

2014

Middle East Salary Guide



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Looking forward

The job market for experienced professionals across the Middle East has tightened. What was proving to be a shallow talent pool has further diminished, leaving companies struggling to find local talent and often turning to expatriates to fill critical roles.

In fact, a large majority (84%) of HR directors tell us that they are challenged in finding skilled, professional-level employees and that the need to hire niche specialists with the requisite skills and experience to deliver growth strategies exacerbates this. Many of the most in-demand professionals are again receiving multiple offers and counteroffers in what can aptly be called a 'war for talent'.

Offering competitive remuneration is, therefore, vital for both attracting top talent to your organisation and encouraging your best people to stay. And periodically benchmarking your salaries is the best way to make sure you remain on the mark. Many companies continue to face limits to cash flow and investment financing. So having up-to-date information on remuneration trends can make a big difference to a company's performance.

To help with this, Robert Half publishes an annual salary guide for accounting and finance, financial services, technology, human resources and legal professionals. It gives you the latest information on starting salaries, hiring, retention and workplace trends.

I hope you find the guide insightful as you continue building a team to meet your most important business strategies. For more remuneration and recruitment trends, please visit **roberthalf.ae**.

Regards,



James Sayer

Director

Middle East



Using the 2014 Salary Guide

The Robert Half 2014 Salary Guide is the most comprehensive and authoritative resource on starting salaries and recruitment trends in the Middle East. It includes salary ranges for more than 130 permanent positions. You'll also find guidance on practices you can immediately include in your hiring efforts.

The figures in the guide are based on the multitude of permanent placements our recruitment consultants make each year. They work with hiring managers and jobseekers, and this gives them unique insights into remuneration trends.

The salary range listed for each position reflects starting pay in US dollars. Bonuses and other forms of reward, such as pension scheme, relocation assistance and expatriate benefits, are not taken into account.

We collect information from various sources, including:

- > Permanent placements made across the region
- > Insight from our senior recruitment managers
- > Independent research we conduct among senior executives
- > Our comprehensive analysis of current and future hiring trends

We recognise that salary ranges may vary by industry and are influenced by other factors such as hard-to-find skill sets. Please speak with one of our Robert Half consultants to find out specific factors affecting your organisation.

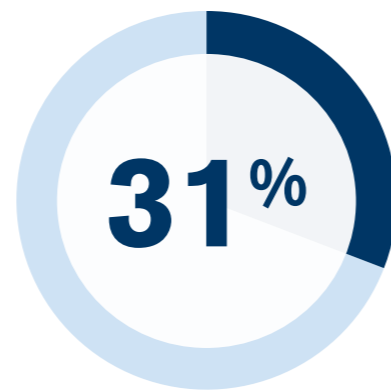


The hiring climate

Despite economic pressures and instability in the region, the Middle East job market continues its steady rise. It is bolstered by organic growth locally as well as international expansion into emerging markets. Higher oil prices and increased government spending into regional infrastructure are fuelling expansion efforts. The construction sector leads the way, and additional cash comes into the region from neighbouring countries, boosting the real estate sector.

Ongoing worldwide economic pressures have prompted many multinational firms in the region to tread cautiously, increasing headcount only for key initiatives and replacement hires for departing employees. Local organisations, in contrast, are investing more heavily to secure the industry's top talent, whether locally or from abroad. Despite the two-speed job market, candidate shortages remain, and firms continue to look to expatriate talent to fill this skills gap.

Only one in three HR directors claim that the number of nationals employed at their companies has increased as a result of Emiratisation efforts



Emiratisation efforts are creating additional challenges for organisations struggling with finding the talent they need to fill business-critical initiatives while facing a skills shortage. Indeed, only one in three (31%) HR directors claim that the number of nationals employed at their companies has increased as a result of Emiratisation efforts.

That said, there are benefits in its implementation. These include a more culturally diverse work environment, stronger relationships and understanding of the local business environment and more Arabic speaking professionals in the business. Striking a balance between local and expatriate talent will continue to be both a challenge and an opportunity for firms within the region.



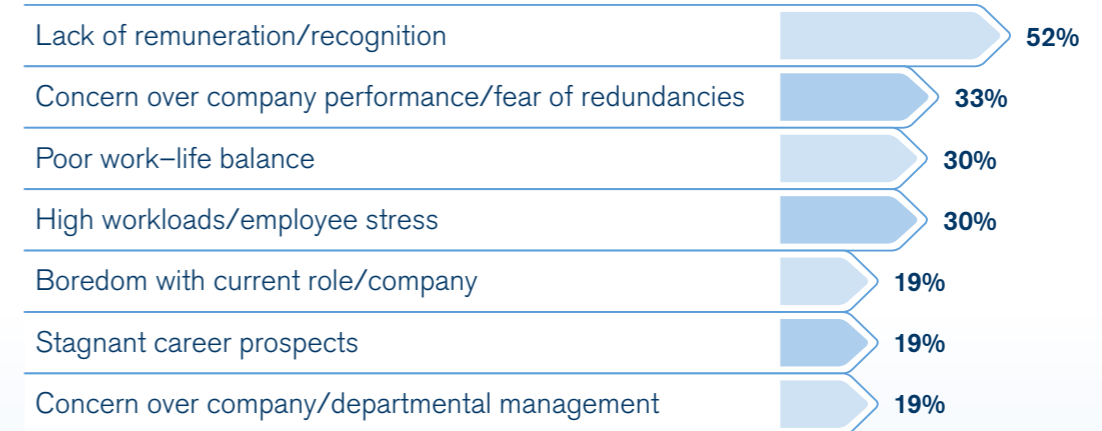
Retention woes

Employee retention remains a chief concern and challenge for organisations as the lure of additional remuneration and perks from competing firms entices many professionals to frequently change employer. Staff turnover is reportedly on the rise, with remuneration, company performance and work–life balance topping the list of reasons employees leave. Counteroffers are common as companies struggle to keep their most valued employees on board, a reflection of the challenges they face in recruiting new ones.

Changes to the housing allowance regulation, affecting government and semi-government organisations in Abu Dhabi, where employees must reside within the city to receive the benefit, is prompting many expatriates to seek Dubai-based opportunities. Firms in the area therefore face a talent drain in what is already a candidate's market and are turning to additional remuneration prospects to keep employees on board.

36% of CFOs say that voluntary employee turnover has increased

Reasons voluntary employee turnover has increased



Key trends by specialism

Accountancy and finance

The accountancy and finance market continues to benefit from the region's growth, with the construction, real estate, pharma/healthcare, oil and gas and FMCG industries setting the pace for hiring across the profession. Companies seek expatriate talent to not only bring Western qualifications and experience to the region, but as efficiency, cost control and commercial strategy remains firmly on the minds of company leadership, they are turning to finance professionals to deliver strategy across the business.

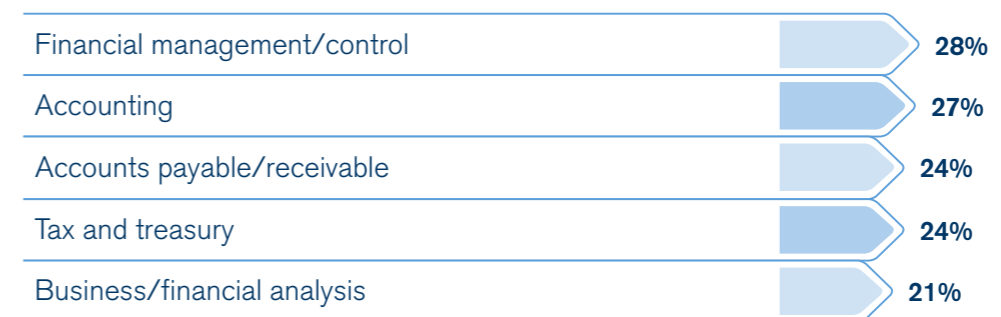
Companies continue to face a talent shortage of accounting and finance professionals.

This has led to the rise of financial business partners – professionals who work with operations, sales, marketing, IT and HR – to bring financial rigour and control across the business to improve operational effectiveness.

Companies continue to face a talent shortage of accounting and finance professionals across all levels and disciplines. They are looking for a mix of solid education, experience and technical skills, supplemented with effective soft skills, including collaboration and communication capabilities, as well as a strong sense of commerciality. Arabic-speakers who have worked abroad yet know the local landscape and business culture are particularly sought after.

High levels of instability in the region are forcing companies to remain alert, reviewing their business resilience and risk strategies. While many of the multinational organisations have been moving their back-office functions to other international hubs, the resulting shortage of risk and compliance functions have been absorbed into the remit of the finance director, posing additional demand across departments.

Functional areas within accounting and finance in which it is most difficult to find skilled job candidates



Accountancy and finance continued

Expatriate recruitment remains a preferred acquisition strategy for many organisations, although greater awareness of the region as a whole coupled with stagnant employment prospects in many markets means that employers no longer need to offer excessive expatriation packages

to secure overseas talent. Tax benefits and lifestyle remain attractants for expatriates to relocate to the area. Accounting professionals arriving without job offers have been securing permanent employment within two to three weeks of relocation.

Most valued attributes or areas of expertise in addition to traditional accounting knowledge

Team building/collaboration



25%

Commercial/business acumen



21%

Leadership abilities



11%

Technology skills



24%

Communication skills



16%

Customer service orientation



3%

Industries in demand

- > Real estate
- > Construction
- > Oil and gas
- > Fast moving consumer goods (FMCG)

Skills in demand

- > ERP systems: SAP, Oracle
- > Financial planning and analysis
- > Hyperion Financial Management (HFM)
- > ACA, ACCA, CIMA qualifications

Roles in demand

- > Finance managers
- > Management accountants
- > Financial controllers



Financial services

The financial services industry has continued its steady rise throughout Dubai, Abu Dhabi and Doha. Many of the large international banks have realigned their business structures, focusing their headcount investment into their most profitable product lines. Redundancies are still rare, with multinationals either moving staff into focus areas or specialists choosing to move to regional banks. The latter has increased hiring, particularly on the front end of the year, to capitalise on additional hiring budgets to support business strategy.

The most skilled financial services professionals remain in short supply, with institutions continuing to look internationally, particularly to the UK, to recruit for hard-to-fill roles. Firms remain focused on revenue-generating activities; however, with evolving financial regulation across sales activities, firms are forced to increase hiring across regulatory support functions. This is prompting an increase in compliance costs, compelling financial institutions to balance revenue-generating activities with mandated financial regulation.

Firms therefore seek a more holistic approach across the governance, risk and compliance functions, with benefits including reduced compliance costs, improved business performance and optimised risk-return outcomes. Increased hiring across the functions is expected and talent shortages exist for the most experienced professionals. Many firms now recognise that transferrable skills, for example a Basel II expert managing Basel III initiatives, are the most practical solution to overcoming the talent shortfalls that exist.

The investment management and private banking sector continues to grow, resulting in a war for talent for a range of roles, including analysts and wealth managers, and is anticipated to continue its incline throughout the coming year.

Insurance is also seeing stronger-than-average growth, with underwriters and accountants with specific industry experience being highly sought after. Firms look for professionals who can bring specialist industry experience and insight along with strong technical and commercial skills. Professionals who have all four will be highly sought after as firms compete for the industry's best and brightest.

Sub-sectors in demand

- > Corporate banking
- > Investment management
- > Insurance

Skills in demand

- > Dubai Financial Services Authority (DFSA) exposure
- > Murex platform
- > ACA, CFA qualifications
- > FATCA, Basel III

Roles in demand

- > Internal audit
- > Transactional banking
- > Compliance
- > Insurance underwriting



Technology

Innovation is driving the Middle East technology industry, with advances in telecommunications and mobile broadband as well as the rise of social media improving connectivity within local and international networks. Companies are turning to IT to provide greater value to the business, providing the necessary information and systems to improve efficiencies and outputs.

As IT departments become more strategic, so does the profile of team members within – whether through additional training or additional external recruitment, with commercial, business and communication skills a necessity for many roles. IT transformation underlines all initiatives, and the concept of SMAC (social, mobile, analytics and cloud) is driving many agendas as companies look to maximise their business offerings.

Companies are turning to IT to provide greater value to the business.

Big data is supporting much of the transformation, and predictive analytics is allowing organisations to use information to form business strategy. This raises the profile and credibility of the technology function, giving additional visibility and scope while providing financial impact.

The CFO and CIO are therefore much more closely aligned, particularly as cloud technologies and security concerns rise up the agenda.

Finance teams are providing the financial benefit of cloud initiatives while IT increases the effectiveness in the strategic deployment. IT security is, therefore, a chief concern, particularly in light of the sweeping tide of regulatory change as well as the potential for cybersecurity threats.

Further implementation and upgrades of enterprise resource planning (ERP) systems have prompted the steady demand for ERP specialists, furthering the collaboration between the finance and IT teams. Commercially sound business partners who can bridge the gap between the two departments to source efficiencies and execute business strategy are particularly sought after.



Technology continued

E-commerce has grown in prominence in the Middle East, with strongest gains in the UAE. While it is reported that 16% of the UAE population is shopping online¹, it is expected that this will grow in the near future.

Hiring is steady across the region with larger players leading the way, including financial institutions. While many of the international banks are restricted by the European and American dictate, they are investing in headcount and infrastructure. Many projects that were previously on hold have been put into motion, increasing demand for highly skilled and experienced candidates from developed markets.

Hiring is steady across the region with larger players leading the way, including financial institutions.

Industries in demand

- > Engineering, procurement and construction
- > Vendor-based technology firms/management consultancy
- > Pharma/healthcare
- > Banking and financial services

Skills in demand

- > Project management functional skills
- > Customer relationship management (CRM) software experience
- > Security data centre experience

Software in demand

- > ERP/CRM: Oracle, SAP, SharePoint

Roles in demand

- > Project/programme managers
- > Techno-functional specialists, managers and consultants
- > Service delivery management roles

¹ Deloitte and Ipsos survey on media and online behaviours in the Arab world.



Human resources

Over the past few years, the human resources profession within the Middle East has gained in prominence and reputation. Once primarily involved in recruitment and compensation, organisations are now recognising the role HR plays in overall corporate strategy. HR professionals have therefore a much more holistic responsibility over company operations, focusing on people management, improving productivity and retention, providing learning and development opportunities and maximising the return on investment for every employee.

Employer branding and corporate responsibility programmes are proving to be much more than just buzzwords, and as companies look to recruit and retain top talent, HR is being increasingly called on to deliver innovative programming.

Many organisations are localising their HR efforts. Whereas HR departments were once EMEA focused, more companies are investing in a Middle East-based function and additional hiring is following suit. Organisations are looking for more senior and specialised roles, seeking

HR professionals with seven to 10 years of both international experience and regional exposure to deliver more sophisticated programming.

Talent shortages exist for senior-level professionals, and organisations have sped up the hiring process, making decisions quickly to secure the most sought-after candidates.

Reasons employees stay with the organisation



Industries in demand

- > FMCG
- > Professional services
- > Engineering
- > Technology
- > Energy/oil and gas

Skills in demand

- > International experience
- > Regional exposure
- > Western education
- > CIPD qualified

Roles in demand

- > Talent management professionals
- > HR directors
- > Learning and development specialists
- > Compensation and benefits specialists



Legal

General business growth across the region over the past 10 years has been mirrored in the growth of the legal industry. More M&A activity, both outbound and within the region, is seeing investment into joint ventures. The construction, property and real estate sectors are fuelling much of the activity as investment in regional infrastructure upgrades and expansion is creating additional demand for legal professionals.

Firms are investing in their general counsel, hiring additional lawyers to bring their legal functions back in-house.

The diffusion of Islamic banking and insurance has strengthened links with the West, bringing additional business to the region, especially as many North American and European businesses turn to the Middle East to avoid some of the regulatory demands in their home countries. As many of the regulations further extend to the Middle East, however, there is expected demand for experienced regulatory lawyers to manage initiatives.

Firms are investing in their general counsel, hiring additional lawyers to bring their legal functions back in-house. Many are looking to expatriate talent with regional experience and/or exposure as well as individuals adept in Islamic finance. Arabic-speakers are particularly sought after.

The downturn forced many law firms to raise their service levels in efforts to retain their client bases, providing additional value and forging long-term relationships. Returning to growth, many firms are now poised to take advantage of the increased activity that is returning to the region. While there are fewer lawyers practicing than there were a few years ago, the climate remains competitive. Legal recruitment has picked up as firms look to increase their talent bench to take advantage of new or expanded practice areas.

Industries in demand

- > Technology, media and telecommunications
- > Construction, property and real estate
- > Energy and utilities
- > Banking and finance

Skills in demand

- > Arabic speaking, including drafting
- > International product/practice experience
- > Magic/silver circle qualified

Roles in demand

- > Paralegals
- > Regional legal counsel
- > Counsel (five to eight years' PQE)



Middle East salary ranges

Accountancy and finance

Position/title	Size	2013 (USD)		2014 (USD)		% change
CFO	S/M	206,750	- 475,000	215,000	- 490,000	3.4%
	Large	229,500	- 525,000	235,000	- 550,000	4.0%
Finance Director	S/M	167,500	- 312,500	172,000	- 325,000	3.5%
	Large	205,750	- 332,250	208,000	- 350,000	3.7%
Financial Controller	S/M	99,500	- 188,500	100,000	- 198,500	3.6%
	Large	104,750	- 195,000	105,000	- 212,500	5.9%
Assistant Financial Controller	S/M	81,250	- 122,500	82,750	- 128,750	3.8%
	Large	93,750	- 122,500	95,250	- 130,250	4.3%
Chief Accountant	S/M	90,750	- 137,500	94,500	- 142,000	3.6%
	Large	97,500	- 142,500	98,250	- 152,500	4.5%
Treasurer	S/M	114,000	- 146,500	118,250	- 164,750	8.6%
	Large	127,500	- 217,750	130,500	- 245,000	8.8%
Assistant Treasurer	S/M	97,500	- 116,750	102,250	- 125,250	6.2%
	Large	103,250	- 115,500	106,500	- 131,000	8.6%
Finance Manager	S/M	91,250	- 153,000	98,500	- 160,250	5.9%
	Large	102,250	- 166,500	105,750	- 180,000	6.3%
Senior Finance Associate	S/M	72,750	- 92,500	75,000	- 96,250	3.6%
	Large	75,750	- 104,750	78,250	- 110,000	4.3%
Tax Director	S/M	102,500	- 156,250	105,750	- 163,500	4.1%
	Large	121,500	- 166,500	123,750	- 182,500	6.3%
Tax Manager	S/M	68,750	- 103,250	71,750	- 107,500	4.2%
	Large	76,500	- 125,750	81,750	- 130,250	4.8%



Middle East salary ranges

Accountancy and finance

Position/title	Size	2013 (USD)		2014 (USD)		% change
Senior Tax Associate	S/M	52,500	- 67,000	53,750	- 71,250	4.6%
	Large	53,750	- 85,500	55,000	- 91,750	5.4%
Senior Financial Analyst	S/M	69,500	- 98,500	72,750	- 102,500	4.3%
	Large	74,750	- 103,500	76,500	- 109,750	4.5%
Financial Analyst	S/M	59,750	- 88,250	62,500	- 91,750	4.2%
	Large	63,500	- 90,250	66,000	- 95,750	5.2%
Compliance Director	S/M	95,000	- 112,500	97,250	- 126,250	7.7%
	Large	108,500	- 135,000	117,500	- 145,250	7.9%
Compliance Manager	S/M	74,250	- 104,500	79,750	- 112,500	7.6%
	Large	78,250	- 118,250	82,500	- 130,750	8.5%
Compliance Officer	S/M	59,750	- 72,500	60,750	- 80,000	6.4%
	Large	64,250	- 76,500	66,750	- 82,750	6.2%
Audit Manager	S/M	118,250	- 178,250	121,500	- 187,500	4.2%
	Large	120,000	- 212,500	127,250	- 218,500	4.0%
Senior Internal Auditor	S/M	72,500	- 118,500	76,750	- 124,250	5.2%
	Large	75,750	- 135,000	80,500	- 140,500	4.9%
Internal Auditor	S/M	52,750	- 66,500	54,750	- 70,000	4.6%
	Large	55,750	- 69,250	58,000	- 74,250	5.8%
Management Accountant (> 5 years' experience)	S/M	76,000	- 112,000	78,750	- 120,250	5.9%
	Large	77,250	- 120,750	82,500	- 126,500	5.6%
Management Accountant (< 5 years' experience)	S/M	64,000	- 97,250	67,000	- 102,250	5.0%
	Large	66,500	- 101,500	69,250	- 108,750	6.0%



Middle East salary ranges

Accountancy and finance

Position/title	Size	2013 (USD)		2014 (USD)		% change
Payroll Manager	S/M	70,500	- 94,250	72,500	- 99,750	4.6%
	Large	78,250	- 102,500	80,500	- 110,750	5.8%
Payroll Supervisor	S/M	67,750	- 91,500	69,750	- 95,500	3.8%
	Large	69,500	- 101,750	74,250	- 104,750	4.5%
Credit Manager	S/M	75,750	- 102,250	78,250	- 106,750	3.9%
	Large	78,750	- 105,000	80,500	- 110,000	3.7%
Assistant Credit Manager	S/M	67,500	- 75,250	70,750	- 77,500	3.9%
	Large	68,500	- 77,500	70,000	- 82,500	4.5%
Credit Controller	S/M	47,500	- 62,500	48,250	- 65,750	3.6%
	Large	54,250	- 68,500	55,250	- 72,500	4.1%
Assistant Credit Controller	S/M	33,500	- 47,000	34,750	- 48,750	3.7%
	Large	38,500	- 52,250	39,250	- 55,000	3.9%
General Ledger Accountant (> 5 years' experience)	S/M	75,500	- 111,250	77,500	- 117,250	4.3%
	Large	77,250	- 113,500	80,250	- 120,500	5.2%
General Ledger Accountant (< 5 years' experience)	S/M	62,500	- 91,750	65,000	- 94,750	3.6%
	Large	65,000	- 96,750	66,250	- 101,500	3.7%
AP/AR Manager	S/M	69,750	- 109,000	71,750	- 113,750	3.8%
	Large	70,750	- 114,500	74,250	- 118,000	3.8%
AP/AR Accountant	S/M	43,500	- 67,750	44,750	- 71,250	4.3%
	Large	45,750	- 70,500	46,750	- 74,250	4.1%
Assistant Accountant	S/M	33,500	- 60,500	35,250	- 63,500	5.1%
	Large	38,500	- 64,000	40,750	- 66,500	4.6%



Middle East salary ranges

Financial services

Position/title	2013 (USD)		2014 (USD)		% change
RISK					
Chief Risk Officer	254,000	- 505,000	260,000	- 523,000	3.2%
Head of Risk Management	161,500	- 252,250	164,750	- 261,500	3.0%
Head of Credit Risk	164,250	- 315,500	169,750	- 325,000	3.1%
Credit Risk Manager	92,500	- 156,500	93,750	- 162,500	2.9%
Senior Credit Risk Analyst	78,250	- 95,750	80,250	- 98,750	2.9%
Credit Risk Analyst	54,500	- 79,750	56,250	- 81,500	2.6%
Market Risk Manager	106,500	- 157,250	108,250	- 160,750	2.0%
Senior Market Risk Analyst	73,750	- 104,000	74,500	- 107,250	2.3%
Market Risk Analyst	42,500	- 74,000	43,250	- 75,750	2.1%
Operational Risk Manager	97,750	- 132,500	98,500	- 136,500	2.1%
Operational Risk Analyst	58,750	- 100,250	60,500	- 101,500	1.9%
Credit Analysis Manager	92,250	- 127,250	93,500	- 128,750	1.3%
Senior Credit Analyst	55,750	- 91,750	56,750	- 92,750	1.4%
Credit Analyst	38,500	- 52,500	39,000	- 53,750	1.9%



Middle East salary ranges

Financial services

Position/title	2013 (USD)		2014 (USD)		% change
FRONT OFFICE, MERGERS AND ACQUISITIONS					
Managing Director	262,500	- 385,000	269,500	- 400,000	3.4%
Director	241,500	- 310,000	244,750	- 320,000	2.4%
Vice President	165,000	- 225,000	167,500	- 232,500	2.6%
Associate	112,750	- 174,000	115,000	- 178,500	2.4%
Senior Analyst	95,500	- 117,750	97,250	- 120,000	1.9%
Analyst	69,000	- 100,000	70,500	- 102,250	2.2%
COMPLIANCE					
Head of Compliance	143,750	- 314,500	145,000	- 320,000	1.5%
Compliance/AML Manager	91,250	- 142,000	92,500	- 145,000	1.8%
Compliance/AML Officer	55,250	- 86,750	56,750	- 87,750	1.8%
CORPORATE BANKING					
Head of Transaction Banking	203,500	- 425,000	210,000	- 457,750	6.2%
Trade Sales	107,250	- 265,000	110,000	- 278,000	4.2%
FINANCE AND ACCOUNTING					
Product Control	102,500	- 185,250	105,250	- 187,750	1.8%
Fund Accountant	101,500	- 185,750	103,750	- 191,000	2.6%



Middle East salary ranges

Technology

Position/title	2013 (USD)		2014 (USD)		% change
LEADERSHIP					
Chief Information Officer (CIO)	310,000	- 400,000	310,000	- 430,000	4.2%
Chief Technology Officer (CTO)	265,000	- 355,000	280,000	- 370,000	4.8%
Chief Information Security Officer (CISO)	150,000	- 225,000	150,000	- 240,000	4.0%
Chief Architect	147,500	- 210,000	150,000	- 225,000	4.9%
Director Information Technology	175,000	- 270,000	175,000	- 290,000	4.5%
Information Technology Manager (> 10 years' experience)	96,500	- 162,500	100,000	- 170,000	4.2%
Information Technology Manager (< 10 years' experience)	66,500	- 118,500	67,750	- 125,000	4.2%
IT SECURITY					
Security Engineer	100,000	- 158,750	100,000	- 170,000	4.3%
Security Analyst	76,250	- 106,500	80,000	- 110,000	4.0%
Security Administrator	62,500	- 77,500	65,000	- 80,000	3.6%
APPLICATIONS					
Development Manager	166,250	- 182,000	160,000	- 200,000	3.4%
Product Manager	114,000	- 169,500	120,000	- 180,000	5.8%
Applications Developer	74,500	- 112,000	75,000	- 120,000	4.6%



Middle East salary ranges

Technology

Position/title	2013 (USD)			2014 (USD)			% change
BUSINESS ANALYSIS AND PROJECT MANAGEMENT							
Business Systems Manager	125,500	-	178,500	130,000	-	190,000	5.3%
Senior Business Systems Analyst	86,500	-	133,000	90,000	-	140,000	4.8%
Business Systems Analyst	57,250	-	113,500	60,000	-	120,000	5.4%
Business Intelligence Manager	132,500	-	210,500	135,000	-	220,000	3.5%
Senior Business Intelligence Specialist	109,500	-	164,250	120,000	-	170,000	5.9%
Business Intelligence Specialist	82,500	-	111,250	85,000	-	120,000	5.8%
Project Management Officer (PMO) Head	162,500	-	234,750	170,000	-	250,000	5.7%
Project Management Officer (PMO) Analyst	113,750	-	169,500	120,000	-	180,000	5.9%
Senior Project/Programme Manager	97,500	-	132,750	100,000	-	140,000	4.2%
Project/Programme Manager	94,750	-	168,500	100,000	-	175,000	4.5%
SYSTEMS ADMINISTRATION							
Senior Systems Analyst	76,500	-	119,750	80,000	-	125,000	4.5%
Systems Analyst	57,250	-	81,500	60,000	-	85,000	4.5%
Systems Administrator	34,000	-	66,500	35,000	-	70,000	4.5%
ARCHITECTURE							
Enterprise Architect (16+ years' experience)	174,500	-	237,000	180,000	-	250,000	4.5%
Enterprise Architect (10–15 years' experience)	120,000	-	171,500	125,000	-	180,000	4.6%
Enterprise Architect (6–9 years' experience)	84,750	-	119,500	90,000	-	125,000	5.3%
Solutions Architect (16+ years' experience)	171,500	-	230,000	180,000	-	240,000	4.6%
Solutions Architect (10–15 years' experience)	120,000	-	169,500	125,000	-	180,000	5.4%
Solutions Architect (6–9 years' experience)	86,500	-	119,500	90,000	-	125,000	4.4%



Middle East salary ranges

Technology

Position/title	2013 (USD)		2014 (USD)		% change
NETWORKING					
Network Architect	94,500	- 212,000	100,000	- 220,000	4.4%
Network Manager	96,250	- 140,000	100,000	- 150,000	5.8%
Network Engineer	63,500	- 96,500	65,000	- 100,000	3.1%
Network Administrator	58,250	- 86,500	60,000	- 90,000	3.6%
DATA/DATABASE ADMINISTRATION					
Database Developer	98,500	- 166,500	100,000	- 180,000	5.7%
Database Administrator	58,000	- 94,500	60,000	- 100,000	4.9%
TECHNICAL SERVICES					
Senior Technical Support Specialist	59,000	- 86,250	60,000	- 90,000	3.3%
Technical Support Specialist	56,750	- 77,250	60,000	- 80,000	4.5%



Middle East salary ranges

Human resources

Position/title	2013 (USD)		2014 (USD)		% change
HUMAN RESOURCES					
HR Director	160,500	- 245,500	164,000	- 250,000	2.0%
Head of HR	121,750	- 164,750	120,000	- 170,000	1.2%
Regional HR Manager	104,750	- 138,500	105,000	- 140,000	0.7%
HR Manager	76,750	- 115,750	76,000	- 119,000	1.3%
HR Generalist	61,500	- 80,250	62,000	- 81,000	0.9%
HR Officer	48,250	- 62,250	49,000	- 63,000	1.4%
RECRUITMENT					
Head of Recruitment	115,000	- 165,000	118,000	- 170,000	2.9%
Regional Recruitment Manager	94,500	- 115,750	95,000	- 116,000	0.4%
Senior Recruitment Manager	77,000	- 96,250	77,500	- 97,000	0.7%
Recruitment Manager	68,250	- 78,500	69,000	- 79,000	0.9%
LEARNING AND DEVELOPMENT					
Head of Learning and Development	113,500	- 160,000	114,000	- 161,500	0.7%
Learning and Development Manager	77,500	- 109,500	78,000	- 110,000	0.5%
COMPENSATION AND BENEFITS					
Head of Compensation and Benefits	113,250	- 162,000	114,000	- 163,500	0.8%
Compensation and Benefits Manager	78,250	- 110,000	79,000	- 113,000	2.0%



Middle East salary ranges

Legal

Position/title	2013 (USD)		2014 (USD)		% change
IN-HOUSE					
Chief Legal Officer/Head of Legal/General Counsel	260,000	- 385,000	265,000	- 400,000	3.1%
Regional Legal Counsel	197,000	- 241,500	199,500	- 249,250	2.3%
Legal Manager	142,500	- 197,500	150,250	- 199,500	2.9%
Legal Counsel (6–9 years' experience)	161,500	- 209,500	166,250	- 216,000	3.0%
Legal Counsel (3–5 years' experience)	90,250	- 155,500	93,000	- 160,000	3.0%
Legal Counsel (0–2 years' experience)	57,500	- 91,250	59,750	- 93,000	2.7%
Paralegal (6–9 years' experience)	93,250	- 128,000	94,500	- 129,750	1.4%
Paralegal (3–5 years' experience)	66,500	- 101,500	67,250	- 103,250	1.5%
Paralegal (0–2 years' experience)	33,000	- 66,500	34,000	- 67,250	1.8%
Legal Secretary	66,250	- 102,750	67,250	- 104,500	1.6%
Legal Assistant	32,750	- 67,500	33,500	- 68,250	1.5%
PRIVATE PRACTICE					
Senior Partner	269,000	- 375,500	271,500	- 382,000	1.4%
Partner	201,500	- 283,500	204,500	- 287,750	1.5%
Senior Associate	151,750	- 205,750	153,000	- 208,750	1.2%
Mid-level Associate	117,500	- 168,750	119,000	- 172,250	1.7%
Junior Associate	67,250	- 117,750	68,250	- 120,000	1.8%
Senior Paralegal	101,500	- 141,500	102,750	- 144,500	1.7%
Mid-level Paralegal	84,500	- 102,000	86,000	- 103,750	1.7%
Paralegal	50,500	- 86,500	51,250	- 88,250	1.8%



Customising salaries for local markets

The Middle East salary ranges can be customised for two of our country locations with the variances listed below. The index figures are a guide to determine average starting salaries. Factors such as company size, employee benefits, candidate skill sets and current market trends may affect actual starting salaries.

The information is supported by data from the government and independent sources, our local recruitment consultants, research of UAE senior executives and placements across our Middle East branch network. The average salary index for the UAE is 100, with an uplift of seven per cent for Qatar.

Follow the steps below to calculate the approximate salary range for a specific position in your country:

Example: Legal Manager in Qatar

- 1 Find the position and national salary range for a Legal Manager on page 23. The salary range is \$150,250 - \$199,500.
- 2 Find your country's index number on the right. The index number for Qatar is 107%.
- 3 Multiply the low end of the national salary range by the index number as a percentage: $\$150,250 \times 107\% = \$160,768$.
- 4 Repeat using the high end of the salary range: $\$199,500 \times 107\% = \$213,465$.
- 5 The approximate starting salary range for a Legal Manager in Qatar is \$160,768 to \$213,465.



Regional variances	
UAE	100%
Qatar	107%



Making a job offer candidates can't refuse

There's more to building a great team than finding great candidates. Even if you find a candidate who meets all the requirements and sails through the interview process, that's just the start. Firms that forget this point stand to lose out on what may look like a done deal.

Extending the job offer is a crucial step, particularly in a highly competitive job market. Do a poor job, and you may start the relationship on the wrong foot or even lose the candidate to another opportunity.

Here are some tips:

- > **Don't wait.** After you make up your mind about someone, extend the offer immediately. Even a delay of a day or two can cost you.
- > **Lay your cards on the table.** Put together an attractive package that includes competitive pay, benefits and other rewards. If you don't have these details nailed down yet, you're not ready to make the offer.
- > **Continue to promote your company.** Don't just discuss the financial aspects of the offer. Remind the candidate of the benefits of joining your company, such as flexible work arrangements or training options that may apply. You want the candidate to feel good about becoming a member of the team.
- > **Stay connected.** Remain in touch while the candidate considers the offer, and even after the candidate accepts it, so you can reinforce your enthusiasm about this individual potentially joining your organisation. If you're hiring from abroad, provide information about relocation, housing and living environment, including potential neighbourhoods and schools in the area.

- > **Know how to negotiate.** Be prepared if the candidate wishes to negotiate salary or other aspects of the offer. The market for certain roles is especially competitive, and top candidates may have multiple offers. Determine in advance how far you're willing to go. You don't want to get so caught up in negotiations that you lose sight of what's appropriate for your organisation. Likewise, you don't want to lose a great potential employee over a minor negotiation point.

After you make up your mind about someone, extend the offer immediately. Even a delay of a day or two can cost you.



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