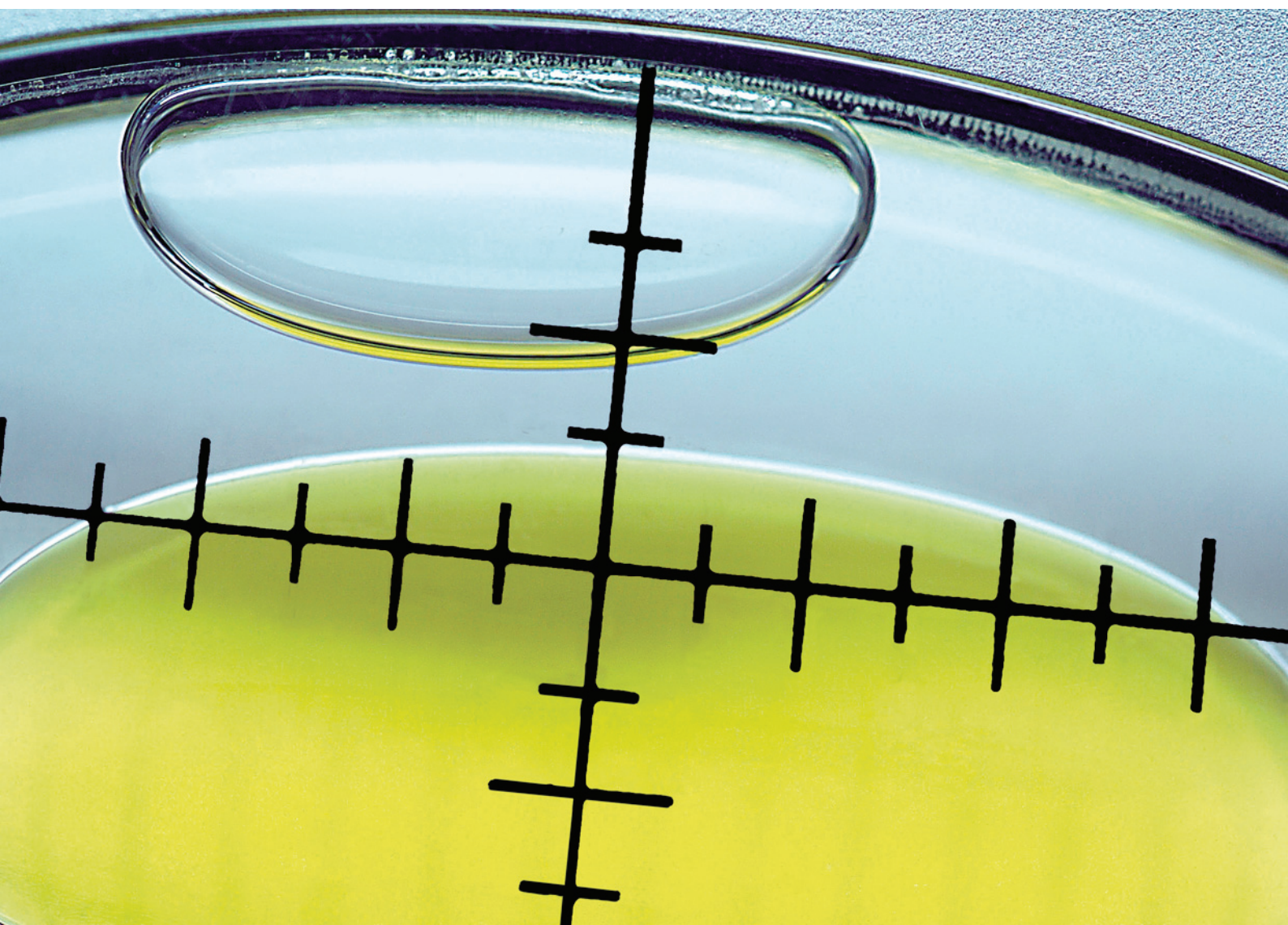


# Participant Report United Arab Emirates 2009



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## About Total Compensation Measurement™

Hewitt's Total Compensation Measurement™ (TCM) serves more than 7,000 organizations in over 40 international markets in 2009. TCM surveys globally report all compensation components including fixed pay, short-term and long-term incentives, benefits, and perquisites for more than 350 executive, management, professional and non-professional jobs across a broad range of industries.

The Hewitt Total Compensation Measurement Study for the United Arab Emirates (TCM UAE) provides data for over 180 global positions throughout multiple industries for over 101 premier organizations across the UAE in 2009.

## About this Report

This report contains a summary of total compensation for managers and executives.

All compensation data is expressed in **annual** United Arab Emirates Dirhams (AED) and is current as of August 1, 2009.

The purpose of this report is to provide a tool to assess total compensation for general industry by providing detailed statistical analysis of cash compensation levels (average, 25th, 50th/median, and 75th percentiles) and prevalence statistics for non-cash compensation elements such as benefits, perquisites, and long-term incentives. This report is available in each of the TCM locations listed below:

### **North America**

Canada  
United States

### **Europe**

Austria  
Belgium  
Bulgaria  
Czech Republic  
France  
Germany  
Greece  
Hungary  
Italy  
Netherlands  
Poland  
Romania  
Slovakia  
Slovenia  
Spain  
Switzerland  
Turkey  
United Kingdom

### **Latin America**

Argentina  
Brazil  
Chile  
México  
Puerto Rico  
Venezuela

### **Asia and Middle East**

Australia  
China  
Hong Kong  
India  
Japan  
Korea  
Malaysia  
Philippines  
Singapore  
Taiwan  
Thailand  
UAE

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## Using this Report

### Components of Pay

The following list provides the definition of each component of pay reported in this analysis.

Component of Pay	Definition
Basic Salary	Monthly basic salary multiplied by 12
Cash Allowances	Sum of all other cash allowance – e.g. Transport allowance, Housing allowance, National Allowance etc.
Guaranteed Bonus	Amount of fixed bonus received by the employee
Guaranteed Cash Compensation	Sum of basic salary, cash allowances and annual guaranteed bonus. This denotes the annual guaranteed pay level.
Variable Pay	Variable payments that are performance linked, expressed in annual terms. Typically involves pre-set target levels of performance and expected rewards.
Total Cash Compensation	Sum of guaranteed cash compensation and variable pay

### Prevalence

Prevalence for all components is calculated on the basis of “eligibility” as collected from each participant. Prevalence for cash components (like fixed bonus and allowances) is calculated based on those incumbents receiving a payment.

### Employee Benefits

For purposes of this study, employee benefits were defined to include:

- Housing Assistance
- Company Provided Car
- Insurance (Hospitalization, Accident and Life)
- Loans (Housing, Vehicle and Multipurpose)
- Children's Education Assistance
- Vacation Travel Assistance
- International Travel Assistance
- Telephone
- Club Memberships
- End of Service Benefits

## Survey Methodology

### Data Analysis

For each component of pay, a statistical summary is provided including market average, median, 25th percentile, and 75th percentile. By definition, a market compensation value is a descriptive point of reference, not a definitive compensation level. In analyzing the Survey results, it is important to note that demographic characteristic of individual incumbents such as time in position, age, experience, performance, and other relevant characteristics impact individual compensation amounts. Consequently, comparative results in the survey should not be interpreted rigidly.

### Statistics

Statistics on each fixed pay element (basic salary, guaranteed payments, etc.) are calculated excluding zeros and non-eligible. This provides an analysis on the current market levels for those incumbents receiving such payments. Statistics on variable payments (bonus, commissions, etc.) are calculated including zero payments but excluding non-eligible. This provides an analysis on current market values for those incumbents eligible for such variable payments.

The following list provides a description on how each statistic is calculated.

Statistic	Definition
25 <sup>th</sup> Percentile	The value where 25% of the data points have lower values when all data is arrayed high to low.
Median/50 <sup>th</sup> Percentile	The value which falls at the middle of the distribution when arrayed high to low (i.e. 50% of the data points have lower values)
Average/Mean	The value calculated by summing all values and dividing by the number of cases
75 <sup>th</sup> Percentile	The value where 75% of the data points have lower values when all data is arrayed high to low.

### Data Suppression Rules

To protect the confidentiality of company data, we only provide an analysis for those positions with at least three company matches, using the following guideline:

- Minimum of three data points for average;
- Minimum of four data points for median; and
- Minimum of five data points for 25th percentile and 75th percentile

## **JobLink™ and JobLink™ Levels**

JobLink™ is Hewitt's standard job evaluation tool which provides:

- Single approach and streamlined processes to measure the size of jobs against appropriate and consistent criteria on a global basis
- Common language and factors to compare position from entry levels to senior executive levels within and across job families, functions, organizations, industries, and regions around the world
- Strong links between job content and Hewitt market data which enable organization to price jobs when exact content matches are not available
- Greater precision in determining differences between jobs/grades/levels and to provide a link between job leveling and the breadth or scope of the job

The JobLink™ Levels provided below take into account the impact of the JobLink™ Level and its relation to compensation. This relationship is based upon the regressed value of compensation (the "dependent" variable) and the JobLink™ level (the "independent variable").

Refer to the following JobLink™ matrix for detail descriptions of each level.

## Hewitt JobLink™ Matrix

Organization Level	Organization Summary	Level	Level Profile	Sample Roles
<b>Global Organizational Leadership</b>	The highest level of leadership within an organization with multiple business units and global operations.	14	The highest level of leadership within an organization with multiple business units and global operations, will lead all aspects of the business to generate results and creates vision for global organization. Planning involves a distant and broad time horizon.	Corporate Chief Executive Officer
		13	Complex leadership roles focused on the achievement of bottom line results where global and/or business critical objectives must be achieved. Will define vision or direction for a business area or region of the global organization. Overall planning typically involves a distant and broad time horizon.	Chief Operating Officer
<b>Business Unit/ Functional Leadership</b>	Leadership of a business unit, subsidiary organization, large functional area, or several smaller areas that have competing interests.	12	Leadership of a business unit, a large functional area, or several smaller areas that have competing interests. Will develop policy and set objectives within a single unit or function of the organization. Business or functional expert requiring thorough knowledge in many aspects of an area. Participates in broader strategy development with senior leadership. Planning involves differing situations within a function over a multi-year time horizon (3-5 years).	Regional Head (Europe/Asia Pacific/Middle East and Africa etc)
		11	Overall leadership of a business unit or a functional area. Develop business plans and implement strategies for the unit or functional areas and identify resource needs. Provide functional guidance around tactical decisions and leads the execution of strategy and participates in strategy development. Their focus is on operations during the current year but participate in establishing multiyear (1-3) strategies and business plans.	Subsidiary Country Head
<b>Operational Leadership</b>	Leadership roles who are implementing strategies within a defined business area or functional area.	10	Proficiency in a complex area requiring a broad grasp of practices or principles in a highly specialized field or in cross-functional settings. Frequently integrates with other functions to drive broader work strategies which may impact the entire organization. Will have a high degree of autonomy operating within general management direction and functional policies. Related situations with a time horizon of up to 1 year.	Country Business Unit Head
		9	Responsible for implementing strategies within a single functional area, typically a department within a function. May be expected to drive and execute work beyond the scope of their individual function through either cross-functional or special project teams. Creates a purpose or vision for their own area/department that supports larger organizational goals. Similar situations with a time horizon of up to 1 year.	Country Head of Sales

Organization Level	Organization Summary	Level	Level Profile		Sample Roles
<b>Transactional Leadership/ Expert Contributors</b>	Managers of related activities who ensure the alignment of team priorities with broader organizational initiatives and objectives.	8	Managers of related activities who ensure the alignment of their area with broader organizational initiatives and objectives. Able to influence outcomes within broad policies. Individuals possess an understanding of business strategies, culture and work to achieve results and are able to execute work beyond the scope of their individual function. Similar situations with a time horizon of up to 1 year.	<i>Expert individual contributors who possess and apply an advanced and diversified knowledge of a field of specialization to the completion of projects of major complexity. Responsible for assignments which are broad in nature, often company-wide, requiring originality and ingenuity. Supervision is essentially administrative, with assignments given in broad terms and concerning general objectives and limitations.</i>	Head of Production Area Sales Manager
		7	Managers or project leaders who use in-depth knowledge, advanced problem solving skills and an awareness of the organization's priorities to translate strategic direction into tactical plans and implementation activities. Guided by functional practices, management precedents, and professional standards. Decisions are typically of a tactical variety. Similar situations with a time horizon of up to 6 months.	<i>Seasoned individual contributors who possess a broad knowledge of principles and practices within a field of specialization and an understanding of business strategies, culture and work to achieve results. Able to develop conclusions from analyses and apply results to the organization's business operations. Decisions are typically based on extensive acumen and seasoning and results achieved enhance the intellectual capital of the organization and affects its overall capability. Works with a greater degree of independence, conferring with manager on the more complex or unusual assignments.</i>	Treasurer Engineering Manager Sales Manager

Organization Level	Organization Summary	Level	Level Profile	Sample Roles
<b>Individual Contributors</b>	Individual contributors with knowledge of the principles and practices within a technical/ professional discipline requiring extensive academic preparation.	6	Experienced individual contributors able to adapt broader policies and programs to meet the organization's business needs. Possesses advanced analytical, technical and problem-solving skills and abilities and a strong awareness of larger team/department strategies and customer needs. Within defined parameters, job holders have latitude to consider whether new procedures may have to be developed. Requires the ability to work independently and to provide consultative advice within specific functional areas. Works with independence, frequently conferring with manager on assignments.	<i>"Individual Contributor Senior"</i> Production Line Manager
		5	Individual contributors or supervisors responsible for the delivery of varied technical and professional activities. Work is subject to practices and procedures covered by precedents, well-defined policy, and process considerations that may require periodic review with other teams or work groups, Due to changing priorities or different situations encountered, incumbent has latitude to consider which procedure to use. Possesses advanced analytical, technical and problem-solving skills and abilities. Tends to operate within a defined timeframe.	<i>"Individual Contributors Intermediate"</i> Production Group Leader
		4	Individual contributors requiring basic understanding and application of theoretical principles within field of specialization. Has client (typically internal) interaction of a service nature. While the work follows defined process and precedents have been set, incumbents are expected to plan and organize work in best sequence. Applies knowledge of a functional discipline with basic knowledge of the Organization structure and business to impact area of responsibility. Decisions are typically based on a build-up of facts and precedents. Frequent review of process and results.	<i>"Individual Contributors Junior"</i> Telemarketing Team Leader

Organization Level	Organization Summary	Level	Level Profile	Sample Roles
<b>Support Staff</b>	Individual contributors that perform specific activities and follow general guidelines and processes to either service the organization's customers or support Company operations.	3	Individual contributors that perform a series of activities to service the Organization customers or support Company operations. Instructions for this level usually provide latitude for variations in sequences of, and within, procedures to deal with unusual or unanticipated aspects of required work. Non-standard inquiries or questions are generally resolved by the incumbents and may be reviewed by immediate supervisor. Assumes ownership for the timely and accurate completion of both routine and non-routine daily and weekly assignments.	Accounts Clerk/Bookkeeper Data Entry Supervisor
		2	Individual contributors that perform specific activities under close supervision to either service the organization's customers or support Company operations. Non-standard inquiries or questions are typically referred to immediate supervisor. Training and experience is typically gained on the job with minimal previous experience required. Assumes ownership for the timely and accurate completion of fairly straightforward daily and weekly assignments.	Data Entry Clerk Production Line Operator
		1	Individual contributors that perform entry-level clerical work. Solutions to problems are clearly defined and are repetitive. Basic vocational training and/or on the job experience. Work is repetitive in nature and performed under close supervision.	Messenger

## Economic Trends

The United Arab Emirates (UAE) is led by President Sheikh Khalifa bin Zayed al-Nahyan, the ruler of Abu Dhabi. Sheikh Khalifa enjoys the support of the other six emirates. By regional standards, the government has pursued liberal social and economic policies. Reforms have been led by the current Ruler of Abu Dhabi and the Ruler of Dubai.

The UAE economy grew by 7.4% in 2008 due to a growing service sector and new manufacturing and heavy industry capacity. However, as a major financial center, the UAE has suffered from the contraction in global finance. This is particularly true of Dubai where the recession has brought an end to the construction boom. As a result, the UAE's economy is expected to contract by 1.8% in 2009. A rebound in oil production is forecast to drive 4.1% GDP growth in 2010<sup>1</sup>.

Over the near term, the government is expected to continue its economic diversification program to reduce its dependence on energy prices. The government is expected to emphasize on infrastructure development, healthcare, travel and tourism etc. The Federal Government has focused significantly in encouraging a wider base of enterprise and therefore driving greater participation of the SME sector in the economy. The government is also investing heavily in developing human capital as a part of its long term growth plan.

While 2008 saw high levels of inflation in the UAE economy, this has significantly cooled down in 2009, with Ministry of Economy data suggesting inflation levels in the first six months of 2009 at approximately 3.4%. The anticipated economic recovery in 2010 is forecast to push inflation to 5.7%. The UAE has withdrawn from the proposed Gulf Cooperation Council's monetary union, a move which is not expected to dramatically affect the economy.

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<sup>1</sup> The Economist Intelligence Unit

# Compensation & Benefits Strategy

As the region stabilizes, there will be greater pressure on Human Resources. With the growing pressures on retaining talent and the need to access new talent pools, an increasing number of organizations are studying competitive practices by keeping a closer eye on market movements. This is a clear indication that more and more organizations are benchmarking and are willing to share compensation data in order to attract and retain talent as well as manage costs.

## Compensation Program and Strategy

Compensation programs globally have been successful in helping organizations achieve business results and have, thus, been a strong driver of the fast-paced growth that organizations are witnessing. Line and HR practitioners have met with great success when using compensation to drive business results, attract best talent, retain performing employee and increase employee engagement.

Effective compensation programs require the foundation of a well rounded compensation strategy. The most important aspect of compensation strategy is compensation positioning. “Managing to the Median” is the most common phenomenon amongst organizations in the United Arab Emirates. The principle of “managing to the median” is the strongest in the junior and middle management. Organizations are showing aggressive pay positioning strategies for the senior levels of employee category, primarily operational and functional leadership.

Compensation strategies send a powerful message, so they have to be woven into the employee value proposition of an organization and should be communicated carefully.

## Drivers of Compensation Decisions

Compensation is influenced by a variety of factors and these factors differ from region to region. According to our global research<sup>2</sup>, majority of organizations primarily use a mix of four factors to determine pay. These factors influencing pay decisions are

1. Performance of the individual,
2. Scope and size of role,
3. Specific skill-sets being brought in by the individual, and
4. Needs of the market.

In the Middle East and Asia Pacific region, age and number of years of experience also dominate compensation decisions. These factors are interestingly not so common in other parts of the world.

Top reasons for the lack of success of Reward program and strategy:-

- ✓ Budgetary Constraint
- ✓ Lack of Communication
- ✓ Administration of Programs
- ✓ Programs Difficult to Understand

A transparent reward system is a strategic component of sustainable business performance, and it is of paramount importance that reward principles and guidelines are properly communicated to employees.

<sup>2</sup> Hewitt's Managing Compensation Report

# Compensation Trends

## Overall Salary Increases<sup>3</sup>

- ☑ The actual salary increase figures in 2009 in the UAE have been 5.4% and organizations have a higher forecasted number for the same at 6.5% for 2010. The increases at all levels are projected to be higher in 2010 than 2009 mostly due to optimism in the business environment amongst most participants. Though again, the actual salary increase figures are at the lower end across Middle East due to the United Arab Emirates being the worst hit market in the Middle East.
- ☑ Most organizations have given higher increases at higher levels and the figures have subsequently come down with level decrease. This could mean that organizations wanted to retain their top talent in turbulent times due to higher skill sets.
- ☑ Most of the overall salary increase figures have been derived from the merit increases as organizations have not looked at non-merit or special adjustments for market corrections.
- ☑ Most organizations have tightly linked salary increases to performance. This is also evident from the data coming out of salary increases with respect to the performance levels, as an 'exceeds expectation' performer is getting almost double salary increase than an 'average performer'.
- ☑ In terms of industries, the services sector has given higher salary increases as compared to the manufacturing sector or the multi industry groups. This is different from other Middle East markets where the trend has been the opposite due to the services sector being more dependent on immediate economic trends.

## Salary Freeze & Salary Reduction

- ☑ Around 40% of participating organizations have a salary freeze in 2009, whereas only 9.2% have it next year (2010). There is a 75% decrease in the number of organizations which are contemplating salary freezes next year. Interestingly, unlike most Middle East countries, the United Arab Emirates has implemented salary freezes mostly in the top and senior management as a cost cutting measure.
- ☑ Salary reductions have not been a popular tool for managing compensation costs in 2009. Across the region only a handful of organizations have implemented any salary reductions.

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<sup>3</sup> Hewitt Middle East Salary Increase Survey, 2009

## Salary Revision Cycle

- ☑ In terms of the various tools used by organizations this particular tool presents an important difference. A large number of organizations have used this as a source to tackle the compensation cost.
- ☑ More than a quarter of the participating organizations lengthened the time for their salary reviews, which is higher than most of the other Middle Eastern markets. Though from interviews with HR Managers, we found that the organizations conducted the performance reviews in a timely manner, they have only delayed the actual implementation of these performance/merit increases.

## Workforce Size/Attrition

- ☑ Most of the organizations are taking actions to control their workforce size. Close to 50% of the participating organizations have implemented a hiring freeze and a higher percentage (62.5%) has opted for strategic hiring for key positions.
- ☑ A very high percentage of the organizations have opted for lay offs, importantly one out of every four organizations have laid off employees in the UAE. These lay offs are either at all levels or for general staff, whereas the hiring freeze has been seen more at the fresh graduate/general staff level.
- ☑ The overall turnover rate this year has been 14.6% out of which only about 4-5% is voluntary attrition. This attrition number is one of the highest across the Middle East. The highest turnover has been seen at Middle Management and lower levels.
- ☑ Overall in terms of sector break ups, the services sector has seen a higher turnover rate than the manufacturing sector.
- ☑ Organizations mentioned that they provide “Accelerated career growth opportunities” as a method to retain talent as increasingly employees are looking at jobs in a holistic manner for a better satisfaction level. Organizations are also providing “Additional Learning and Training opportunities to employees for the same reason.

## Compensation Design and Delivery

To attract the best possible individuals and to retain them, organizations need to view their compensation practices in a larger framework, which drives consistency, parity and efficiency in compensation programs.

### Compensation Comparison across Levels

The following tables provide a snapshot of the JobLink™ level-wise market ranges across all key anchors.

**Table 1: Analysis on Basic Salary**

Level wise Market Ranges on Basic Salary - AED per annum						
Job Link Level	P10	P25	Median	Average	P75	P90
2	17,400	25,800	28,800	27,850	31,188	33,175
3	28,812	36,453	48,792	56,896	72,710	101,364
4	36,708	47,262	60,600	70,739	86,400	122,621
5	55,391	68,886	98,814	106,683	137,309	172,578
6	83,287	120,000	159,857	168,162	208,889	257,562
7	132,649	168,000	210,560	221,047	266,400	321,368
8	157,644	232,260	302,065	314,444	389,208	440,444
9	208,470	254,760	345,780	390,908	461,799	636,000
10	275,294	359,909	445,560	530,949	626,250	792,720
11	384,990	525,006	788,814	760,196	981,000	1,080,000
12	480,000	602,400	720,000	898,303	954,466	1,680,000

**Table 2: Analysis on Guaranteed Cash Compensation**

<b>Level wise Market Ranges on Guaranteed Cash Compensation- AED per annum</b>						
<b>Job Link Level</b>	<b>P10</b>	<b>P25</b>	<b>Median</b>	<b>Average</b>	<b>P75</b>	<b>P90</b>
2	24,960	42,000	55,080	48,594	57,430	61,380
3	47,062	60,582	90,180	89,131	110,669	131,337
4	76,314	85,500	105,600	118,438	138,906	171,989
5	96,000	121,716	167,999	176,255	217,264	260,400
6	152,581	205,830	275,890	279,647	332,039	408,290
7	216,000	288,000	366,077	378,048	460,493	543,658
8	284,988	357,708	432,834	494,321	616,409	780,000
9	369,978	440,828	567,570	635,679	741,600	1,032,400
10	474,120	564,309	694,200	795,900	899,244	1,297,174
11	498,780	721,590	1,057,290	998,214	1,178,504	1,506,516
12	636,560	919,489	1,231,165	1,308,545	1,463,430	2,085,055

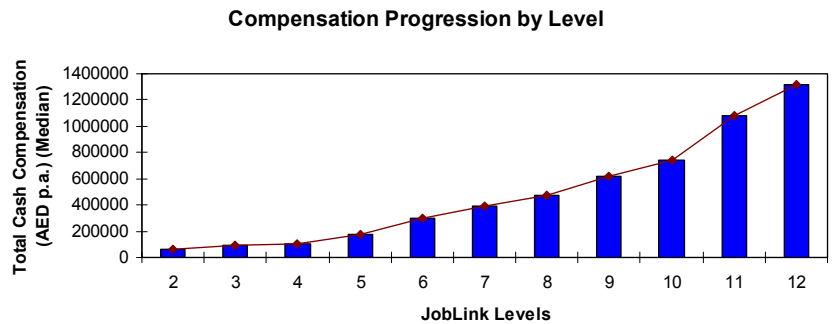
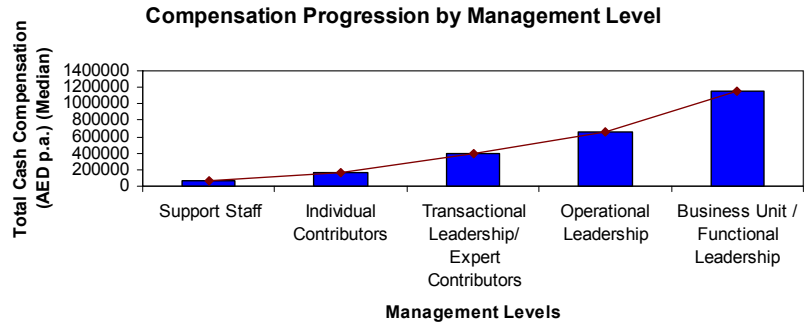
**Table 3: Analysis on Total Cash Compensation**

Level wise Market Ranges on Total Cash Compensation- AED per annum						
Job Link Level	P10	P25	Median	Average	P75	P90
2	26,352	43,190	57,384	50,621	59,919	63,876
3	47,952	63,000	92,103	90,838	110,736	132,169
4	80,225	89,434	107,706	122,741	144,100	177,106
5	100,014	123,558	170,100	181,646	224,025	274,926
6	158,742	213,917	294,100	302,407	370,200	456,240
7	227,263	299,914	390,944	407,224	497,499	609,800
8	300,946	361,077	478,342	537,109	660,000	927,581
9	393,943	455,103	619,590	705,956	832,080	1,148,000
10	504,874	604,805	737,563	913,801	1,045,561	1,496,894
11	576,530	881,590	1,080,278	1,054,815	1,205,053	1,506,516
12	718,396	962,424	1,320,000	1,402,631	1,463,430	2,085,055

## Compensation Progression across Levels

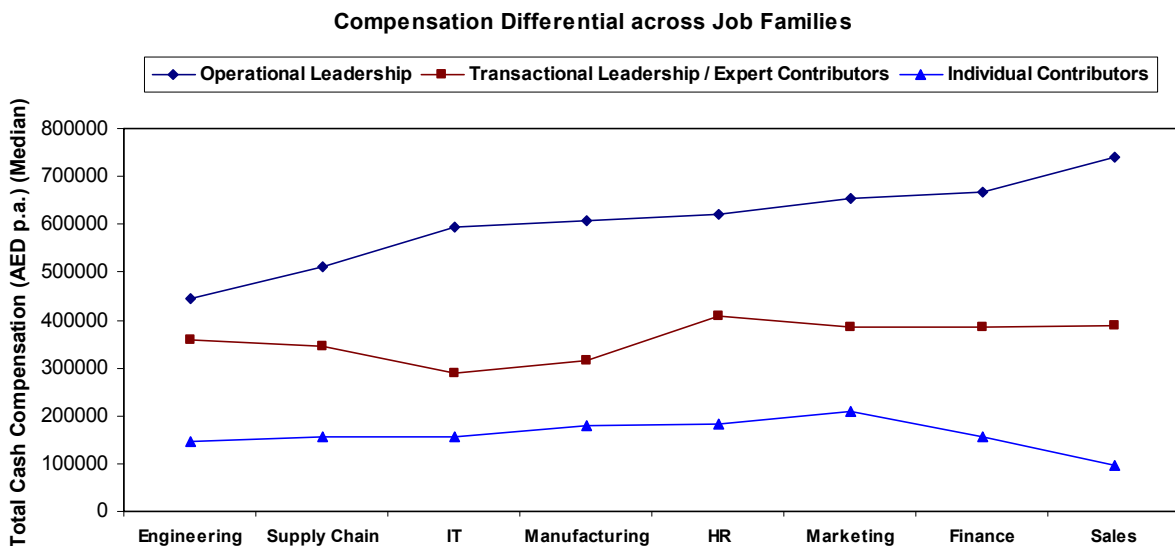
The graphs alongside show the compensation progression on total cash compensation across grades. The progression across grades, ranges from 65% - 175%, showing the clear differentiation in responsibility level and job worth. The progression is higher from support staff to individual contributors (at 175%) and from individual contributors to transactional leadership / expert contributors (at 148%), as the total salary in actual terms is relatively lower, when compared to the senior levels.

The progression across JobLink™ Levels shows that a top management position gets paid a multiple of 22 when compared to the clerical staff position.



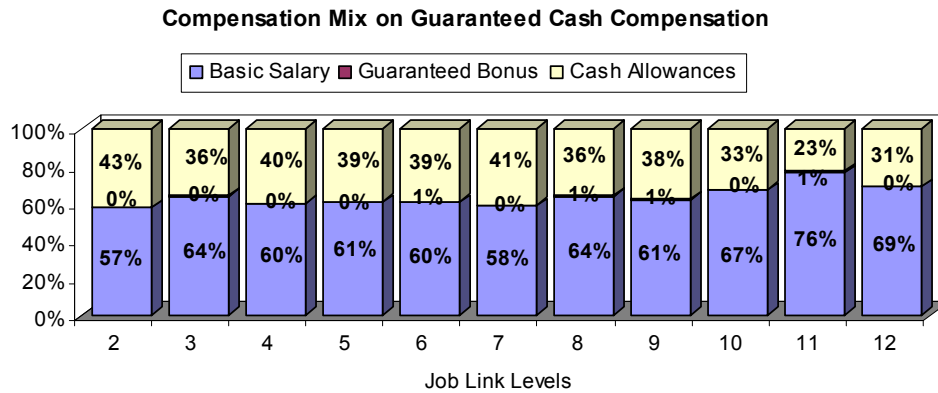
## Compensation Comparison across Functions

The graph below shows a comparison of total cash compensation for most prevalent job families across levels of management. The data shows that operational and transactional leadership positions in Sales, Marketing, Finance and Human Resources are paid higher in the market. There is limited differentiation at the individual contributor level across functions, with an expected dip in the median for Sales and Finance functions due to the large (greater in number than any other function) and varied (mix of basic / professional education and entry / advanced experience) volume of employees in these two functions.

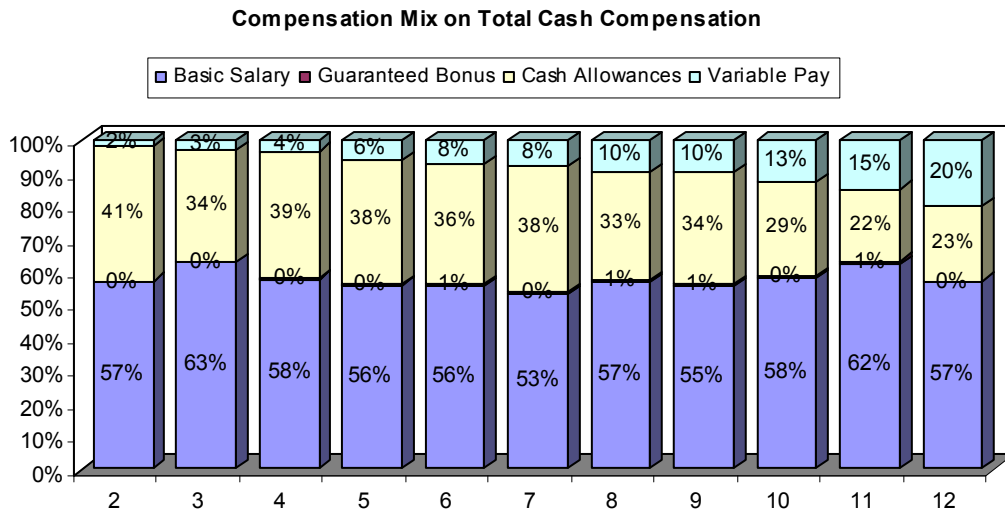


## Compensation Mix

In the United Arab Emirates, basic salary forms the highest percentage component of total cash compensation followed by cash allowances. The most prevalent cash allowances across organizations are house rent allowance, transport / conveyance allowance, national allowance and cost of living allowance. Guaranteed bonus was also noted across some levels, however it contributed only about 1% to the overall compensation mix.



Variable Pay / Short Term Incentives form a significant part of pay among top executives where it constitutes 20% of the overall compensation mix. Increasingly companies are looking at pay and performance linkages, through reward programs like short term incentives, long term incentives and merit pay etc.



## Short Term Incentives

Short Term Incentives have become an important compensation tool for organizations in the United Arab Emirates, with over 90% of the organizations having a short term incentive plan. The prevalent short term incentive plans in order of ranking are Individual performance awards, business incentive awards, team awards and company profit sharing.

### Eligibility

Typically, organizations provide short term incentives to all employees with some restricting it to certain grades or functions/jobs.

### Method of Payout

The market trend indicates that 93% of the organizations link the incentive/bonus to a component of salary (basic or guaranteed cash compensation). The remaining 7% of the organizations give incentive/bonus as a fixed amount.

Table 4

Linkage to Compensation	% of Organizations
Basic Salary	87%
Guaranteed Cash Compensation	13%

### Payout Frequency

The market trend indicates that 93% of the organizations payout the bonus on annual basis.

Table 5

Payout Frequency	% of Organizations
Annually	93%
Quarterly	7%

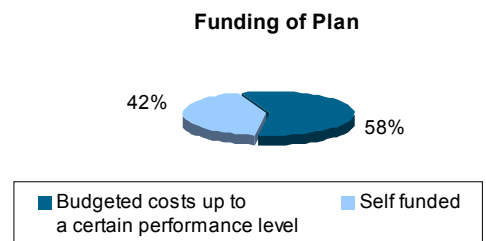
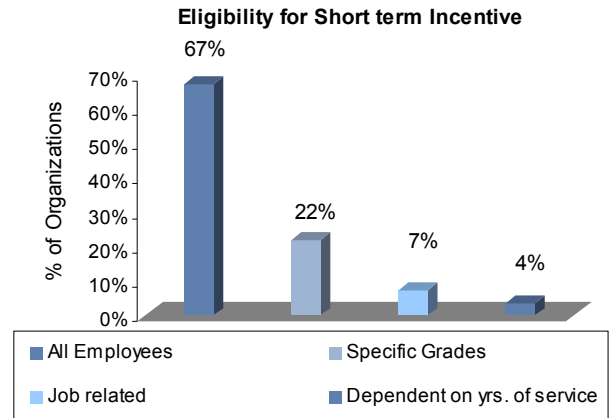
### Threshold level and payout cap

In the participating organizations, 83% of the organizations specify a threshold level for the payout to be made and 70% of the organizations specify a cap on the bonus payout made.

### Funding of Plan

The graph alongside depicts the approach towards funding for variable pay.

- Budgeted costs up to a certain performance level: In this method of funding a variable pay pool is decided in the beginning of the year, however, the pay out is made subject to company achieving the threshold level. This budgeted cost is over and above and separate from any salary increases.
- Self funded: In this method of funding bonus is paid out of the profits/ revenue generated by the company during the year.



## Payout Amount

The table below gives median payout percentage across all levels. Given the economic conditions last year, over 30% of the participating organizations have either made no actual payouts or have made actual payouts which are lesser than target payouts.

Table 6

Job Link Level	Payout (% of Basic Salary )
2	3.5%
3	4.8%
4	6.1%
5	10.7%
6	13.5%
7	15.1%
8	17.5%
9	18.0%
10	22.2%
11	24.2%
12	28.1%

## Long Term Incentives

The market trend indicates that Long Term Incentive (LTI) plans are not a popular reward mechanism in the market. LTI plans help attract and retain key performers, motivate employees to focus on medium to long term goals and promote a sense of ownership. Restricted stock and Employee stock options are the most prevalent long term incentive plans in the United Arab Emirates.

Table 7

Long Term Incentive	Plan details
Plan Objective	Retention, Recognition and Employee ownership
Frequency of Grants	Annual Grants
Exercise Period	2-10 years ( Median: 4 years , Average: 5 years)
Cliff Vesting	In more than 50% of the organizations vesting is done at the end of 3-4 years
Graded Vesting	Around 40% of the organizations follow a uniform graded vesting (50% over two years)

# Benefits Design and Delivery

For purposes of this study, employee benefits were defined to include:

- Housing Assistance
- Company Provided Car
- Insurance (Hospitalization, Accident and Life)
- Loans (Housing, Vehicle and Multipurpose)
- Children's Education Assistance
- Vacation Travel Assistance
- International Travel Assistance
- Telephone
- Club Memberships
- End of Service Benefits

## Housing Assistance Benefits

There are three types of prevalent housing benefits namely House Rent Allowance (HRA), Company Leased Accommodation (CLA) and Company Owned Accommodation (COA).

### Prevalence and Eligibility

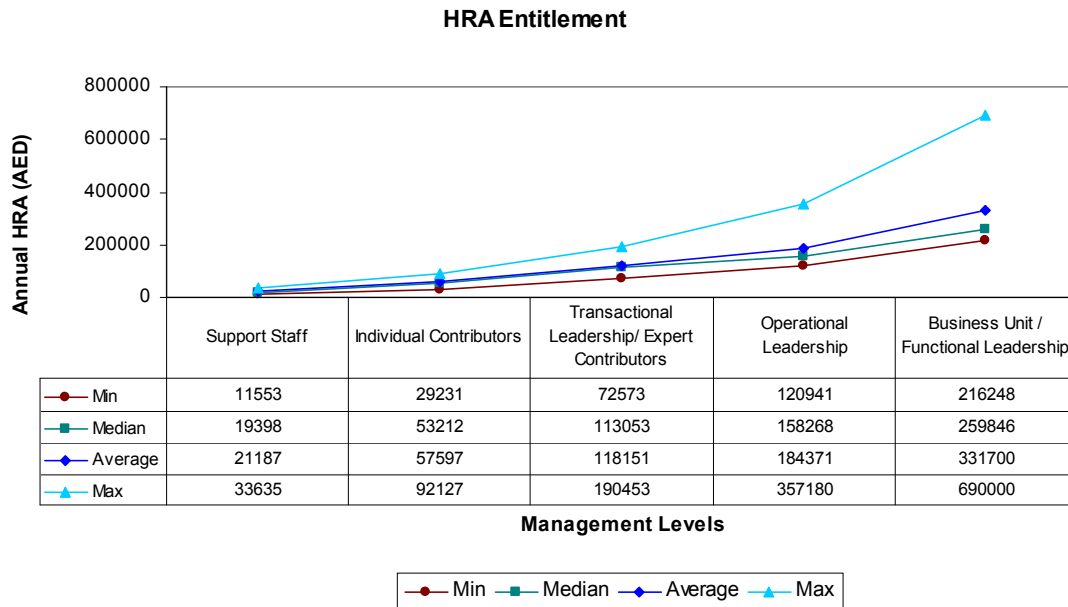
In order of ranking, HRA is the most prevalent housing benefit followed by CLA and COA. All employees are eligible for house rent allowance as against company leased/owned accommodation. Company leased / owned accommodation is a benefit where eligibility criterion is largely limited to specific grades.

Table 8

Housing Assistance	Prevalence (In order of ranking)	Eligibility
House Rent Allowance	1	All Employees
Company Leased Accomodation	2	Specific Grades
Company Owned Accomodation	3	Specific Grades

## Entitlement

The market trend indicates that typically, organizations provide house rent allowance as a fixed monetary entitlement to employees. However, organizations are increasingly moving towards linkage to compensation as the nature of entitlement for ease of administration.



Housing entitlements differ across management levels. HRA for a business unit / functional leader is typically 5-6 times that of an individual contributor. In case of company leased and owned accommodation, employees at individual contributor level are entitled to a one bedroom apartment as against those at operational leadership level, who are entitled to three/four bedroom apartment. An additional benefit available in this scenario is the maintenance and utilities reimbursement. The table below provides the typical eligibility for this benefit.

**Table 9**

Management Levels	Utilities Reimbursement (AED per month)
Individual Contributors	100 - 600
Transactional Leadership/ Expert Contributors	500 - 2,000
Operational Leadership and Above	Upto 8,000

Locational differentiation is a prevalent practice within the United Arab Emirates, as organizations differentiate between the North and South Emirates. Within the South Emirates, the differentiation is linked to the differentials and movements in the prevalent market rentals.

## Company Provided Car

### Prevalence and Eligibility

Forty nine (49%) of the organizations provide company car to their employees. The eligibility criteria for the car benefit are either grade specific or function/need based. Of the organizations providing car to specific grades of employees, 64% provide the same to transactional leadership / expert contributors level and above. While, in the remaining organizations car is provided to employees at operational leadership level and above.

The market trend shows that in 62% of the organizations, the mode of financing the car is through an outright purchase of the vehicle. Increasingly companies are looking at leasing as the preferable mode of financing for ease of administration.

### Entitlement

The table alongside provides the typical company car model entitlement across organizations. 84% of the organizations specify the car model as a part of the entitlement. Typically, across organizations the basis for replacement of car is number of years. The range of the prevalent replacement period is 3-7 years (Median: 4 years).

Table 10

Specific Levels	Typical Company Car Model
Transactional Leadership / Expert Contributors	Toyota Corolla, Yaris, Lancer, Mazda 6, Honda Civic, Nissan Sunny, Ford Mondeo
Operational Leadership and above	BMW, Mercedes, Toyota Camry, Honda Accord, Toyota Fortuner, Toyota Lexus

Organizations giving company car benefit also give the benefit of fuel allowance or reimbursements for fuel expenses at actuals. Most organizations also reimburse employees with cost of car maintenance.

## Hospitalization Insurance

### Prevalence and Eligibility

All participating organizations provide hospitalization insurance to all their employees. The market trend indicates that 74% of the organizations have an insurance scheme in place for the administration of the plan and the remaining have an internally administered scheme. Majority (85%) of the organizations cover the employees' family, under the insurance cover.

### Entitlement

The table alongside details prevalent entitlements of hospitalization insurance covers. In 96% of the participating organizations, the employer bears the entire premium cost.

Table 11

Management Levels	Entitlement
Individual Contributors	Average: AED 55,000 Median: AED 75,000
Transactional Leadership / Expert Contributors	Average: AED 130,000 Median: AED 75,000
Operational Leadership and above	Average: AED 250,000 Median: AED 170,000

## Life Insurance

### Prevalence and Eligibility

Eighty eight percent (88%) of the organizations provide the benefit of life insurance to their employees. Of these, in 94% of the organizations all employees are eligible for life insurance. In 6% of the organizations, employees at specific grades are eligible for the same.

### Entitlement

Typically, organizations provide life insurance cover entitlement ranging from 1 to 2 times annual basic salary, to employees. 24% of the organizations provide a relatively higher entitlement across grades, ranging from 2 to 4 times annual gross salary. All organizations bear the entire premium cost.

Table 12

Linkage to Compensation	% of organizations
1 - 2 times Annual Basic Salary	76%
2 - 4 times Annual Gross Salary	24%

## Accident Insurance

### Prevalence and Eligibility

Forty percent (40%) of the organizations provide accident insurance to their all employees. Seventy percent (70%) of the organizations have an insurance scheme in place for the administration of the policy.

## Loans & Advances

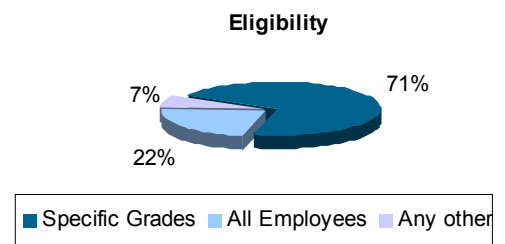
### Prevalence and Entitlement

Provision of loans is not a prevalent market practice amongst participating organizations in the United Arab Emirates. However, most of the organizations provide the benefit of a housing advance to meet annual house rents. Organizations link the entitlement for housing advance to a component of the employee's salary. Most of the organizations provide a housing advance equal to 12 months house rent allowance and some organizations provide an amount equivalent to 20% - 80% of Total Cash Compensation. The repayment period is typically 12 months and zero interest rate is charged.

## Children's Education Assistance

### Prevalence and Eligibility

Children's Education Assistance is provided by 45% of the organizations. The graph alongside provides details of the eligibility criteria across organizations. The market trend shows that 71% of the organizations that provide Children's Education Assistance do so to employees at specific grades.



### Entitlement

The table below provides details of the grade wise entitlement across organizations.

**Table 13**

Management Levels	Range (AED '000)	Median ('000)	Average ('000)	% of Organizations
Support Staff	10 - 21	16	16	15%
Individual Contributors	10 - 24	20	19	77%
Transactional Leadership / Expert Contributors	15 - 28	20	20	92%
Operational Leadership and above	30 - 60	60	48	100%

In the organizations that do not differentiate the amount basis the grades, the amount ranges between AED 6000 and AED 15000 per child.

### Details of Children Covered

As a market practice, organizations cover 3 children under the plan. The age limit of the children is typically 18 years.

**Table 14**

Number of Children	% of Organizations
3	59%
No limit	26%
4	11%
2	4%

## Vacation Travel Assistance

### Prevalence and Entitlement

#### Nationals

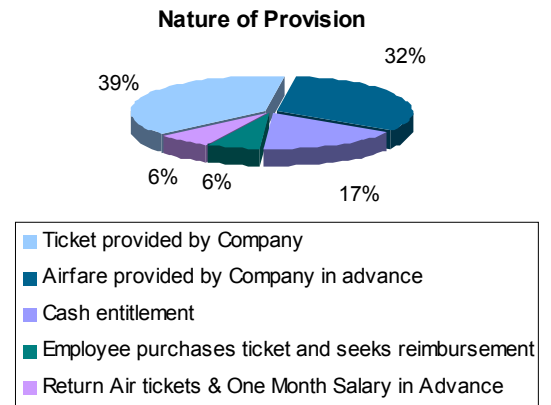
Provision of vacation travel assistance to nationals is not a popular market practice, as only 25% of the organizations provide the same. Sixteen percent (16%) of the organizations provide the same as benefit to their employees, while 9% of the organizations provide it as cash allowance.

The market trend indicates that organizations typically provide economy class air travel to their employees (business class to operational leadership and above), wherein the air ticket is provided by the company in advance. Majority of the organizations differentiate the applicability of cover of vacation travel assistance basis grades (Individual Contributors: Employee only, Transactional Leadership / Expert Contributors & above: Employee, spouse and children). Ninety percent (90%) of the organizations providing this benefit allow cash out option to their employees.

#### Expatriates

Provision of vacation travel assistance to expatriates is a prevalent market practice, as all organizations provide the same. Fifty percent (50%) of the organizations provide the same as a benefit to their employees, while the rest of the organizations provide it as cash allowance.

The class of travel varies across organizations and is typically differentiated across grades. The prevalent class of travel for individual contributors and in some cases for transactional leadership / expert contributors is economy class. Whereas, the prevalent class of travel for operational/business leadership is business/first class. As the market trend indicates, in majority of the organizations the ticket is provided by the company, followed by organizations providing the airfare in advance. All organizations cover the employee's family (employee + spouse + children) under the benefit.



## International Travel Assistance

### Prevalence and Entitlement

All organizations provide travel assistance to their employees. The class of travel for international travel assistance varies either across grades or flight duration. The junior and middle managers typically are eligible for economy class as against senior managers who are eligible for business class. In the other option, in case the flight duration is less than 4 hours the employees are eligible for Economy class but if its more than 4 hours then the employees are eligible for Business class.

### Per Diem

The table below gives the details of the coverage of expenses for employees during international travel. Typically, organizations provide a per diem for this purpose. Out of these, 26% organizations differentiate the amount basis the location.

The per diem amount ranges from AED 48 - AED 1,150 (Average: AED 282) across grades. The expenses covered in per diem are typically meals, personal calls and in some cases local travel.

Table 15

Details	% of Organizations
Per Diem	74%
On Actuals	11%

### Expenses Covered

#### Accommodation

The market trend indicates that 62% of the organizations provide hotel accommodation to their employees. In 38% organizations, accommodation expenses are covered on actuals.

#### Local Travel

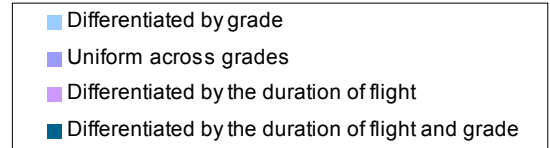
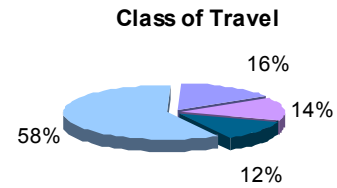
Organizations typically (77%) cover the expenses of local travel on actuals.

#### Meals

Majority of the organizations (54%), include cover meal expenses in per diem.

#### Personal Calls

Most organizations (55%) do not cover personal calls expenses. However, 13% of the organizations cover personal call up to specified calls per day, while the remaining include the same in per diem.

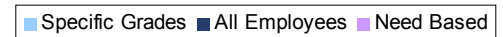
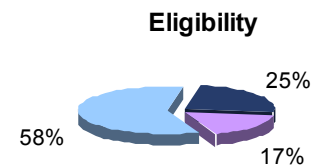


## Telephone - Landline at Residence

### Prevalence and Eligibility

Provision of residential landline benefit (instrument/rental charges) is not a prevalent benefit, as only 24% of the organizations provide the same to their employees. The graph alongside provide details for the eligibility criteria across organizations.

The market trend shows that 58% of the organizations provide landline at residence to specific grades of employees, wherein 88% organizations provide the same to transactional leadership / expert contributors and above levels.



### Instrument

25% of the organizations provide landline instrument to their employees.

### Monthly Rental Charges

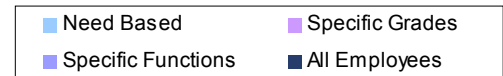
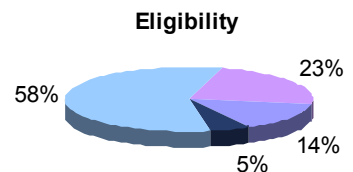
83% of the participating organizations offering this benefit cover monthly rental charges for landline at residence, wherein 58% organizations provide a cash allowance to their employees of AED 15 per month. Typically, organizations cover only official calls.

## Telephone - Mobile

### Prevalence and Eligibility

Provision of mobile benefit is a popular benefit, as 93% of the organizations provide the same to their employees. The graph alongside provides details for the eligibility criteria across organizations. The market trend shows that 58% of the organizations provide mobile phones to employees on a need basis.

23% organizations provide mobile phones to employees at specific grades. Of these, in 77% organizations the same is provided to transactional leadership / expert contributors and above levels.



### Instrument

84% of the organizations providing this benefit provide instrument to their employees.

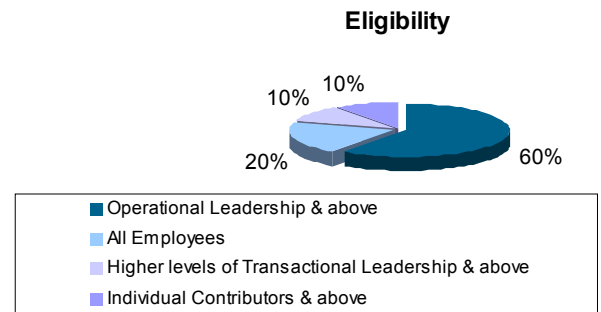
### Monthly Rental Charges

96% of the organizations providing this benefit cover monthly rental charges for mobiles. Of these, in some organizations the coverage of monthly rental charges ranges from AED 100 per month to AED 1000 per month across grades, and in the remaining organizations the coverage is AED 200 per month across grades. Typically, organizations cover only official calls.

## Club Memberships

### Prevalence and Eligibility

Club membership is not a prevalent benefit as only 18% of the organizations provide the same to their employees. The graph alongside provide details for the eligibility criterion across organizations. The market trend shows that 60% of the organizations that provide club membership to employees do so only for employees at operational leadership levels and above.



## End of Service Benefits

### Prevalence

All organizations provide the End of Service Benefits to their employees, in accordance to the Statutory Law.

### Gratuity for Expatriates

Organizations provide an employee with gratuity, "individuals who complete one year or more in continuous service, wherein 21 days wages is provided for each year of the first five years, and 30 days wages for each additional year on condition that the total of the gratuity does not exceed the wages of two years."

### Pension for Nationals

Organizations provide pension to nationals wherein, "certain contributions are made by the employee and the employer to the Public Authority of Pensions and Social securities. For a person employed in the public sector these contributions are equivalent to 5% of the contributory pension salary to be paid by the employee and 15% of the contributory pension salary payable by the employer. As for the private sector, the government shall bear 2.5% of the 15% share payable by the employer as contributions to the Authority."

# Detailed Compensation Analysis

## Analysis on Basic Salary

Position wise Market Ranges on Basic Salary- AED per annum					
Position Title	Job Family	P25	Median	Average	P75
General Administration Manager	Administration	120,000	162,664	161,702	193,292
Executive Secretary	Administration	68,922	97,810	96,000	124,920
Administrative Employee Senior	Administration	65,796	93,697	87,304	110,697
Administrative Employee Intermediate	Administration	47,262	58,133	48,444	56,851
Administrative Employee Junior	Administration	36,132	58,000	48,348	75,648
Head of Public Relations	Corporate Affairs	228,900	310,522	293,328	361,200
Public Relations Specialist	Corporate Affairs	60,000	104,936	86,958	130,314
Regional Head of Finance	Finance	395,100	724,320	501,955	825,000
Head of Finance	Finance	318,000	434,774	380,000	481,800
Controller	Finance	195,540	266,689	231,609	359,937
Treasurer	Finance	189,600	217,221	200,000	252,000
Head of Business Support	Finance	228,345	272,070	261,000	312,000
Business Support Manager	Finance	172,655	240,296	248,400	291,600
Finance Specialist (Business Support) - Senior	Finance	137,396	207,948	177,786	302,202
Finance Specialist (Business Support) - Intermediate	Finance	120,839	156,293	159,006	191,988

**Position wise Market Ranges on Basic Salary- AED per annum**

<b>Position Title</b>	<b>Job Family</b>	<b>P25</b>	<b>Median</b>	<b>Average</b>	<b>P75</b>
<b>Finance Specialist (Business Support) - Junior</b>	<b>Finance</b>	<b>83,111</b>	<b>107,445</b>	<b>103,104</b>	<b>130,608</b>
<b>Accounting Manager</b>	<b>Finance</b>	<b>158,916</b>	<b>212,879</b>	<b>201,600</b>	<b>249,645</b>
<b>Accountant - Senior</b>	<b>Finance</b>	<b>137,065</b>	<b>154,699</b>	<b>147,882</b>	<b>168,186</b>
<b>Accountant - Intermediate</b>	<b>Finance</b>	<b>64,800</b>	<b>93,355</b>	<b>89,220</b>	<b>118,215</b>
<b>Accountant - Junior</b>	<b>Finance</b>	<b>47,160</b>	<b>62,068</b>	<b>57,060</b>	<b>70,194</b>
<b>Business Unit Controller</b>	<b>Finance</b>	<b>171,000</b>	<b>213,279</b>	<b>198,720</b>	<b>254,400</b>
<b>Budget Analyst Senior</b>	<b>Finance</b>	<b>145,425</b>	<b>171,026</b>	<b>164,664</b>	<b>187,560</b>
<b>Budget Analyst Intermediate</b>	<b>Finance</b>	<b>66,642</b>	<b>106,375</b>	<b>108,078</b>	<b>143,781</b>
<b>Budget Analyst Junior</b>	<b>Finance</b>	<b>49,152</b>	<b>59,168</b>	<b>53,227</b>	<b>74,016</b>
<b>Accounts Payable Manager</b>	<b>Finance</b>	<b>91,560</b>	<b>130,400</b>	<b>139,752</b>	<b>154,962</b>
<b>Audit Manager</b>	<b>Finance</b>	<b>120,960</b>	<b>151,327</b>	<b>145,195</b>	<b>171,600</b>
<b>Head of Human Resources</b>	<b>Human Resources</b>	<b>259,782</b>	<b>374,511</b>	<b>360,000</b>	<b>440,800</b>
<b>Head of Compensation and Benefits</b>	<b>Human Resources</b>	<b>234,120</b>	<b>301,979</b>	<b>254,153</b>	<b>345,042</b>
<b>Head of Training and Development</b>	<b>Human Resources</b>	<b>157,500</b>	<b>240,611</b>	<b>249,120</b>	<b>286,938</b>
<b>Head of Health and Safety</b>	<b>Human Resources</b>	<b>240,000</b>	<b>291,180</b>	<b>281,520</b>	<b>286,380</b>

**Position wise Market Ranges on Basic Salary- AED per annum**

<b>Position Title</b>	<b>Job Family</b>	<b>P25</b>	<b>Median</b>	<b>Average</b>	<b>P75</b>
Human Resources Manager	Human Resources	122,748	181,510	176,400	227,068
Personnel Manager	Human Resources	175,125	216,966	211,252	247,485
Human Resources Specialist - Senior	Human Resources	148,179	190,731	186,702	238,500
Human Resources Specialist - Intermediate	Human Resources	82,800	122,019	116,040	158,800
Human Resources Specialist - Junior	Human Resources	60,600	83,068	78,486	86,724
Compensation and Benefits Manager	Human Resources	197,100	239,697	244,368	288,000
Compensation and Benefits Specialist - Senior	Human Resources	172,785	190,193	210,000	234,000
Compensation and Benefits Specialist - Intermediate	Human Resources	107,984	130,712	141,876	161,730
Compensation and Benefits Specialist - Junior	Human Resources	53,184	75,326	72,479	92,310
Training and Development Manager	Human Resources	107,940	190,315	216,000	252,000
Training and Development Specialist - Senior	Human Resources	150,288	169,509	173,970	192,135
Training and Development Specialist - Intermediate	Human Resources	105,600	124,602	135,600	151,800
Training and Development Specialist - Junior	Human Resources	55,200	72,269	64,800	79,200
Employee Relation Manager	Human Resources	176,400	204,377	219,600	241,200
Employee Relation Supervisor	Human Resources	105,600	133,253	141,000	156,900

**Position wise Market Ranges on Basic Salary- AED per annum**

<b>Position Title</b>	<b>Job Family</b>	<b>P25</b>	<b>Median</b>	<b>Average</b>	<b>P75</b>
Employee Relation Assistant	Human Resources	22,452	33,895	28,740	50,790
Senior Staffing Manager	Human Resources	216,846	272,078	254,153	315,933
Staffing Manager	Human Resources	184,463	210,527	216,000	244,800
Staffing Officer	Human Resources	45,468	70,070	67,752	85,398
Staffing Specialist	Human Resources	114,024	155,394	147,000	181,422
Human Resources - Organizational Development Manager	Human Resources	114,080	136,964	140,515	152,106
Head of Information Technology	Information Technology Services	289,416	395,847	369,600	481,338
Systems Manager (Applications)	Information Technology Services	168,612	232,343	226,752	294,210
Systems Analyst (Applications) - Senior	Information Technology Services	132,000	172,850	170,598	207,936
Systems Analyst (Applications) - Intermediate	Information Technology Services	78,000	109,880	106,237	133,706
Systems Analyst (Applications) - Junior	Information Technology Services	50,595	90,388	72,084	125,550
Project Manager IT (New Applications)	Information Technology Services	177,780	210,996	218,856	247,332
IT Consultant (New Applications) - Intermediate	Information Technology Services	113,784	138,408	153,000	170,400
IT Consultant (New Applications) - Junior	Information Technology Services	42,091	64,214	54,228	82,001
Infrastructure / Hardware Manager	Information Technology Services	140,100	180,323	168,000	201,197

**Position wise Market Ranges on Basic Salary- AED per annum**

<b>Position Title</b>	<b>Job Family</b>	<b>P25</b>	<b>Median</b>	<b>Average</b>	<b>P75</b>
<b>Infrastructure / Hardware Analyst - Senior</b>	<b>Information Technology Services</b>	<b>97,008</b>	<b>156,868</b>	<b>142,056</b>	<b>199,140</b>
<b>Infrastructure / Hardware Analyst - Intermediate</b>	<b>Information Technology Services</b>	<b>77,688</b>	<b>111,620</b>	<b>111,096</b>	<b>138,864</b>
<b>Infrastructure / Hardware Analyst - Junior</b>	<b>Information Technology Services</b>	<b>72,372</b>	<b>94,229</b>	<b>98,460</b>	<b>115,200</b>
<b>Regional Head of Legal Affairs</b>	<b>Legal</b>	<b>--</b>	<b>735,933</b>	<b>--</b>	<b>--</b>
<b>Head of Legal Affairs</b>	<b>Legal</b>	<b>415,266</b>	<b>506,521</b>	<b>455,484</b>	<b>609,000</b>
<b>Corporate Head of Compliance</b>	<b>Legal</b>	<b>250,560</b>	<b>296,462</b>	<b>276,000</b>	<b>310,000</b>
<b>Legal Advisor</b>	<b>Legal</b>	<b>168,000</b>	<b>226,214</b>	<b>225,000</b>	<b>252,000</b>
<b>Legal Specialist</b>	<b>Legal</b>	<b>92,016</b>	<b>145,435</b>	<b>114,066</b>	<b>168,098</b>
<b>Head of Manufacturing Operations</b>	<b>Manufacturing</b>	<b>412,575</b>	<b>431,979</b>	<b>443,259</b>	<b>484,055</b>
<b>Plant Manager</b>	<b>Manufacturing</b>	<b>180,359</b>	<b>269,452</b>	<b>255,000</b>	<b>358,749</b>
<b>Production Line Manager</b>	<b>Manufacturing</b>	<b>117,000</b>	<b>198,987</b>	<b>167,229</b>	<b>259,551</b>
<b>Quality Assurance Manager</b>	<b>Manufacturing</b>	<b>132,228</b>	<b>155,986</b>	<b>168,000</b>	<b>178,362</b>
<b>Warehouse Manager</b>	<b>Manufacturing</b>	<b>121,001</b>	<b>193,508</b>	<b>216,000</b>	<b>239,000</b>
<b>Maintenance Engineer - Intermediate</b>	<b>Manufacturing</b>	<b>56,400</b>	<b>88,738</b>	<b>82,740</b>	<b>96,336</b>
<b>Maintenance Engineer - Junior</b>	<b>Manufacturing</b>	<b>52,200</b>	<b>66,069</b>	<b>54,240</b>	<b>78,663</b>

**Position wise Market Ranges on Basic Salary- AED per annum**

<b>Position Title</b>	<b>Job Family</b>	<b>P25</b>	<b>Median</b>	<b>Average</b>	<b>P75</b>
Quality Engineer - Intermediate	Manufacturing	55,817	117,913	95,280	185,379
Shift Supervisor	Manufacturing	47,700	68,886	55,200	79,231
Regional Head of Marketing	Marketing	468,247	541,339	508,800	652,086
Head of Marketing	Marketing	285,858	413,156	385,596	484,800
Marketing Manager	Marketing	148,305	211,010	208,662	272,100
Group Brand Manager	Marketing	193,500	253,605	252,350	294,105
Market Research Manager	Marketing	193,500	239,666	232,675	278,850
Brand / Product Manager - Senior	Marketing	108,000	161,601	148,824	198,100
Brand / Product Manager - Intermediate	Marketing	88,608	113,675	108,000	147,000
Advertising and Promotions - Intermediate	Marketing	162,000	172,697	203,640	207,624
Advertising and Promotions Specialist	Marketing	104,934	117,250	110,184	124,934
Advertising and Promotions Specialist - Junior	Marketing	47,247	58,198	54,552	71,863
Market Research Analyst Senior	Marketing	139,752	144,283	144,000	149,472
Market Research Analyst Junior	Marketing	55,620	74,644	72,972	86,192
Marketing Analyst Senior	Marketing	--	89,250	84,444	--

**Position wise Market Ranges on Basic Salary- AED per annum**

<b>Position Title</b>	<b>Job Family</b>	<b>P25</b>	<b>Median</b>	<b>Average</b>	<b>P75</b>
<b>Merchandiser</b>	<b>Marketing</b>	<b>51,684</b>	<b>62,024</b>	<b>62,724</b>	<b>68,874</b>
<b>Regional Head of Sales</b>	<b>Sales</b>	<b>409,061</b>	<b>570,073</b>	<b>448,627</b>	<b>631,143</b>
<b>Head of Sales</b>	<b>Sales</b>	<b>316,024</b>	<b>418,772</b>	<b>372,801</b>	<b>443,070</b>
<b>Sales Manager</b>	<b>Sales</b>	<b>157,266</b>	<b>207,894</b>	<b>223,864</b>	<b>251,500</b>
<b>Key Account Manager</b>	<b>Sales</b>	<b>137,475</b>	<b>167,395</b>	<b>171,108</b>	<b>186,246</b>
<b>Sales Representative - Senior</b>	<b>Sales</b>	<b>65,433</b>	<b>94,420</b>	<b>77,940</b>	<b>103,122</b>
<b>Sales Representative - Intermediate</b>	<b>Sales</b>	<b>50,841</b>	<b>63,282</b>	<b>57,600</b>	<b>68,175</b>
<b>Sales Representative - Junior</b>	<b>Sales</b>	<b>27,420</b>	<b>35,503</b>	<b>33,180</b>	<b>42,000</b>
<b>Engagement Manager</b>	<b>Sales</b>	<b>247,800</b>	<b>239,917</b>	<b>248,889</b>	<b>257,600</b>
<b>Channel Sales Manager (Industrial/Technical)</b>	<b>Sales</b>	<b>300,475</b>	<b>319,900</b>	<b>338,350</b>	<b>341,725</b>
<b>Sales Trainee</b>	<b>Sales</b>	<b>27,600</b>	<b>29,557</b>	<b>29,952</b>	<b>31,200</b>
<b>Area Sales Manager (Jr)</b>	<b>Sales</b>	<b>78,168</b>	<b>154,578</b>	<b>141,600</b>	<b>182,412</b>
<b>Head of Logistics / Supply Chain</b>	<b>Supply Chain</b>	<b>204,000</b>	<b>290,200</b>	<b>330,300</b>	<b>341,700</b>
<b>Head of Purchasing</b>	<b>Supply Chain</b>	<b>198,000</b>	<b>235,632</b>	<b>250,896</b>	<b>276,000</b>
<b>Logistics Manager</b>	<b>Supply Chain</b>	<b>115,500</b>	<b>156,600</b>	<b>140,400</b>	<b>183,710</b>

<b>Position wise Market Ranges on Basic Salary- AED per annum</b>					
<b>Position Title</b>	<b>Job Family</b>	<b>P25</b>	<b>Median</b>	<b>Average</b>	<b>P75</b>
<b>Purchasing Manager</b>	<b>Supply Chain</b>	<b>92,361</b>	<b>135,460</b>	<b>119,730</b>	<b>191,406</b>
<b>Logistics/Distribution Supervisor</b>	<b>Supply Chain</b>	<b>49,262</b>	<b>112,947</b>	<b>118,300</b>	<b>173,880</b>
<b>Buyer - Senior</b>	<b>Supply Chain</b>	<b>84,000</b>	<b>122,327</b>	<b>130,725</b>	<b>162,787</b>
<b>Buyer - Intermediate</b>	<b>Supply Chain</b>	<b>44,058</b>	<b>61,850</b>	<b>61,029</b>	<b>68,990</b>
<b>Buyer - Junior</b>	<b>Supply Chain</b>	<b>33,285</b>	<b>55,069</b>	<b>51,990</b>	<b>78,462</b>

## Analysis on Guaranteed Cash Compensation

Position wise Market Ranges on Guaranteed Cash Compensation- AED per annum					
Position Title	Job Family	P25	Median	Average	P75
General Administration Manager	Administration	197,033	302,870	313,305	386,176
Executive Secretary	Administration	116,645	150,794	143,160	177,850
Administrative Employee Senior	Administration	124,929	177,362	170,983	216,000
Administrative Employee Intermediate	Administration	94,524	109,752	96,566	113,424
Administrative Employee Junior	Administration	60,762	90,210	87,960	110,421
Head of Public Relations	Corporate Affairs	343,296	494,361	395,992	516,000
Public Relations Specialist	Corporate Affairs	95,250	170,580	172,008	210,951
Regional Head of Finance	Finance	633,000	1,140,977	1,082,919	1,377,645
Head of Finance	Finance	447,936	694,630	593,910	720,720
Controller	Finance	330,360	434,736	378,920	477,726
Treasurer	Finance	271,308	381,581	325,596	459,000
Head of Business Support	Finance	352,545	444,124	469,980	550,200
Business Support Manager	Finance	325,052	416,260	414,000	499,757
Finance Specialist (Business Support) - Senior	Finance	251,149	266,462	287,346	305,967
Finance Specialist (Business Support) - Intermediate	Finance	186,741	243,121	236,100	313,402

**Position wise Market Ranges on Guaranteed Cash Compensation- AED per annum**

<b>Position Title</b>	<b>Job Family</b>	<b>P25</b>	<b>Median</b>	<b>Average</b>	<b>P75</b>
<b>Finance Specialist (Business Support) - Junior</b>	<b>Finance</b>	<b>105,966</b>	<b>166,941</b>	<b>136,092</b>	<b>228,120</b>
<b>Accounting Manager</b>	<b>Finance</b>	<b>308,937</b>	<b>371,891</b>	<b>338,000</b>	<b>416,248</b>
<b>Accountant - Senior</b>	<b>Finance</b>	<b>186,224</b>	<b>238,657</b>	<b>239,810</b>	<b>283,300</b>
<b>Accountant - Intermediate</b>	<b>Finance</b>	<b>103,146</b>	<b>156,093</b>	<b>148,164</b>	<b>201,124</b>
<b>Accountant - Junior</b>	<b>Finance</b>	<b>73,320</b>	<b>102,466</b>	<b>90,312</b>	<b>121,716</b>
<b>Business Unit Controller</b>	<b>Finance</b>	<b>294,300</b>	<b>360,829</b>	<b>354,000</b>	<b>451,760</b>
<b>Budget Analyst Senior</b>	<b>Finance</b>	<b>203,790</b>	<b>267,576</b>	<b>228,000</b>	<b>312,600</b>
<b>Budget Analyst Intermediate</b>	<b>Finance</b>	<b>132,549</b>	<b>172,495</b>	<b>144,594</b>	<b>216,516</b>
<b>Budget Analyst Junior</b>	<b>Finance</b>	<b>91,770</b>	<b>108,508</b>	<b>105,980</b>	<b>130,110</b>
<b>Accounts Payable Manager</b>	<b>Finance</b>	<b>175,920</b>	<b>227,193</b>	<b>239,810</b>	<b>248,018</b>
<b>Audit Manager</b>	<b>Finance</b>	<b>216,000</b>	<b>284,307</b>	<b>280,548</b>	<b>332,052</b>
<b>Head of Human Resources</b>	<b>Human Resources</b>	<b>432,465</b>	<b>606,618</b>	<b>522,000</b>	<b>721,800</b>
<b>Head of Compensation and Benefits</b>	<b>Human Resources</b>	<b>418,615</b>	<b>536,875</b>	<b>480,000</b>	<b>663,780</b>
<b>Head of Training and Development</b>	<b>Human Resources</b>	<b>309,960</b>	<b>398,289</b>	<b>418,615</b>	<b>487,605</b>
<b>Head of Health and Safety</b>	<b>Human Resources</b>	<b>388,800</b>	<b>503,724</b>	<b>477,300</b>	<b>500,520</b>

**Position wise Market Ranges on Guaranteed Cash Compensation- AED per annum**

<b>Position Title</b>	<b>Job Family</b>	<b>P25</b>	<b>Median</b>	<b>Average</b>	<b>P75</b>
Human Resources Manager	Human Resources	222,573	301,332	284,440	361,250
Personnel Manager	Human Resources	327,309	407,716	393,472	505,950
Human Resources Specialist - Senior	Human Resources	254,946	321,371	322,179	385,525
Human Resources Specialist - Intermediate	Human Resources	140,220	202,521	208,017	258,600
Human Resources Specialist - Junior	Human Resources	119,700	147,697	141,000	157,333
Compensation and Benefits Manager	Human Resources	331,650	403,039	396,000	469,380
Compensation and Benefits Specialist - Senior	Human Resources	225,825	308,457	342,000	390,000
Compensation and Benefits Specialist - Intermediate	Human Resources	179,073	212,278	228,746	252,000
Compensation and Benefits Specialist - Junior	Human Resources	100,833	116,776	120,798	131,328
Training and Development Manager	Human Resources	159,500	318,937	360,000	408,000
Training and Development Specialist - Senior	Human Resources	234,720	266,493	269,840	300,000
Training and Development Specialist - Intermediate	Human Resources	175,878	205,915	216,000	249,378
Training and Development Specialist - Junior	Human Resources	114,000	135,107	126,000	150,000
Employee Relation Manager	Human Resources	294,000	340,629	366,000	402,000
Employee Relation Supervisor	Human Resources	165,900	203,202	215,400	246,900

**Position wise Market Ranges on Guaranteed Cash Compensation- AED per annum**

<b>Position Title</b>	<b>Job Family</b>	<b>P25</b>	<b>Median</b>	<b>Average</b>	<b>P75</b>
Employee Relation Assistant	Human Resources	35,001	48,453	47,700	62,175
Senior Staffing Manager	Human Resources	400,615	459,831	456,006	502,891
Staffing Manager	Human Resources	304,560	361,958	362,000	408,000
Staffing Officer	Human Resources	82,000	108,869	114,828	131,090
Staffing Specialist	Human Resources	204,500	282,719	273,264	301,287
Human Resources - Organizational Development Manager	Human Resources	228,160	302,085	304,212	354,000
Head of Information Technology	Information Technology Services	453,198	625,573	577,860	720,000
Systems Manager (Applications)	Information Technology Services	283,464	388,746	374,998	477,252
Systems Analyst (Applications) - Senior	Information Technology Services	174,600	270,792	247,050	330,750
Systems Analyst (Applications) - Intermediate	Information Technology Services	132,327	157,996	144,288	180,000
Systems Analyst (Applications) - Junior	Information Technology Services	109,884	129,765	120,735	158,685
Project Manager IT (New Applications)	Information Technology Services	240,000	314,486	278,208	390,000
IT Consultant (New Applications) - Intermediate	Information Technology Services	147,820	169,223	170,400	178,680
IT Consultant (New Applications) - Junior	Information Technology Services	73,756	96,945	83,307	107,175
Infrastructure / Hardware Manager	Information Technology Services	228,009	310,110	292,584	351,320

**Position wise Market Ranges on Guaranteed Cash Compensation- AED per annum**

<b>Position Title</b>	<b>Job Family</b>	<b>P25</b>	<b>Median</b>	<b>Average</b>	<b>P75</b>
<b>Infrastructure / Hardware Analyst - Senior</b>	<b>Information Technology Services</b>	<b>146,760</b>	<b>255,137</b>	<b>266,064</b>	<b>303,043</b>
<b>Infrastructure / Hardware Analyst - Intermediate</b>	<b>Information Technology Services</b>	<b>114,000</b>	<b>182,844</b>	<b>171,720</b>	<b>239,912</b>
<b>Infrastructure / Hardware Analyst - Junior</b>	<b>Information Technology Services</b>	<b>98,832</b>	<b>127,330</b>	<b>127,008</b>	<b>147,307</b>
<b>Regional Head of Legal Affairs</b>	<b>Legal</b>	<b>--</b>	<b>967,526</b>	<b>--</b>	<b>--</b>
<b>Head of Legal Affairs</b>	<b>Legal</b>	<b>663,508</b>	<b>874,059</b>	<b>786,250</b>	<b>996,589</b>
<b>Corporate Head of Compliance</b>	<b>Legal</b>	<b>390,000</b>	<b>442,113</b>	<b>496,000</b>	<b>508,746</b>
<b>Legal Advisor</b>	<b>Legal</b>	<b>289,800</b>	<b>380,451</b>	<b>332,000</b>	<b>441,000</b>
<b>Legal Specialist</b>	<b>Legal</b>	<b>179,048</b>	<b>247,380</b>	<b>214,485</b>	<b>280,110</b>
<b>Head of Manufacturing Operations</b>	<b>Manufacturing</b>	<b>552,007</b>	<b>609,020</b>	<b>595,500</b>	<b>661,716</b>
<b>Plant Manager</b>	<b>Manufacturing</b>	<b>273,785</b>	<b>417,683</b>	<b>401,400</b>	<b>561,463</b>
<b>Production Line Manager</b>	<b>Manufacturing</b>	<b>201,600</b>	<b>349,562</b>	<b>372,182</b>	<b>479,450</b>
<b>Quality Assurance Manager</b>	<b>Manufacturing</b>	<b>199,699</b>	<b>271,104</b>	<b>253,437</b>	<b>313,200</b>
<b>Warehouse Manager</b>	<b>Manufacturing</b>	<b>216,542</b>	<b>316,961</b>	<b>300,072</b>	<b>408,286</b>
<b>Maintenance Engineer - Intermediate</b>	<b>Manufacturing</b>	<b>91,372</b>	<b>172,156</b>	<b>151,544</b>	<b>252,510</b>
<b>Maintenance Engineer - Junior</b>	<b>Manufacturing</b>	<b>76,200</b>	<b>136,969</b>	<b>120,232</b>	<b>165,357</b>

**Position wise Market Ranges on Guaranteed Cash Compensation- AED per annum**

<b>Position Title</b>	<b>Job Family</b>	<b>P25</b>	<b>Median</b>	<b>Average</b>	<b>P75</b>
Quality Engineer - Intermediate	Manufacturing	91,365	175,551	161,952	201,708
Shift Supervisor	Manufacturing	71,700	103,302	79,200	128,231
Regional Head of Marketing	Marketing	683,700	817,611	810,370	1,045,647
Head of Marketing	Marketing	455,880	674,297	629,400	779,304
Marketing Manager	Marketing	241,848	331,130	312,960	407,040
Group Brand Manager	Marketing	352,731	422,880	391,330	461,349
Market Research Manager	Marketing	295,500	394,962	420,000	473,078
Brand / Product Manager - Senior	Marketing	211,200	258,588	254,800	300,000
Brand / Product Manager - Intermediate	Marketing	123,960	189,296	186,270	230,000
Advertising and Promotions - Intermediate	Marketing	174,000	191,566	203,640	207,624
Advertising and Promotions Specialist	Marketing	165,825	196,931	187,836	221,055
Advertising and Promotions Specialist - Junior	Marketing	112,533	114,515	120,405	124,485
Market Research Analyst Senior	Marketing	239,430	257,741	246,420	269,610
Market Research Analyst Junior	Marketing	94,625	117,430	113,099	135,810
Marketing Analyst Senior	Marketing	--	149,982	136,007	--

**Position wise Market Ranges on Guaranteed Cash Compensation- AED per annum**

<b>Position Title</b>	<b>Job Family</b>	<b>P25</b>	<b>Median</b>	<b>Average</b>	<b>P75</b>
<b>Merchandiser</b>	<b>Marketing</b>	<b>68,274</b>	<b>89,509</b>	<b>84,180</b>	<b>112,398</b>
<b>Regional Head of Sales</b>	<b>Sales</b>	<b>454,250</b>	<b>639,921</b>	<b>556,653</b>	<b>725,964</b>
<b>Head of Sales</b>	<b>Sales</b>	<b>539,346</b>	<b>646,428</b>	<b>623,895</b>	<b>716,731</b>
<b>Sales Manager</b>	<b>Sales</b>	<b>239,729</b>	<b>314,294</b>	<b>323,901</b>	<b>369,040</b>
<b>Key Account Manager</b>	<b>Sales</b>	<b>180,110</b>	<b>248,243</b>	<b>243,365</b>	<b>288,855</b>
<b>Sales Representative - Senior</b>	<b>Sales</b>	<b>164,085</b>	<b>224,079</b>	<b>244,650</b>	<b>283,272</b>
<b>Sales Representative - Intermediate</b>	<b>Sales</b>	<b>72,675</b>	<b>102,691</b>	<b>88,200</b>	<b>122,696</b>
<b>Sales Representative - Junior</b>	<b>Sales</b>	<b>43,716</b>	<b>57,018</b>	<b>51,300</b>	<b>67,632</b>
<b>Engagement Manager</b>	<b>Sales</b>	<b>336,000</b>	<b>344,373</b>	<b>354,000</b>	<b>368,000</b>
<b>Channel Sales Manager (Industrial/Technical)</b>	<b>Sales</b>	<b>414,000</b>	<b>425,667</b>	<b>450,500</b>	<b>487,000</b>
<b>Sales Trainee</b>	<b>Sales</b>	<b>47,118</b>	<b>53,591</b>	<b>55,740</b>	<b>58,080</b>
<b>Area Sales Manager (Jr)</b>	<b>Sales</b>	<b>161,442</b>	<b>238,910</b>	<b>181,164</b>	<b>298,757</b>
<b>Head of Logistics / Supply Chain</b>	<b>Supply Chain</b>	<b>330,060</b>	<b>481,669</b>	<b>501,100</b>	<b>597,000</b>
<b>Head of Purchasing</b>	<b>Supply Chain</b>	<b>280,714</b>	<b>403,393</b>	<b>343,200</b>	<b>509,924</b>
<b>Logistics Manager</b>	<b>Supply Chain</b>	<b>172,020</b>	<b>251,992</b>	<b>234,000</b>	<b>313,504</b>

<b>Position wise Market Ranges on Guaranteed Cash Compensation- AED per annum</b>					
<b>Position Title</b>	<b>Job Family</b>	<b>P25</b>	<b>Median</b>	<b>Average</b>	<b>P75</b>
<b>Purchasing Manager</b>	<b>Supply Chain</b>	<b>172,491</b>	<b>226,024</b>	<b>201,750</b>	<b>275,750</b>
<b>Logistics/Distribution Supervisor</b>	<b>Supply Chain</b>	<b>119,400</b>	<b>240,346</b>	<b>169,000</b>	<b>376,992</b>
<b>Buyer - Senior</b>	<b>Supply Chain</b>	<b>103,500</b>	<b>178,537</b>	<b>169,658</b>	<b>219,125</b>
<b>Buyer - Intermediate</b>	<b>Supply Chain</b>	<b>83,550</b>	<b>103,271</b>	<b>92,592</b>	<b>111,600</b>
<b>Buyer - Junior</b>	<b>Supply Chain</b>	<b>49,350</b>	<b>80,723</b>	<b>88,500</b>	<b>108,000</b>

## Analysis on Total Cash Compensation

Position wise Market Ranges on Total Cash Compensation- AED per annum					
Position Title	Job Family	P25	Median	Average	P75
General Administration Manager	Administration	201,114	320,453	340,169	402,862
Executive Secretary	Administration	117,640	159,535	149,064	195,312
Administrative Employee Senior	Administration	125,972	180,051	170,983	218,732
Administrative Employee Intermediate	Administration	94,524	110,414	96,804	113,424
Administrative Employee Junior	Administration	63,166	92,093	88,836	110,712
Head of Public Relations	Corporate Affairs	360,900	517,778	420,900	572,760
Public Relations Specialist	Corporate Affairs	95,250	174,242	172,008	211,077
Regional Head of Finance	Finance	820,950	1,259,342	1,208,214	1,436,000
Head of Finance	Finance	462,413	759,069	621,249	763,416
Controller	Finance	359,979	462,088	393,233	504,727
Treasurer	Finance	309,228	422,185	415,096	534,600
Head of Business Support	Finance	372,105	452,031	469,980	550,200
Business Support Manager	Finance	348,741	435,853	414,000	544,645
Finance Specialist (Business Support) - Senior	Finance	257,419	282,452	299,443	339,893
Finance Specialist (Business Support) - Intermediate	Finance	195,933	258,295	255,500	327,893

**Position wise Market Ranges on Total Cash Compensation- AED per annum**

<b>Position Title</b>	<b>Job Family</b>	<b>P25</b>	<b>Median</b>	<b>Average</b>	<b>P75</b>
<b>Finance Specialist (Business Support) - Junior</b>	<b>Finance</b>	<b>105,966</b>	<b>171,305</b>	<b>136,092</b>	<b>238,189</b>
<b>Accounting Manager</b>	<b>Finance</b>	<b>313,977</b>	<b>394,709</b>	<b>368,286</b>	<b>463,950</b>
<b>Accountant - Senior</b>	<b>Finance</b>	<b>210,419</b>	<b>249,212</b>	<b>241,260</b>	<b>287,358</b>
<b>Accountant - Intermediate</b>	<b>Finance</b>	<b>106,849</b>	<b>162,725</b>	<b>153,156</b>	<b>208,555</b>
<b>Accountant - Junior</b>	<b>Finance</b>	<b>76,189</b>	<b>106,153</b>	<b>92,400</b>	<b>124,436</b>
<b>Business Unit Controller</b>	<b>Finance</b>	<b>309,000</b>	<b>392,655</b>	<b>390,780</b>	<b>479,468</b>
<b>Budget Analyst Senior</b>	<b>Finance</b>	<b>208,313</b>	<b>269,547</b>	<b>234,840</b>	<b>312,600</b>
<b>Budget Analyst Intermediate</b>	<b>Finance</b>	<b>132,549</b>	<b>172,495</b>	<b>144,594</b>	<b>216,516</b>
<b>Budget Analyst Junior</b>	<b>Finance</b>	<b>94,770</b>	<b>113,347</b>	<b>105,980</b>	<b>150,631</b>
<b>Accounts Payable Manager</b>	<b>Finance</b>	<b>175,920</b>	<b>234,528</b>	<b>241,800</b>	<b>254,792</b>
<b>Audit Manager</b>	<b>Finance</b>	<b>219,540</b>	<b>301,191</b>	<b>303,000</b>	<b>362,567</b>
<b>Head of Human Resources</b>	<b>Human Resources</b>	<b>463,200</b>	<b>678,438</b>	<b>619,680</b>	<b>785,891</b>
<b>Head of Compensation and Benefits</b>	<b>Human Resources</b>	<b>418,615</b>	<b>555,016</b>	<b>491,700</b>	<b>665,640</b>
<b>Head of Training and Development</b>	<b>Human Resources</b>	<b>321,330</b>	<b>421,739</b>	<b>418,615</b>	<b>497,550</b>
<b>Head of Health and Safety</b>	<b>Human Resources</b>	<b>433,800</b>	<b>523,376</b>	<b>477,300</b>	<b>517,780</b>

**Position wise Market Ranges on Total Cash Compensation- AED per annum**

<b>Position Title</b>	<b>Job Family</b>	<b>P25</b>	<b>Median</b>	<b>Average</b>	<b>P75</b>
Human Resources Manager	Human Resources	225,193	317,198	292,854	368,986
Personnel Manager	Human Resources	338,131	433,872	418,470	524,130
Human Resources Specialist - Senior	Human Resources	255,141	341,727	348,482	423,000
Human Resources Specialist - Intermediate	Human Resources	142,602	212,010	216,000	270,900
Human Resources Specialist - Junior	Human Resources	123,052	151,779	146,050	161,171
Compensation and Benefits Manager	Human Resources	331,650	426,615	402,769	481,044
Compensation and Benefits Specialist - Senior	Human Resources	236,700	310,270	342,000	390,000
Compensation and Benefits Specialist - Intermediate	Human Resources	179,073	229,175	246,000	282,885
Compensation and Benefits Specialist - Junior	Human Resources	101,061	120,988	121,802	141,500
Training and Development Manager	Human Resources	159,500	324,201	360,000	408,000
Training and Development Specialist - Senior	Human Resources	275,874	300,413	308,234	361,304
Training and Development Specialist - Intermediate	Human Resources	180,320	215,001	226,800	257,450
Training and Development Specialist - Junior	Human Resources	116,560	141,515	133,200	160,895
Employee Relation Manager	Human Resources	294,000	340,629	366,000	402,000
Employee Relation Supervisor	Human Resources	171,207	211,260	225,424	258,825

**Position wise Market Ranges on Total Cash Compensation- AED per annum**

<b>Position Title</b>	<b>Job Family</b>	<b>P25</b>	<b>Median</b>	<b>Average</b>	<b>P75</b>
Employee Relation Assistant	Human Resources	36,980	49,926	49,675	63,938
Senior Staffing Manager	Human Resources	400,615	482,429	480,000	565,653
Staffing Manager	Human Resources	319,440	369,641	384,000	420,000
Staffing Officer	Human Resources	82,000	113,906	114,828	138,560
Staffing Specialist	Human Resources	208,575	290,492	276,000	332,370
Human Resources - Organizational Development Manager	Human Resources	228,160	305,516	304,212	354,000
Head of Information Technology	Information Technology Services	484,271	706,830	593,510	766,178
Systems Manager (Applications)	Information Technology Services	289,620	422,385	388,008	483,900
Systems Analyst (Applications) - Senior	Information Technology Services	174,600	283,418	254,814	335,250
Systems Analyst (Applications) - Intermediate	Information Technology Services	132,984	158,841	144,288	180,000
Systems Analyst (Applications) - Junior	Information Technology Services	109,884	130,872	120,830	159,300
Project Manager IT (New Applications)	Information Technology Services	240,000	322,864	280,071	432,000
IT Consultant (New Applications) - Intermediate	Information Technology Services	155,850	177,439	170,400	180,600
IT Consultant (New Applications) - Junior	Information Technology Services	74,250	99,589	85,931	115,483
Infrastructure / Hardware Manager	Information Technology Services	255,309	329,007	307,344	361,400

**Position wise Market Ranges on Total Cash Compensation- AED per annum**

<b>Position Title</b>	<b>Job Family</b>	<b>P25</b>	<b>Median</b>	<b>Average</b>	<b>P75</b>
<b>Infrastructure / Hardware Analyst - Senior</b>	<b>Information Technology Services</b>	<b>154,584</b>	<b>279,069</b>	<b>266,064</b>	<b>383,043</b>
<b>Infrastructure / Hardware Analyst - Intermediate</b>	<b>Information Technology Services</b>	<b>119,879</b>	<b>195,443</b>	<b>176,208</b>	<b>250,800</b>
<b>Infrastructure / Hardware Analyst - Junior</b>	<b>Information Technology Services</b>	<b>99,192</b>	<b>133,585</b>	<b>135,008</b>	<b>159,200</b>
<b>Regional Head of Legal Affairs</b>	<b>Legal</b>	<b>--</b>	<b>1,213,023</b>	<b>--</b>	<b>--</b>
<b>Head of Legal Affairs</b>	<b>Legal</b>	<b>737,812</b>	<b>945,686</b>	<b>910,118</b>	<b>1,053,000</b>
<b>Corporate Head of Compliance</b>	<b>Legal</b>	<b>472,800</b>	<b>503,280</b>	<b>506,000</b>	<b>549,000</b>
<b>Legal Advisor</b>	<b>Legal</b>	<b>305,964</b>	<b>393,852</b>	<b>337,572</b>	<b>448,680</b>
<b>Legal Specialist</b>	<b>Legal</b>	<b>179,048</b>	<b>249,641</b>	<b>220,900</b>	<b>282,863</b>
<b>Head of Manufacturing Operations</b>	<b>Manufacturing</b>	<b>611,251</b>	<b>683,568</b>	<b>678,707</b>	<b>717,788</b>
<b>Plant Manager</b>	<b>Manufacturing</b>	<b>290,457</b>	<b>444,981</b>	<b>401,400</b>	<b>604,824</b>
<b>Production Line Manager</b>	<b>Manufacturing</b>	<b>201,600</b>	<b>370,459</b>	<b>394,437</b>	<b>520,522</b>
<b>Quality Assurance Manager</b>	<b>Manufacturing</b>	<b>217,535</b>	<b>277,290</b>	<b>266,527</b>	<b>313,200</b>
<b>Warehouse Manager</b>	<b>Manufacturing</b>	<b>216,542</b>	<b>334,759</b>	<b>326,352</b>	<b>457,441</b>
<b>Maintenance Engineer - Intermediate</b>	<b>Manufacturing</b>	<b>92,400</b>	<b>178,333</b>	<b>156,044</b>	<b>253,732</b>
<b>Maintenance Engineer - Junior</b>	<b>Manufacturing</b>	<b>76,200</b>	<b>141,417</b>	<b>129,232</b>	<b>176,422</b>

**Position wise Market Ranges on Total Cash Compensation- AED per annum**

<b>Position Title</b>	<b>Job Family</b>	<b>P25</b>	<b>Median</b>	<b>Average</b>	<b>P75</b>
Quality Engineer - Intermediate	Manufacturing	95,779	178,354	165,763	219,302
Shift Supervisor	Manufacturing	71,700	107,052	79,200	137,231
Regional Head of Marketing	Marketing	819,890	1,017,775	984,869	1,306,852
Head of Marketing	Marketing	495,677	708,091	642,660	858,504
Marketing Manager	Marketing	245,067	346,144	317,332	425,856
Group Brand Manager	Marketing	386,010	457,176	422,234	519,357
Market Research Manager	Marketing	345,327	422,102	433,800	486,828
Brand / Product Manager - Senior	Marketing	211,200	275,160	280,880	328,690
Brand / Product Manager - Intermediate	Marketing	123,960	197,457	204,236	240,000
Advertising and Promotions - Intermediate	Marketing	174,000	191,566	203,640	207,624
Advertising and Promotions Specialist	Marketing	175,174	199,575	187,836	223,107
Advertising and Promotions Specialist - Junior	Marketing	112,533	117,215	124,206	129,863
Market Research Analyst Senior	Marketing	243,358	277,423	284,930	308,505
Market Research Analyst Junior	Marketing	102,465	119,670	113,099	135,810
Marketing Analyst Senior	Marketing	--	150,800	136,007	--

**Position wise Market Ranges on Total Cash Compensation- AED per annum**

<b>Position Title</b>	<b>Job Family</b>	<b>P25</b>	<b>Median</b>	<b>Average</b>	<b>P75</b>
<b>Merchandiser</b>	<b>Marketing</b>	<b>71,451</b>	<b>94,115</b>	<b>89,220</b>	<b>114,971</b>
<b>Regional Head of Sales</b>	<b>Sales</b>	<b>683,788</b>	<b>857,582</b>	<b>807,707</b>	<b>935,299</b>
<b>Head of Sales</b>	<b>Sales</b>	<b>656,099</b>	<b>760,546</b>	<b>734,366</b>	<b>827,957</b>
<b>Sales Manager</b>	<b>Sales</b>	<b>248,000</b>	<b>348,096</b>	<b>327,511</b>	<b>411,015</b>
<b>Key Account Manager</b>	<b>Sales</b>	<b>198,870</b>	<b>262,745</b>	<b>246,850</b>	<b>293,633</b>
<b>Sales Representative - Senior</b>	<b>Sales</b>	<b>169,641</b>	<b>228,024</b>	<b>248,150</b>	<b>283,272</b>
<b>Sales Representative - Intermediate</b>	<b>Sales</b>	<b>77,482</b>	<b>108,488</b>	<b>94,337</b>	<b>130,219</b>
<b>Sales Representative - Junior</b>	<b>Sales</b>	<b>47,064</b>	<b>60,811</b>	<b>55,433</b>	<b>72,658</b>
<b>Engagement Manager</b>	<b>Sales</b>	<b>336,000</b>	<b>368,837</b>	<b>392,940</b>	<b>408,480</b>
<b>Channel Sales Manager (Industrial/Technical)</b>	<b>Sales</b>	<b>476,468</b>	<b>526,337</b>	<b>538,350</b>	<b>639,698</b>
<b>Sales Trainee</b>	<b>Sales</b>	<b>48,000</b>	<b>55,709</b>	<b>58,044</b>	<b>60,576</b>
<b>Area Sales Manager (Jr)</b>	<b>Sales</b>	<b>171,341</b>	<b>260,989</b>	<b>222,012</b>	<b>317,984</b>
<b>Head of Logistics / Supply Chain</b>	<b>Supply Chain</b>	<b>389,260</b>	<b>550,142</b>	<b>510,300</b>	<b>686,550</b>
<b>Head of Purchasing</b>	<b>Supply Chain</b>	<b>301,530</b>	<b>424,987</b>	<b>343,896</b>	<b>526,393</b>
<b>Logistics Manager</b>	<b>Supply Chain</b>	<b>181,486</b>	<b>270,570</b>	<b>266,064</b>	<b>322,724</b>

<b>Position wise Market Ranges on Total Cash Compensation- AED per annum</b>					
<b>Position Title</b>	<b>Job Family</b>	<b>P25</b>	<b>Median</b>	<b>Average</b>	<b>P75</b>
<b>Purchasing Manager</b>	<b>Supply Chain</b>	<b>180,844</b>	<b>243,876</b>	<b>204,678</b>	<b>306,537</b>
<b>Logistics/Distribution Supervisor</b>	<b>Supply Chain</b>	<b>120,000</b>	<b>245,938</b>	<b>174,070</b>	<b>379,495</b>
<b>Buyer - Senior</b>	<b>Supply Chain</b>	<b>103,500</b>	<b>183,065</b>	<b>172,283</b>	<b>225,699</b>
<b>Buyer - Intermediate</b>	<b>Supply Chain</b>	<b>85,802</b>	<b>107,020</b>	<b>96,315</b>	<b>115,565</b>
<b>Buyer - Junior</b>	<b>Supply Chain</b>	<b>50,650</b>	<b>83,225</b>	<b>91,999</b>	<b>108,000</b>

## Appendix A - Participant Details

### Summary Information

The table below lists key summary information on the 101 TCM participants for 2009.

<b>Ownership Representation</b>	<b>Percentage of Companies</b>	<b>Number of Companies</b>
US Multinational	17%	17
European Multinational	12%	12
Asian Multinational	15%	15
Middle East Based Companies	56%	57

<b>Industry Representation</b>	<b>Percentage of Companies</b>	<b>Number of Companies</b>
Automotive/Vehicle Manufacturing	1%	1
Banking/Financial Institutions	15%	15
Consumer Products-Durable Goods	5%	5
Education/University	5%	5
Engineering and Construction Management	1%	1
Entertainment/Communications/Publishing	6%	6
Food/Beverage/Tobacco	8%	8
Hospitality/Restaurants	5%	5
Information Technology	12%	12
Manufacturing	1%	1
Medical Products & Pharmaceuticals	1%	1
Metal (Fabrication)	1%	1
Multi-Industry	1%	1
Oil & Gas	1%	1
Real Estate (Property)	11%	11
Retail	8%	8
Telecommunications	3%	3
Transportation Services	5%	5
Any Other	11%	11

## **Participants Names – Alphabetic order**

### **Automotive/Vehicle Manufacturing**

Al Futtaim Motors

### **Banking/Financial Institutions**

Al Futtaim Insurance

Arab Bank

Barclays

DIFX - NASDAQ

Dubai Bank

Dubai Islamic Bank

First Gulf Bank

Franklin Templeton Investments

HSBC

ING Dubai

MAF JCB

Mashreq Bank

Noor Islamic Bank

Reem Investments

UAE Exchange

### **Consumer Products-Durable Goods**

Al Futtaim Electronics

Godrej

Haworth

Jumbo

Sony

### **Education/University**

Ajman University

Higher Colleges of Technologies

UAE University

University of Wollongong

Zayed University

### **Engineering and Construction Management**

Bechtel

### **Entertainment/Communications/Publishing**

Al Aan

CNBC Arabiya

MAF Greater Union

MAF Leisure and Entertainment

MBC

Twofour54

**Food/Beverage/Tobacco**

Arla  
The Coca-Cola Company  
General Mills MENA FZE  
Hersheys  
National Food Products Co.  
Nestle  
PepsiCo  
Unilever Limited

**Hospitality/Restaurants**

Albela Co.  
Marriott Courtyard  
Marriott International  
Movenpick Bur Dubai  
Radisson SAS Hotel Dubai Media City

**Information Technology**

Columbus IT Middle East  
Computer Associates  
HCL Technologies  
Hexaware  
Mindtree  
Patni Computer Systems  
Perot Systems Corporation  
Satyam Computer Services  
Tata Consultancy Services  
Tech Mahindra  
Wipro Infotech  
Wipro Technologies

**Manufacturing**

Milco Plastic

**Medical Products & Pharmaceuticals**

Covidien

**Metal (Fabrication)**

Valmont

**Multi-Industry**

MAF Group

**Oil & Gas**

B P Middle East

**Real Estate (Property)**

Al Futtain Group Real Estate  
Asteco  
Better Homes  
Cansult Maunsell AECOM  
Cushman & Wakefield  
Investment Boutique  
Jones Lang LaSalle  
MAF Properties  
National Services Contracting (NSCC)  
Tatweer  
TECOM Investments

**Retail**

Al Aqili  
Al Futtain Retail  
Al Tayer  
Landmark Retail  
MAF Fashion  
Magrabi  
Marina  
Rivoli

**Telecommunications**

Alcatel Lucent  
DOCOMO Intertouch  
Tata Communications Limited

**Transportation Services**

Al Futtain Logistics  
Brink's Dubai (Brink's Global Services, FZE)  
Roads & Transport Authority  
Seven Seas  
T J Shipping

**Others**

Aditya Birla Group  
Al Ain Municipality  
Al Futtain Services  
Econosto Mideast  
Ernst & Young  
Fly Dubai  
MAF Ventures  
PCFC - Trakhees  
RMMI  
The Art Heir Group  
Trimex Trading

## Appendix B - Position Descriptors

Position Title	Position Descriptors	Job Family / Function
General Administration Manager	Responsible for the daily operations of office administrative procedures. Develops office policies and controls administrative costs. Directs, co-ordinates, controls all central office administration such as filing system, typing pool, reception, duplication, mailing and stationary supplies.	Administration
Executive Secretary	Provides secretarial support services to the General Manager or top executives. Carries out confidential secretarial and administrative duties. Composes letters and takes minutes during meetings.	Administration
Administrative Employee Senior	Responsible for specific and assorted administrative jobs consisting of the compilation, ordering and processing of information. The final results of his assignments are supervised. It has access to confidential information and in some cases it may cooperate in the coordination of jobs within the sector. It has more than 3-year experience in this position.	Administration
Administrative Employee Intermediate	Responsible for specific and assorted administrative jobs consisting of the compilation, ordering and processing of information. The final results of his assignments are supervised. It has access to confidential information and in some cases it may cooperate in the coordination of jobs within the sector. Experience required between 1 to 3 years.	Administration
Administrative Employee Junior	Responsible for cooperating in administrative jobs framed by established standards that may include several duties such as: ordering processes, billing, filing, payables, collections, current accounts. He is supervised throughout all the performance of the assignment. No prior experience requested.	Administration

Position Title	Position Descriptors	Job Family / Function
Head of Public Relations	Responsible for all aspects of the public relations function for the company. Acts as chief spokesperson. Plans and implements company public relations strategy and determines appropriate media to meet these needs. Establishes and maintains close relationships with government ministries and the media. Leads the entire function and a team of direct reports.	Corporate Affairs
Public Relations Specialist	Responsible for handling corporate public relations issues. Conducting studies to provide necessary support for the promotion of company's products/services. Coordinates with marketing department to develop marketing materials and public relations events. Experienced employee working independently.	Corporate Affairs
Regional Head of Finance	Responsible for establishing and administering the region's financial strategy. Plans, organizes, and directs all financial activities and policies, including the management of accounting, financial planning, fiscal procedures, internal auditing, treasury, cost control, and investment studies and analyses. Oversees activities related to the management of funds, securities, and assets of the region.	Finance
Head of Finance	Responsible for administering the company's financial strategy. Plans, organizes, and directs all financial activities and policies, including the management of accounting, financial planning, fiscal procedures, internal auditing, treasury, cost control, and investment studies and analyses. Oversees activities related to the management of funds, securities, and assets of the company. Leads the entire function and a team of direct reports.	Finance

Position Title	Position Descriptors	Job Family / Function
Controller	Interprets and directs the accounting policies and procedures to align with the established financial strategy. Sets direction for accounting practices, procedures, financial controls (budgets), cost, and general accounting for the company. Directs the preparation and submission of all financial and regulatory reports. Responsible for appraising company operating results in terms of costs, budgets, and trends and makes recommendations to management.	Finance
Treasurer	Responsible for all treasury activities of the company including the procurement, custody, and investment of funds and other financial assets. Directs the banking, credit, and/or insurance functions of the company. Manages the cash position of the company and ensures adequate funds to meet plans and obligations.	Finance
Head of Business Support	Responsible for the management planning, operating controls and financial performance analysis as it relates to company objectives. Responsible for the development of new procedures, processes and the analysis of complex accountancy / finance issues. Develops and oversees studies on key economic indicators and company financial performance to support business planning. Assists in the preparation of budgets. Leads the entire function and a team of direct reports.	Finance
Business Support Manager	Coordinates the financial analysis needs of the company and assists in the day to day management of the function. Conducts economic studies and supports departments in annual budgeting cycle. Leads a team of direct reports.	Finance

Position Title	Position Descriptors	Job Family / Function
Finance Specialist (Business Support) - Senior	Responsible for the most complex and interpretive financial analysis. Analyzes financial plans and potential investments. Performs economic research and provides periodic reports and special studies for management. Monitors company and competitor financial performance. Handles complex assignments and trains junior staff.	Finance
Finance Specialist (Business Support) - Intermediate	Responsible for moderately complex financial analysis and reports for department management. Prepares and analyzes financial plans and potential investments. Performs economic research and compiles or prepares report results. Monitors company and competitor financial performance. Experienced employee working independently.	Finance
Finance Specialist (Business Support) - Junior	Responsible for performing financial analysis and reports under direct supervision. Assists in financial research projects and analysis of operational results. Assists in monitoring company and competitor financial performance. Learning role working under close supervision.	Finance
Accounting Manager	Responsible for developing and implementing accounting policies and procedures. Also responsible for the effective and reliable operation of accounting activities, including general and cost accounting, budgeting, and payroll. Plans and coordinates preparation of financial and operating reports. Leads a team of direct reports.	Finance
Accountant - Senior	Responsible for the most complex accounting activities associated with general ledger, financial and operating reports, and budget analysis. This level requires broad knowledge of accounting practices and procedures, and includes the preparation of strategic recommendations to management. Handles complex assignments and trains junior accountants.	Finance

<b>Position Title</b>	<b>Position Descriptors</b>	<b>Job Family / Function</b>
Accountant - Intermediate	Reconciles and adjusts various general ledger accounts and/or bank statements. May perform moderately complex analysis of performance results. Compiles, consolidates, and analyzes accounting and finance information for the production of financial statements and reports. Experienced employee working independently.	Finance
Accountant - Junior	Classifies, examines, and analyzes accounting records and prepares related financial statements. Learning role working under close supervisions.	Finance
Business Unit Controller	Interprets and directs the accounting policies and procedures to align with the established financial strategy of the Business Unit. Sets direction for accounting practices, financial controls (budgets), cost, and general accounting for the unit. Directs the preparation of all financial records and directs consolidation activities of account books. Responsible for appraising unit operating results in terms of costs, budgets, and trends.	Finance
Budget Analyst Senior	Prepares and analyzes the planning of expenses and revenues. Compiles data for the preparation and emission of statistical reports. Compares current situation with budgeted forecast. Minimum experience required 5 years.	Finance
Budget Analyst Intermediate	Prepares and analyzes the planning of expenses and revenues. Compiles data for the preparation and emission of statistical reports. Compares current situation with budgeted forecast. Experience required from 3 to 5 years.	Finance
Budget Analyst Junior	Prepares and analyzes the planning of expenses and revenues. Compiles data for the preparation and emission of statistical reports. Compares current situation with budgeted forecast. Experience required from 1 to 2 years.	Finance

<b>Position Title</b>	<b>Position Descriptors</b>	<b>Job Family / Function</b>
Accounts Payable Manager	Responsible for the accounts payable processes, regarding established standards and procedures. Establishes norms and behavior parameters so as to carry with the area's different activities under its responsibility.	Finance
Audit Manager	Directs the internal audit area. Responsible for the development of audit programs for the financial operations system. Evaluates internal controls in order to guarantee the correct functioning of administrative, commercial and accounting procedures. Supervises the preparation of reports and carries out special audits when required by General Management.	Finance
Head of Human Resources	Leads the human resources function for the company, with responsibility for organizing, integrating, and directing all human resources activities which support the company's overall business strategy. Manages compensation and benefits, recruiting, employee relations, human resources development, education and training, and employee communications. Defines and implements company's short and long-term human resources strategy. Leads a team of direct reports.	Human Resources
Head of Compensation and Benefits	Responsible for the design, development and implementation of company compensation and benefit programs that support the organization's strategic goals and competitive objectives. Oversees day to day management of the compensation and benefit function. Leads the entire function and a team of direct reports.	Human Resources
Head of Training and Development	Responsible for planning and implementing training and development programs for the company. Analyzes training needs and develops plans and programs to meet those needs. Oversees development of training materials and administration of training plans, including the selection and use of outside providers as needed. Leads the entire function and a team of direct reports.	Human Resources

Position Title	Position Descriptors	Job Family / Function
Head of Health and Safety	Responsible for overseeing and ensuring compliance with governmental occupational and health regulations. Identifies and eliminates chances of personal injury or property damage from business activities. Oversees safety checks and inspections with appropriate safety representatives. Ensures all relevant regulations and procedures are followed. Leads the entire function and a team of direct reports.	Human Resources
Human Resources Manager	Responsible for management / operations of the human resources department. Operationalizes / implements policies and programs that have been formulated and approved. Hands-on involvement in day to day operations of all / most aspects of HR. Key liaison for employee relations.	Human Resources
Personnel Manager	Responsible for the day-to-day running of the human resources department, including advising managers on employee-related matters such as grievances, disciplinary actions, and recruitment and selection. Implements all formulated human resource policies and programs. Identifies and implements employee support, training, and development programs. Assists with recruitment and selection. Leads a team of direct reports.	Human Resources
Human Resources Specialist - Senior	Assists / supports in one or more aspects of the implementation and coordination of human resources policies and practices such as compensation, benefits, recruitment, communication, personnel development, training and manpower planning. Handles complex assignments and trains junior staff.	Human Resources

Position Title	Position Descriptors	Job Family / Function
Human Resources Specialist - Intermediate	Assists / supports in one or more aspects of the implementation and coordination of human resources policies and practices such as compensation, benefits, recruitment, communication, personnel development, training and manpower planning. Experienced employee working independently.	Human Resources
Human Resources Specialist - Junior	Assists / supports in one or more aspects of the implementation and coordination of human resources policies and practices such as compensation, benefits, recruitment, communication, personnel development, training and manpower planning. Learning role working under close supervision.	Human Resources
Compensation and Benefits Manager	Responsibilities include all aspects of compensation and benefits programs, policies and processes. Responsible for salary and payroll administration, health and welfare plans administration, merit and other salary increases, incentive plans, compensation/benefits communication, compensation/benefits policy development. Manages the annual salary planning and the administration of the variable compensation bonus plans. Researches salary market data to advise and design market competitive compensation and benefits programs. Makes presentations and reports as required by the management. Stays updated about the laws and compliance. Frequently responsible for managing a team of Compensation and Benefits professionals.	Human Resources

Position Title	Position Descriptors	Job Family / Function
Compensation and Benefits Specialist - Senior	Provides comprehensive analytical support to ongoing compensation, evaluation, and employee benefits programs including retirement plans, savings plans, and group insurance. Participates in compensation surveys, coordinates job descriptions, and prepares and analyzes survey data. Prepares and monitors merit budget and assists in development of salary ranges. Assists in the design and implementation of compensation and benefit plans, programs, and procedures. Makes recommendations to offer cost effective and competitive employee benefits. May coach Compensation and Benefits Analysts.	Human Resources
Compensation and Benefits Specialist - Intermediate	Provides analytical support to ongoing compensation, evaluation, and employee benefit programs. Participates in compensation and benefits surveys, coordinates job descriptions, and prepares and analyzes survey data. Prepares and monitors merit budget and assists in development of salary ranges. Gathers data and participates in the analysis of employee benefits issues and trends. Analyzes results to determine their impact.	Human Resources
Compensation and Benefits Specialist - Junior	Maintains and analyzes various types of compensation and benefits information. Participates in compensation surveys, coordinates job descriptions, and prepares and analyzes survey data. May assist in the preparation of merit budget and the development of salary ranges. Maintains and analyzes various types of benefits information. Gathers data and participates in the analysis of employee benefits issues and trends. Conducts and participates in benefits surveys. Analyzes results to determine their impact.	Human Resources

Position Title	Position Descriptors	Job Family / Function
Training and Development Manager	<p>Oversees the process of finding and evaluating training programs and materials or determines when the development of in-house training programs is needed. Gathers information to determine and often prioritize employee training needs. Maintains records for training programs including evaluations and employee participation and also oversees the execution of training by in-house training staff. May personally conduct training programs. Generally assists in the analysis and review of feedback regarding training and provides subsequent recommendations for changes or additions. May be an internal resource to assist employees and managers in meeting employee development needs.</p>	Human Resources
Training and Development Specialist - Senior	<p>Organizes, conducts, and evaluates internal training programs. Conducts training needs analyzes across the organization and business units. Develops instructional material and selects suitable delivery methods or training aids. Ensures that programs are aligned with the organization's business goals. Provides guidance to less experienced training specialists in the various aspects of training. Typically reports to a Training Manager.</p>	Human Resources
Training and Development Specialist - Intermediate	<p>Assists in finding and evaluating training programs and materials or develops in-house training programs. Gathers information to determine employee training needs. Maintains records for training programs, including evaluations and employee participation. Assists in analyzing the information. May personally conduct training programs. May be an internal resource to assist employees and managers in meeting employee development needs.</p>	Human Resources

Position Title	Position Descriptors	Job Family / Function
Training and Development Specialist - Junior	Assists in developing and designing general and specific training. Assists in research and delivery of timely, relevant and cost effective training in accordance with program objectives and ensures all requisite documentation is collected while monitoring training effectiveness and employee progress. Typically reports into a Training Specialist or a Training Manager.	Human Resources
Employee Relation Manager	Responsible for employee-related matters across the organization such as grievances, disciplinary actions, and recruitment and selection. Implements all formulated human resource policies. Experience required is between 5 to 8 years.	Human Resources
Employee Relation Supervisor	Responsible for employee-related matters in the organization such as grievances, disciplinary actions, and recruitment and selection. Implements all formulated human resource policies. Typical experience required is between 3 - 5 years.	Human Resources
Employee Relation Assistant	Assists / supports in staffing aspects of the implementation and coordination of employee relations.	Human Resources
Senior Staffing Manager	Responsible for the staff selection, determining for that purpose the suitable channels of search and resorting to adequate selection techniques in order to cover the vacant positions with personnel that fits into the profile of the position and organization.	Human Resources
Staffing Manager	Responsible for management / operations of the staffing function. Operationalizes / implements policies and programs that have been formulated and approved. Hands-on involvement in day to day operations of all / most aspects of HR. Key liaison for recruitment with line managers.	Human Resources

<b>Position Title</b>	<b>Position Descriptors</b>	<b>Job Family / Function</b>
Staffing Officer	Assists / supports in staffing aspects of the implementation and coordination of recruitment policies and practices. Learning and development on the job.	Human Resources
Staffing Specialist	Assists / supports in one or more aspects of the implementation and coordination of staffing policies. Handles complex assignments	Human Resources
Human Resources - Organizational Development Manager	Responsible for design and management of the organizational development strategy of the organization.	Human Resources
Head of Information Technology	Overall responsibility for strategic planning and implementation as it relates to company information technology. Develops policies and procedures to support business objectives, in line with overall corporate and/or regional technology strategy. Evaluates the business needs with regard to information management, systems, equipment, support, and training. Has responsibility for determining and managing overall IT budgets at the business unit or country level. Leads the entire function and a team of direct reports.	Information Technology Services
Systems Manager (Applications)	Manages and administers the systems analysis and computer programming functions for the company. Develops and establishes department standards and procedures. Directs and coordinates efforts to maintain and upgrade current systems. Directs the design and development of new systems, and the evaluation, acquisition, and installation of new equipment. Leads a team of direct reports.	Information Technology Services
Systems Analyst (Applications) - Senior	Directs, prepares, designs, codes, tests, debugs, and maintains complex computer programs. Responsible for working with users to support business applications, and investigating operational problems/system requirements. Solves user inquiries that arise during day-to-day operation. Handles complex assignments and trains junior staff.	Information Technology Services

<b>Position Title</b>	<b>Position Descriptors</b>	<b>Job Family / Function</b>
Systems Analyst (Applications) - Intermediate	Directs, prepares, designs, codes, tests, debugs, and maintains moderately complex computer programs. Assists with user support of business applications and with the investigation of system requirements. Experienced employee working independently.	Information Technology Services
Systems Analyst (Applications) - Junior	Assists in the design, specification, implementation, and maintenance of systems applications. Directs, prepares, codes, tests, and debugs computer programs with close supervision. Assists in the discussion and preparation of solutions to the day-to-day user queries. Ensures adherence to business policies and procedures. Learning role working under close supervision.	Information Technology Services
Project Manager IT (New Applications)	Responsible for the planning, coordination, and implementation of IT projects, from conception through delivery. Analyzes current and future business needs with relation to system application requirements, identifies potential gaps, evaluates options, and ensures delivery of solutions. Works with diverse business units and customers to gather requirements. Ensures projects are delivered on time, within budget, adhere to high quality standards, and meet defined expectations.	Information Technology Services
IT Consultant (New Applications) - Intermediate	Responsible for analyzing current and future business needs with relation to system application requirements, identifies potential gaps, evaluates options and ensures delivery of solutions. Is a subject-matter expert in the specific IT-related area. Responsible for the efficient transfer of in-depth product and/or applications knowledge to colleagues, prospects, and/or users. Identifies needs of the users and recommends alternative methods for meeting those needs. Experienced employee working independently.	Information Technology Services

Position Title	Position Descriptors	Job Family / Function
IT Consultant (New Applications) - Junior	Responsible for analyzing current and future business needs with relation to system application requirements, identifies potential gaps, evaluates options and ensures delivery of solutions. Is a subject-matter expert in the specific IT-related area. Responsible for the efficient transfer of in-depth product and/or applications knowledge to colleagues, prospects, and/or users. Identifies needs of the users and recommends alternative methods for meeting those needs. Learning role working under close supervision.	Information Technology Services
Infrastructure / Hardware Manager	Responsible for implementation of the company's infrastructure and hardware strategy. Liaises with other functions on their requirements and balances these with other functional needs and company strategy. Typically has responsibility for the control and performance of network operations, system maintenance, technical support, and security standards. Leads a team of direct reports.	Information Technology Services
Infrastructure / Hardware Analyst - Senior	Designs, develops, procures, installs, and maintains the company's operating and infrastructure systems. Has system-wide responsibility on complex projects and components and trains junior staff.	Information Technology Services
Infrastructure / Hardware Analyst - Intermediate	Designs, develops, procures, installs, and maintains the company's operating and infrastructure systems. May take on several components of a project or a complex component of a project. Troubleshoots basic problems and recommends appropriate actions. Experienced employee working independently.	Information Technology Services
Infrastructure / Hardware Analyst - Junior	Designs, develops, procures, installs, and maintains the company's operating and infrastructure systems. Carries out routine and semi-routine tasks. Typically assigned to small projects or a phase of a larger project. Learning role working under close supervision.	Information Technology Services

Position Title	Position Descriptors	Job Family / Function
Regional Head of Legal Affairs	Provides legal counsel and guidance in the ordinary and special activities of the region. Responsible for coordinating all legal efforts and represents the region in all matters under negotiation and with other parties in all legal related areas. Manages and coordinates both inside and outside counsel. Provides strategic advice that can have a significant impact on business results.	Legal
Head of Legal Affairs	Provides legal counsel and guidance in the ordinary and special activities of the company. Responsible for coordinating all legal efforts and represents the company in all matters under negotiation and with other parties in all legal related areas. Interacts with regulatory authorities, lawyers, and legal consultants. Provides strategic advice that can have a significant impact on business results.	Legal
Corporate Head of Compliance	Develops and implements policies and procedures to ensure the corporation complies with requirements and standards imposed by external agencies (national or international regulations and practices) or which may reflect "best practice" demanded by the industry. Establishes regulatory compliance standards by providing guidance and advice on regulatory matters throughout the business. Determines strategy, leads efforts to promote compliance improvements, and ensure systems are in place to enable compliance initiatives, inspections and training to take place.	Legal
Legal Advisor	Responsible for compliance with requirements regarding legal matters such as sales contracts, real estate contracts, environmental issues, labor law, etc. Supports the company's functions for legal issues. Participates in the preparation of legal reports, statements, and contracts. May coordinate projects involving external legal specialists.	Legal

Position Title	Position Descriptors	Job Family / Function
Legal Specialist	Prepares and analyzes legal documents. Tackles complex problems and trains junior staff.	Legal
Head of Manufacturing Operations	Leads manufacturing and production operations for machining, fabricating, assembling, and processing. Responsible for manufacturing or processing engineering, production scheduling, and sometimes inventory control and purchasing. Develops and implements corporate manufacturing and production operation strategy and ensures operating policies and procedures are maintained throughout the network of branch offices/outlets/activities.	Manufacturing
Plant Manager	Responsible for directing and coordinating the activities of a single manufacturing plant to meet established standards regarding employee relations, quantity, quality, cost, and delivery schedules. Typically responsible for both line manufacturing and key supporting staff functions, such as production and inventory control, quality control, personnel maintenance, training, cost control methods, industrial engineering, etc. Aligns plant production objectives with overall business strategy. Ensures maximum efficiency and productivity of production facility to meet production volume, schedules, quality, and cost. Develops and manages related budgets.	Manufacturing
Production Line Manager	Responsible for one or more production lines for one product within a manufacturing plant. Ensures production volume, cost and quality of production and production schedules are met. Constantly monitors production processes and staffing levels. Maintains compliance with company policies and safety standards. Leads a team of direct reports.	Manufacturing

Position Title	Position Descriptors	Job Family / Function
Quality Assurance Manager	Responsible for planning, developing, and implementing techniques and programs to ensure quality levels are maintained in alignment with established quality standards. Reviews product designs and establishes procedures and techniques for control of quality standards. Directs inspection services, conducts quality training, and confers with customers to define product quality problems. Drafts and controls the department budget. Leads a team of direct reports.	Manufacturing
Warehouse Manager	Responsible for direction, control and movement of the warehousing of raw materials and/or finished goods. Establishes operational procedures, plans the efficient movement of materials and monitors performance and compliance. Organizes and manages receiving, classification, and storage of products, materials, tools and equipment. Selects and negotiates contracts. Implements inventory procedures established by the company. Leads a team of direct reports.	Manufacturing
Maintenance Engineer - Intermediate	Responsible for the repairs and maintenance of production machines in operation. Repairs malfunctioning machines. Prepares new machines and production equipment for operation. Conducts technical inspections of machines. Develops maintenance preventive surveys, evaluating or recommending actions to minimize production downtime. Experienced employee working independently.	Manufacturing
Maintenance Engineer - Junior	Responsible for the repairs and maintenance of production machines in operation. Repairs malfunctioning machines. Prepares new machines and production equipment for operation. Conducts technical inspections of machines. Has competent, technical knowledge but is a learning role working under close supervision. Develops maintenance preventive surveys, evaluating or recommending actions to minimize production downtime.	Manufacturing

Position Title	Position Descriptors	Job Family / Function
Quality Engineer - Intermediate	Conducts internal quality controls to insure established quality procedures and norms are followed. Conducts non-routine quality analysis and tests / inspections of a quality control program, resolving most questions and problems and recommends necessary quality procedure changes. Monitors and records inconsistencies with quality procedures and norms. Records and analyzes customer claims and prepares reports on rejected or defective products. May assist in the development of new methods and procedures. Experienced employee works independently.	Manufacturing
Shift Supervisor	Oversees and controls the plant process according to the production schedule established for the shift. Controls the preparation and movement of raw materials and quality of the product. Supervises employees during his shift.	Manufacturing
Regional Head of Marketing	Responsible for management of the marketing function within the region. Directs and controls all marketing activities, including customer and economic analysis, market testing, advertising, market research, and sales promotion. Owns and evaluates short and long marketing plans and budgets.	Marketing
Head of Marketing	Responsible for management of the marketing function within the company. Directs and controls all marketing activities, including customer and economic analysis, market testing, advertising, market research, and sales promotion. Owns and evaluates short and long marketing plans and budgets. Leads the entire function and a team of direct reports.	Marketing
Marketing Manager	Responsible for one or more areas of marketing such as customer and economic analysis, market testing, advertising, market research, and sales promotion. Contributes to the development of the marketing strategy and execution of marketing plans. Leads a team of direct reports.	Marketing

Position Title	Position Descriptors	Job Family / Function
Group Brand Manager	Responsible for establishing brand and market positioning objectives for multiple lines/ categories / groups of company's products. Plans, develops, and controls branding strategy and programs for multiple lines / categories / groups of assigned products. Directs promotional programs and product launching campaigns. Leads a team of direct reports.	Marketing
Market Research Manager	Responsible for market research for products, competitors and (potential) consumers. Commissions, designs, executes, analyzes and applies results of market research on company's and competitor's products, consumer and potential consumer demographics, purchasing behaviour, buying patterns, etc. Supports product enhancement and new product research & development, sales and marketing plans.	Marketing
Brand / Product Manager - Senior	Responsible for establishing brand and market positioning objectives for a particular line of key / complex products. Develops and executes a marketing, branding, and promotional program to stimulate demand for a particular line of key / complex products. Makes recommendations for assigned line of products based on the analysis of market trends and interpretation of market data. Handles complex assignments and trains junior staff.	Marketing
Brand / Product Manager - Intermediate	Responsible for establishing brand and market positioning objectives for one complex or a particular line of key products. Develops and executes a marketing, branding, and promotional program to stimulate demand for a product or particular line of key products. Makes recommendations for assigned product(s) based on the analysis of market trends and interpretation of market data. Experienced employee working independently.	Marketing

Position Title	Position Descriptors	Job Family / Function
Advertising and Promotions - Intermediate	Responsible for creating strong advertising and promotional programs for assigned product(s). Responsible for all customization of all advertising and promotional campaigns while supporting the company's marketing and sales strategy. Experienced employee working independently.	Marketing
Advertising and Promotions Specialist	Responsible for creating strong advertising and promotional programs for assigned product(s). Responsible for all customization of all advertising and promotional campaigns while supporting the company's marketing and sales strategy. Experienced employee working independently.	Marketing
Advertising and Promotions Specialist - Junior	Implements promotions and drives availability of products.	Marketing
Market Research Analyst Senior	Responsible for the planning, execution and analysis of market research, in order to support commercial actions of the company. Minimum experience required 5 years.	Marketing
Market Research Analyst Junior	Responsible for the planning, execution and analysis of market research, in order to support commercial actions of the company. Experience required between 1 to 2 years.	Marketing
Marketing Analyst Senior	Responsible for coordinating, under indirect supervision, the implementation of market research for a brand or product. Analyzes the need for market studies. Processes and provides statistical information and reports product or brand's position in the market. Minimum experience required 5 years.	Marketing

Position Title	Position Descriptors	Job Family / Function
Merchandiser	Responsible for the presentation of company products and promotional materials at points of sale. Arranges the location and size of exposition of company products with employees of the sales point, and makes sure the arrangements are followed. Supplies promotional materials and presentation equipment to points of sale and is responsible for their correct installation and use. Regularly visits points of sale to inspect, maintain, or change the presentation of company products.	Marketing
Regional Head of Sales	Responsible for management of the sales function within the region. Directs and controls all sales activities, including the setting of sales budgets, objectives, and pricing strategies. Owns and evaluates short and long sales plans and budgets.	Sales
Head of Sales	Responsible for management of the sales function within the company. Directs and controls all sales activities, including the setting of sales budgets, objectives, and pricing strategies. Owns and evaluates short and long sales plans and budgets. Leads the entire function and a team of direct reports.	Sales
Sales Manager	Responsible for the sale of product(s) and for increasing turnover in a specified geographic region. Contributes to the development of the sales strategy and is responsible for implementing all sales plans to support overall sales and business strategy of the company. Leads one or multiple sales teams and direct reports.	Sales
Key Account Manager	Responsible for sales to key accounts. Attends to one or several important customers and is responsible for the realization of sales objectives within an assigned group of customers. Responsible for maintaining relationships with key accounts in order to achieve profitable results. Leads a team of direct reports.	Sales

<b>Position Title</b>	<b>Position Descriptors</b>	<b>Job Family / Function</b>
Sales Representative - Senior	Responsible for the needs analysis, development, negotiation, sale, installation or delivery, and post-sale services to a group of clients. Responsible to sell products and/or services to current customers and identify new and potential customers. Handles complex assignments and trains junior staff.	Sales
Sales Representative - Intermediate	Responsible for the needs analysis, development, negotiation, sale, installation or delivery, and post-sale services to a group of clients. Responsible to sell products and/or services to current customers and identify new and potential customers. Experienced employee working independently.	Sales
Sales Representative - Junior	Responsible for the needs analysis, development, negotiation, sale, installation or delivery, and post-sale services to a group of clients. Responsible to sell products and/or services to current customers and identify new and potential customers. Learning role working under close supervision.	Sales
Engagement Manager	Responsible for crafting opportunities and solutions to the customer. Primary focus is to nurture and close the sale. Responsible for continued growth of the account by developing long-term relationships with select clients. Proposes integrated solutions.	Sales
Channel Sales Manager (Industrial/Technical)	Responsible for achieving budgeted sales within the industrial/technical channel. Develops programs to achieve maximum sales volume consistent with sales projections, and in accordance with the company's overall goals for the sale, trade and distribution of its products within this channel.	Sales
Sales Trainee	Responsible for the needs analysis, development, negotiation, sale, installation or delivery, and post-sale services to a group of clients. Responsible to sell products and/or services to current customers and identify new and potential customers. Learning and development to be on the job.	Sales

Position Title	Position Descriptors	Job Family / Function
Area Sales Manager (Jr.)	Responsible for the sale of product(s) in a specified region or geographic area and for increasing turnover within the region / geographic area. Contributes to the development of the sales strategy and is responsible for implementation of all sales plans in region / geographic area in order to achieve profitable results. Typical years of experience is between 6 - 8 years.	Sales
Head of Logistics / Supply Chain	Responsible for overall material procurement; warehousing and distributing of raw materials, goods-in-process, and finished goods; and controlling and scheduling of material flow for the company. Leads the entire function and a team of direct reports. May direct receiving, inventory, and shipping operations. Manages the entire flow of materials from purchase to finished product. Develops policies and procedures to ensure timely acquisition of materials in a cost effective way. Manages the supply chain closely so that the impact on the business is minimized should demand exceed supply.	Supply Chain
Head of Purchasing	Responsible for implementing the purchasing policy and for effective, company-wide purchasing of material, equipment, supplies and services to maximize cost efficiencies, price leverage and quality. Implements company policies, procedures, and systems necessary for proper purchasing practices, controls, and services, vendor selection, and negotiation. Leads the entire function and a team of direct reports.	Supply Chain
Logistics Manager	Plans and coordinates the ordering and distribution of products, parts, and accessories. Coordinates and oversees inventory control, warehousing, transportation, sourcing, order processing and customer service. Leads a team of direct reports.	Supply Chain

Position Title	Position Descriptors	Job Family / Function
Purchasing Manager	Contributes to the development of the purchasing policy and administers all purchasing activities, including selecting sources of supply, approving purchase orders, managing relationships with suppliers, and negotiating terms of contracts. Evaluates alternative solutions suggested by new suppliers aimed at the improvement of the purchasing policy. Leads a team of direct reports.	Supply Chain
Logistics/Distribution Supervisor	Coordinates and implements logistics and distribution programs/activities. Tackles complex problems and trains junior staff .	Supply Chain
Buyer - Senior	Responsible for purchasing materials and supplies from vendors and executing complex buying strategies based on established buying plans to obtain the most quality at the lowest cost. Analyzes market and industry conditions and develops supply recommendations. Negotiates selected contracts. Handles complex assignments and trains junior buyers.	Supply Chain
Buyer - Intermediate	Responsible for purchasing materials and supplies from vendors and executing buying strategies based on established buying plans to obtain the most quality at the lowest cost. Analyzes market and industry conditions and develops supply recommendations. Assists with contract negotiations for implementation. Experienced employee working independently.	Supply Chain
Buyer - Junior	Purchases and arranges timely deliveries of assigned items, supplies, and materials. Prepares purchase orders based on approved requisitions, analyzes quotations received, and obtains confirmation of delivery. Deals with all day-to-day transactions according to defined guidelines. Conducts studies of material costs and supplier services and recommends changes in purchasing procedures to improve service and/or reduce cost. Learning role working under close supervision.	Supply Chain

## About Hewitt Associates

Hewitt Associates (NYSE: HEW) has provided clients with best-in-class human resources consulting and outsourcing services. Hewitt consults with more than 3,000 companies around the globe to develop and implement HR business strategies covering retirement, financial and health management; compensation and total rewards; and performance, talent and change management. As a market leader in benefits administration, Hewitt delivers health care and retirement programs to millions of participants and retirees, on behalf of more than 300 organizations worldwide. In addition, more than 30 clients rely on Hewitt to provide a broader range of human resources business process outsourcing services to nearly a million client employees. Located in 33 countries around the world, Hewitt has offices across Asia Pacific, Europe, Middle East and the Americas, and employs approximately 23,000 associates.

## Hewitt Associates in the Middle East

Hewitt Associates has been operating in Middle East market since 2002. Hewitt's Middle East operations are headquartered in Dubai, which serves as the regional hub for its business. In the region, Hewitt successfully partners with over 100+ clients across different areas of human resource and business support. Hewitt's current client base in the Middle East is spread across all the GCC countries, Egypt, Lebanon and Jordan. Hewitt offers HR solutions that seamlessly blend its global expertise with a strong regional flavor. The focus areas for consulting in the Middle East reflect the current business requirements in the region.

Our service offerings in the Middle East include:

- Executive Compensation and Corporate Governance
- Compensation and Rewards
- Leadership
- Talent and Performance Management
- HR Effectiveness
- Corporate Transactions & Transformation
- International HR
- Emerging Workforce Solutions
- Actuarial Services
- Retirement
- Health Care and Benefits
- Investment Consulting

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