consumer Insights Director	40	58	47	↓
Consumer Insights Manager	20	40	28	↓
Consumer Insights Executive	15	20	17	↔

↓ Decrease ↔ No change ↑ Increase | As compared to last year

TRENDING SKILLS (CONSUMER)	
1	Food Service: Food and Beverage businesses have realized the need to shift to alternative sources of revenue, and have started developing new products that cater to the Food Service channel
2	Reducing headcount: Sales and Marketing functions have taken a big hit in headcount as more employees are being asked to double hat and manage multiple categories in an upskilling effort
3	Marketing: Developing brands that are more relevant to the local audience instead of entirely depending on global pipelines, and relaunching them to cater to local preferences

*Salaries are shown per month in thousands of Arab Emirates Dirham (AED) and are fully inclusive of all allowances.

Salary guide | Secretarial and Support



SECRETARIAL AND SUPPORT

Categorized by Function	From	To	Average	Trend
FINANCIAL SERVICES AND MANAGEMENT CONSULTANCIES				
Receptionist	9	15	12	↔
General Administration	10	17	15	↔
Personal Assistant	15	26	24	↔
Team Assistant	15	21	17	↔
Executive Assistant	22	32	28	↓
Office Manager	24	32	28	↔
PRO	7	14	10	↔

GOVERNMENT / SEMI GOVERNMENT

Receptionist	10	15	12	↔
General Administration	12	24	15	↔
Senior Administration	15	25	18	↔
Legal Secretary	18	27	23	↔
Personal Assistant	16	28	25	↔
Team Assistant	17	24	21	↔
Executive Assistant	22	35	26	↔
Office Manager	18	35	28	↔

SME

Receptionist	6	11	7	↓
General Administration	8	12	10	↓
Personal Assistant	12	18	16	↔
Executive Assistant (EA)	18	24	20	↔
Office Manager	16	22	18	↔

↓ Decrease ↔ No change ↑ Increase | As compared to last year

SECRETARIAL AND SUPPORT

Categorized by Function	From	To	Average	Trend
MNC				
Receptionist	10	17	12	↓
General Administration	10	18	14	↓
Personal Assistant	16	25	22	↓
Team Assistant	12	18	15	↓
Executive Assistant	17	30	20	↓
Office Manager	18	25	22	↓

MNC LEGAL FIRMS

Receptionist	10	15	12	↓
Legal Secretary	18	26	23	↓
Office Manager	22	30	25	↓

TRENDING SKILLS

- 1 The EA market is looking for candidates that can display stability and longevity in their career
- 2 Demand for support staff in Abu Dhabi has increased rapidly; the Abu Dhabi market is expanding and not only hiring replacements but also adding headcount
- 3 Increase in demand for Private Assistants to UHNWI (Ultra High Net Worth Individuals)

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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



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