

# The Bayt.com Middle East Job Index Survey

February 2014



Section 1

# PROJECT BACKGROUND

## Objectives

- To gauge perceptions of job availability and hiring in the Middle East and North Africa region.
- To identify trends in the Middle East job market.
- To provide an understanding of the required key skill sets and qualifications.

## Calculation of Indices and Benchmarking

- The indices which concentrate on measuring Job market are the :
  - Job Index (JI)
  - Hiring Expectancy Index (HEI)
- The aim is to measure the potential opportunities that are present in the market.
- The Job Index (JI) is composed of the following two questions:
  - Question 1 - Will you be hiring in the next 3 months either for your organization or for your clients if you are in the recruitment field or an HR consultant?
  - Question 2 - With regard to your future expectations, do you think you will be hiring in a year's time from now either for your organization or for your clients if you are in the recruitment field or an HR consultant? (This question also measures the HEI).

## Calculation of Indices and Benchmarking

- The index is calculated according to the following formula:
- $\text{Index Value} = (\text{Current Period Value} / \text{Base Period Value}) * 100$
- Current period's value for each question is calculated as =  $((\text{Number of optimistic answers} - \text{Number of pessimistic answers}) / \text{Achieved sample}) * 100) + 100$
- Current period values for each question are summed up to obtain current period's value for the overall index.
- Current period's value calculated for October 2009 would be fixed as the base period value.
- The base period of the index is set as October 2009 and the value of the index at this period is 100.
- The index has a point of scale ranging from 0 to 200.
- The JI is calculated from question 1 and question 2.
- The HEI is calculated using only question 2.
- JI and HEI would be calculated separately for each country.

## Key findings

- Overall, the Job Index has increased by two points since the last wave of August 2013. This increment is primarily attributed to the 'hiring plans' of the target audience in the coming 3 months.
- Plans to hire in the next 3 months are quite prominent in the GCC with 41% 'definitely hiring' in comparison to 26% each for N. Africa and Levant. As in the previous wave, private sector companies are more likely to hire in the next 3 months than those in the public sector.
- The plans for hiring in a year's time shows positive results amongst the GCC countries with 38% 'definitely hiring after 3 months' followed by Levant (30%) and N. Africa (26%).
- Nearly 70% of those who plan to hiring in the next 3 months indicate that they would be hiring for up to 10 positions and 6% hiring for more than 50 jobs.
- The trend continues from past waves with most planning to hire people for junior or middle level executive positions. Interestingly, about 6% are also looking to fill in C-suite positions.
- The qualifications most demanded include areas of Business Management or Commerce. This is followed by those with Technical (Engineering) and IT skills.

## Key findings

- The demand for candidates with good communication skills in Arabic and English does not wane, with 56% demanding this particular attribute in the prospect. Employers also seek those who will exhibit traits of being good team players (47%), and at least two in five employers seek candidates who show good leadership skills as well.
- In terms of experience, managerial skills are the most sought after, followed by computer skills and experience in sales and marketing.
- In comparison to North Africa (28%) and the Levant region (21%), significantly more in the GCC (59%) opine that their respective country of residence is more attractive as a job market in comparison to other countries.
- Over two-fifths (42%) rate their own industry as being more attractive in comparison to other businesses.
- Overall, banking/ finance and construction are still considered as the top two industries which are attracting/ retaining talent across most countries under study.

Section 2

# RESEARCH METHODOLOGY



# Sample Definition

## **Age and Gender:**

Adult males and females

Aged 18 plus years

## **Nationalities:**

GCC Arabs, North Africans, Levantines, Western Expats, Asians

## **Country of Residence**

**GCC:** UAE, KSA, Kuwait, Oman\*, Qatar, Bahrain\*

**Levant:** Lebanon, Syria\*, Jordan

**North Africa:** Egypt, Morocco, Algeria, Tunisia\*

**Asia:** Pakistan\*

\* Low sample for current wave

## **Data Collection**

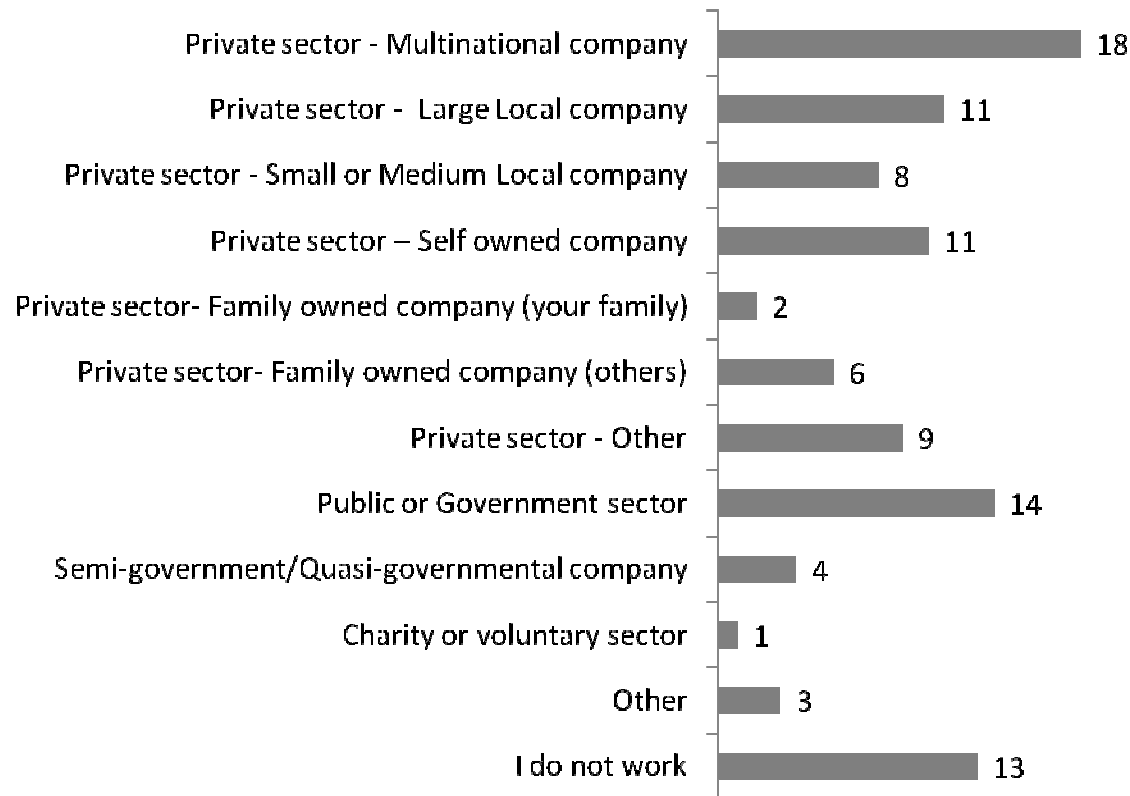
All data was collected online. Fieldwork was done between 15 December 2013 and 9 February 2014. The total number of successful online interviews achieved was 3,137. Of these 2,729 were of working status.

Section 3

# RESPONDENT PROFILE

# Sector of work

## Sector currently working in



**Base: Total (3137)**

Q. In which of the following sectors do you work?

**All figures are %'s**

## Sector of work

	GCC						Levant		
	KSA	UAE	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: All	691	403	114	118	39	49	70	61	181
Private sector - Multinational company	21	26	24	25	21	22	17	7	14
Private sector - Large Local company	17	12	24	14	8	18	11	7	8
Private sector - Small or Medium Local company	9	10	9	14	21	6	9	7	9
Private sector - Self owned company	7	7	10	7	-	10	11	8	8
Private sector- Family owned company (your family)	1	1	2	1	-	4	4	2	3
Private sector- Family owned company (others)	10	3	4	6	13	4	13	5	6
Private sector - Other	8	8	12	10	5	10	16	8	11
Public or Government sector	7	9	7	9	18	10	3	36	18
Semi-government/Quasi-governmental company	3	9	3	7	3	8	-	5	3
Charity or voluntary sector	1	0	-	-	-	-	-	2	4
Other	2	2	3	3	8	2	1	5	1
I do not work	13	12	4	5	5	4	14	10	15

**Base: All by country**

Q. In which of the following sectors do you work?

**All figures are %'s**

## Sector of work

	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: All	748	174	355	82	52
Private sector - Multinational company	15	13	12	13	29
Private sector - Large Local company	9	3	7	6	17
Private sector - Small or Medium Local company	6	9	3	9	10
Private sector - Self owned company	18	16	8	16	2
Private sector- Family owned company (your family)	2	3	2	4	2
Private sector- Family owned company (others)	5	6	1	4	4
Private sector - Other	12	9	6	4	8
Public or Government sector	13	4	36	24	15
Semi-government/Quasi-governmental company	3	1	4	5	-
Charity or voluntary sector	1	2	-	-	4
Other	3	7	4	5	2
I do not work	13	29	16	11	8

**Base: All by country**

Q. In which of the following sectors do you work?

**All figures are %'s**

## Level of seniority at work



**Base: Total (3137)**

Q. Which of the following best describes your level of seniority at work?

**All figures are %'s**

## Level of seniority at work

	GCC						Levant		
	KSA	UAE	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: All	691	403	114	118	39	49	70	61	181
CEO/ President/ Chairman/ Owner/Self employed	7	4	4	3	5	14	11	8	8
Director or Senior Manager	14	10	13	15	13	16	14	20	13
Professional (i.e. requiring specific professional qualifications)	12	15	16	17	21	18	14	26	11
Middle manager	14	13	15	13	8	8	13	3	7
Junior manager/ team leader	26	20	25	22	33	16	23	15	27
Executive with no managerial responsibilities	7	14	16	15	13	10	7	8	12
Clerical	8	13	7	9	3	12	3	10	8
I do not work	13	12	4	5	5	4	14	10	15

**Base: All by country**

Q. Which of the following best describes your level of seniority at work?

**All figures are %'s**

## Level of seniority at work

	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: All	748	174	355	82	52
CEO/ President/ Chairman/ Owner/Self employed	9	10	10	9	4
Director or Senior Manager	20	9	8	12	17
Professional (i.e. requiring specific professional qualifications)	10	11	13	21	19
Middle manager	9	5	5	11	17
Junior manager/ team leader	25	19	21	24	15
Executive with no managerial responsibilities	8	8	15	7	13
Clerical	7	9	12	5	6
I do not work	13	29	16	11	8

**Base: All by country**

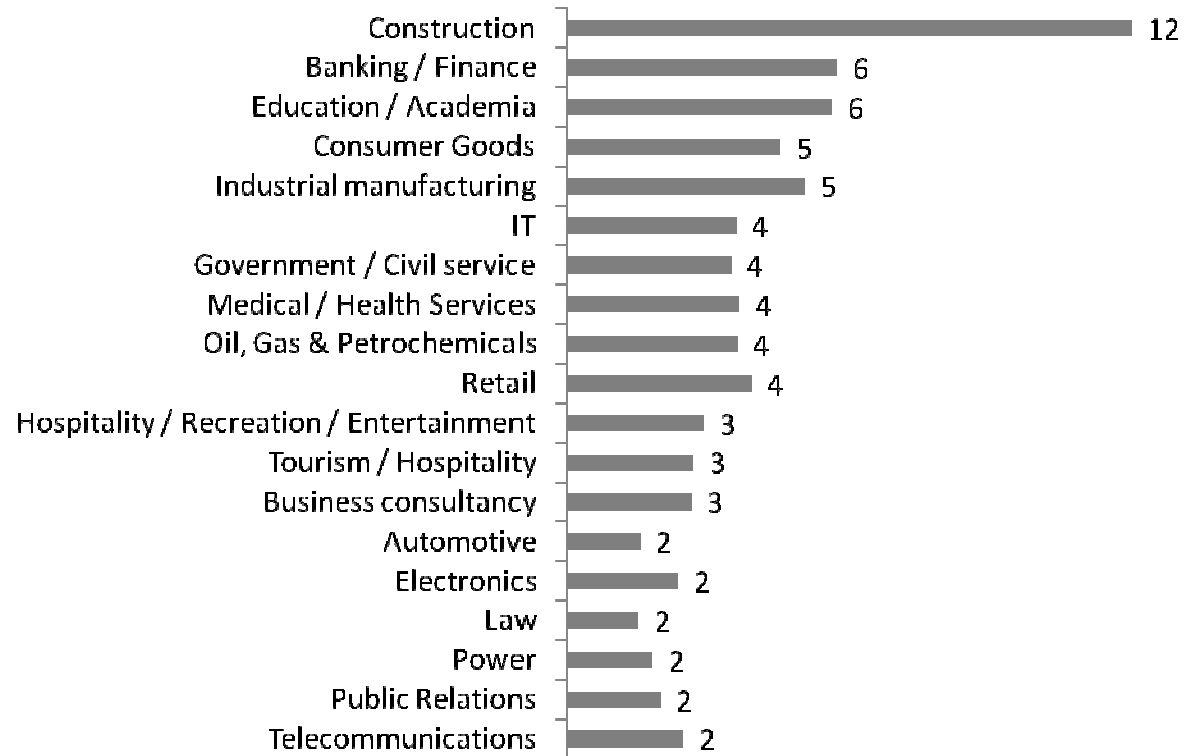
Q. Which of the following best describes your level of seniority at work?

**All figures are %'s**



# Industry of work

## Industry currently working in



Base: Working (2729)

Q. And in which of the following industries do you work?

All figures are %'s

## Industry of work

	GCC						Levant		
	KSA	UAE	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
<b>Base: Working</b>	<b>603</b>	<b>355</b>	<b>110</b>	<b>112</b>	<b>37</b>	<b>47</b>	<b>60</b>	<b>55</b>	<b>154</b>
Construction	15	17	9	22	5	26	20	15	7
Banking / Finance	5	6	11	2	3	4	3	7	10
Education / Academia	5	4	5	7	8	4	3	11	12
Consumer Goods	5	3	5	-	8	-	12	-	6
Industrial manufacturing	6	5	5	4	8	2	3	11	5
IT	3	5	3	3	8	6	2	7	3
Government / Civil service	2	2	4	2	5	4	-	5	6
Medical / Health Services	5	3	4	6	-	6	5	16	2
Oil, Gas & Petrochemicals	2	5	10	4	5	11	-	-	1
Retail	5	6	5	3	5	2	5	2	1
Hospitality / Recreation / Entertainment	2	6	5	4	5	2	3	-	2
Tourism / Hospitality	1	3	2	3	-	-	5	-	4
Business consultancy	4	2	4	3	3	2	3	-	5
Automotive	1	2	4	1	5	4	-	-	-
Electronics	1	3	3	4	3	-	-	2	1
Law	1	1	1	1	-	2	2	4	1
Power	2	1	-	1	3	-	3	4	3
Public Relations	2	3	2	4	-	-	2	-	1
Telecommunications	3	3	2	2	-	-	-	4	4

**Base: Those Working**

Q. And in which of the following industries do you work?

**All figures are %'s**

## Industry of work

	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: Working	654	124	297	73	48
Construction	9	8	9	4	6
Banking / Finance	6	3	4	5	10
Education / Academia	4	10	7	7	6
Consumer Goods	5	7	3	3	4
Industrial manufacturing	2	10	9	8	4
IT	2	3	3	3	21
Government / Civil service	4	1	9	4	2
Medical / Health Services	3	-	3	5	-
Oil, Gas & Petrochemicals	3	2	6	4	-
Retail	5	2	1	1	4
Hospitality / Recreation / Entertainment	3	2	-	7	4
Tourism / Hospitality	5	6	2	1	-
Business consultancy	2	1	1	3	6
Automotive	2	5	1	1	2
Electronics	3	2	3	5	4
Law	2	-	3	-	-
Power	2	-	4	1	-
Public Relations	2	1	1	3	2
Telecommunications	2	1	2	4	6

**Base: Those Working**

Q. And in which of the following industries do you work?

**All figures are %'s**

Section 4

# PAST AND CURRENT PERIOD VALUES

# Current Hiring Values

Year	Period	Total	Algeria	Bahrain	Egypt	Jordan	Kuwait	Lebanon	Morocco	Oman	Pakistan	Qatar	Saudi Arabia	Syria	Tunisia	UAE
2009	Oct 2009	119	124	109	118	117	120	128	113	122	114	122	124	120	123	114
2010	Jan 2010	120	120	124	119	118	122	124	122	123	120	116	125	121	123	112
	Apr 2010	121	125	115	118	114	115	128	121	118	125	130	127	120	114	117
	Jul 2010	120	130	132	117	113	125	125	121	126	125	123	120	116	118	117
	Oct 2010	119	126	126	119	116	120	115	125	130	117	117	123	122	112	114
2011	Jan 2011	121	121	120	119	121	118	120	119	122	117	123	126	120	114	119
	Apr 2011	121	123	117	117	115	122	130	117	134	125	129	127	118	120	120
	Jul 2011	121	124	115	117	119	116	117	112	130	128	123	125	126	124	117
	Oct 2011	119	126	94	115	117	119	122	126	118	118	116	126	116	112	114
2012	Jan 2012	119	122	123	116	116	118	120	116	124	122	125	124	110	116	118
	Aug 2012	119	116	121	115	118	119	114	118	117	121	127	125	101	122	118
2013	Jan 2013	122	126	123	117	124	123	123	120	125	121	121	130	108	115	120
	Aug 2013	120	119	105	118	119	122	113	111	122	123	124	127	105	125	122
2014	Jan 2014	124	122	126	118	121	134	117	121	137	119	129	131	116	112	124

# Future Hiring Values

Year	Period	Total	Algeria	Bahrain	Egypt	Jordan	Kuwait	Lebanon	Morocco	Oman	Pakistan	Qatar	Saudi Arabia	Syria	Tunisia	UAE
2009	Oct 2009	130	132	129	129	129	131	131	127	135	122	130	133	131	129	126
2010	Jan 2010	130	131	127	128	130	129	130	129	130	120	129	134	131	131	123
	Apr 2010	131	133	138	128	128	129	132	127	135	135	134	136	134	128	129
	Jul 2010	120	130	132	117	113	125	125	121	126	125	123	120	116	118	117
	Oct 2010	119	126	126	119	116	120	115	125	130	117	117	123	122	112	114
2011	Jan 2011	129	130	130	128	129	129	128	124	129	141	132	133	132	127	128
	Apr 2011	130	130	129	128	127	130	134	128	139	136	133	133	131	128	130
	Jul 2011	130	131	130	127	132	125	135	126	132	122	130	132	130	133	128
	Oct 2011	128	134	117	125	129	126	125	126	124	125	126	135	123	124	124
2012	Jan 2012	128	131	133	125	126	126	130	126	130	127	133	131	126	126	126
	Aug 2012	128	126	132	127	128	129	130	121	115	128	132	132	117	127	128
2013	Jan 2013	129	131	128	126	132	133	127	128	130	127	128	135	122	131	129
	Aug 2013	129	134	115	127	127	134	123	122	129	131	132	133	124	131	129
2014	Jan 2014	130	130	123	125	132	134	123	127	144	131	133	135	126	123	129

# Current Hiring + Future Hiring Values

Year	Period	Total	Algeria	Bahrain	Egypt	Jordan	Kuwait	Lebanon	Morocco	Oman	Pakistan	Qatar	Saudi Arabia	Syria	Tunisia	UAE
2009	Oct 2009	249	257	239	247	246	251	259	240	258	236	252	257	251	252	241
2010	Jan 2010	250	252	251	247	248	251	254	251	253	240	245	259	252	254	235
	Apr 2010	252	258	253	246	242	243	260	249	253	260	263	264	254	242	246
	Jul 2010	241	259	264	235	227	249	250	243	253	249	246	240	231	237	234
	Oct 2010	239	252	251	238	231	241	231	250	260	233	233	246	245	224	228
2011	Jan 2011	250	251	250	247	250	246	248	243	251	259	255	259	252	241	247
	Apr 2011	251	253	247	246	242	253	264	245	273	261	262	260	249	248	250
	Jul 2011	250	254	244	244	251	241	252	238	262	250	253	257	256	258	245
	Oct 2011	246	260	211	240	246	245	247	251	242	243	242	261	239	236	238
2012	Jan 2012	247	253	256	241	242	244	249	243	254	249	257	255	236	242	244
	Aug 2012	247	242	253	242	245	248	245	239	231	249	259	257	218	248	246
2013	Jan 2013	251	257	252	243	256	255	249	248	256	248	249	265	230	246	249
	Aug 2013	249	253	220	244	246	257	236	232	251	254	256	260	229	256	251
2014	Jan 2014	254	252	249	243	253	268	239	248	281	250	263	266	243	235	253

Section 5

# INDICES



# Hiring Expectancy Index

- Overall, the hiring expectancy a year time from now (HEI) for the region does not show any change or increment since August 2013.
- Some countries, however, expect the hiring scenario to be a little positive in a year's time such as Algeria, Egypt and Tunisia.

Year	Period	Total	Algeria	Bahrain	Egypt	Jordan	Kuwait	Lebanon	Morocco	Oman	Pakistan	Qatar	Saudi Arabia	Syria	Tunisia	UAE
2010	Jan 2010	100	101	102	101	100	102	101	99	104	102	100	99	100	98	103
	Apr 2010	99	100	94	101	101	102	100	100	100	90	97	98	98	100	98
	Jul 2010	108	102	98	110	114	105	105	105	107	98	105	111	113	109	108
	Oct 2010	109	105	103	108	112	109	114	102	104	105	111	108	107	115	111
2011	Jan 2011	100	102	100	101	100	102	103	103	105	86	99	100	99	102	99
	Apr 2011	100	102	100	101	101	101	98	99	98	90	97	100	100	101	98
	Jul 2011	100	101	100	101	98	105	97	101	102	100	100	101	101	97	99
	Oct 2011	102	99	111	103	100	104	105	101	109	98	103	99	106	104	102
2012	Jan 2012	101	101	97	103	102	104	101	101	104	96	98	102	104	102	100
	Aug 2012	101	105	98	101	101	102	101	105	118	95	98	101	112	102	99
2013	Jan 2013	100	101	101	102	98	99	104	99	104	96	102	99	108	98	98
	Aug 2013	100	99	112	102	102	98	107	105	105	93	98	101	106	98	98
2014	Jan 2014	100	101	105	103	98	98	107	100	94	93	97	99	104	105	98

# Job Index

- Overall, the Job Index (JI) does exhibit a positive movement by two points since August 2013.
- Interestingly, this increment in the JI can be primarily attributed to the 'short term' positive sentiment for hiring across the GCC countries, as well as some of the other countries such as Morocco and even Syria.

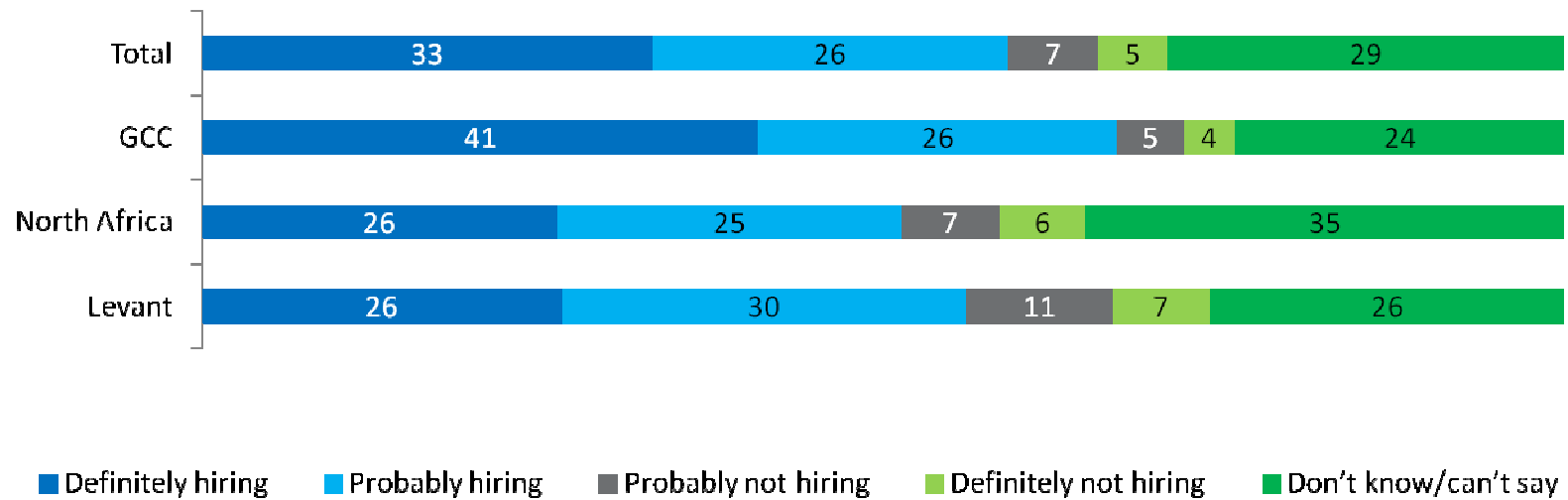
Year	Period	Total	Algeria	Bahrain	Egypt	Jordan	Kuwait	Lebanon	Morocco	Oman	Pakistan	Qatar	Saudi Arabia	Syria	Tunisia	UAE
2010	Jan 2010	100	98	105	100	101	100	98	105	98	102	97	101	100	101	98
	Apr 2010	101	100	106	100	98	97	100	103	98	110	105	102	101	96	102
	Jul 2010	97	101	111	95	92	99	97	101	98	106	98	93	92	94	97
	Oct 2010	96	98	105	96	94	96	89	104	101	99	93	96	98	89	94
2011	Jan 2011	101	98	105	100	102	98	96	101	97	110	101	101	100	96	102
	Apr 2011	101	99	103	100	98	101	102	102	106	110	104	101	99	98	104
	Jul 2011	101	99	102	99	102	96	97	99	102	106	101	100	102	102	102
	Oct 2011	99	101	88	97	100	98	95	105	94	103	96	101	95	94	99
2012	Jan 2012	99	99	107	98	99	97	96	101	98	105	102	99	94	96	101
	Aug 2012	99	94	106	98	100	99	95	100	90	106	103	100	87	99	102
2013	Jan 2013	101	100	105	99	104	102	96	103	99	105	99	103	92	98	103
	Aug 2013	100	99	92	99	100	102	91	97	97	108	102	101	91	102	104
2014	Jan 2014	102	98	104	99	103	107	92	103	109	106	104	103	97	93	105

Section 6

# RESEARCH FINDINGS

## Hiring in next 3 months – By area

- Overall, a third of those surveyed claim they will be hiring in the next 3 months either for their organization or for their clients.
- Significantly a larger audience in the GCC claims that it plans to hire in the next 3 months. The short term sentiment in hiring is quite positive for now. Comparatively, the North African countries surveyed are the least positive about hiring in the next 3 months (possibly due to the political situation on ground in some of these countries).



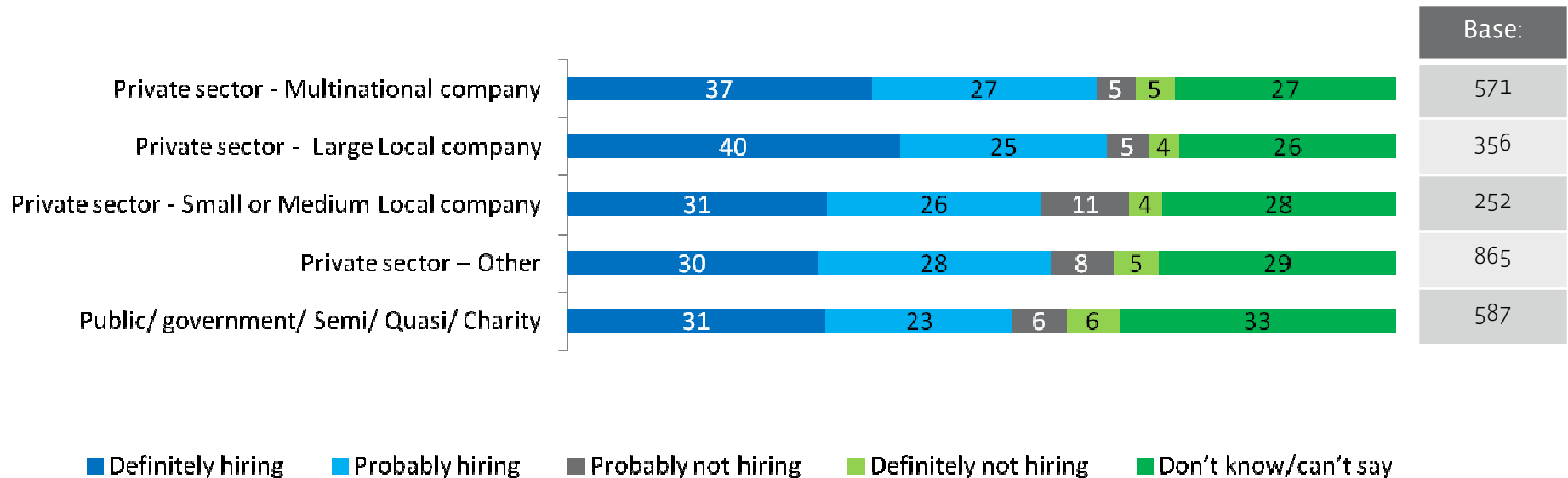
**Base: Working (2729), GCC (1264), North Africa (1148), Levant (269)**

Q. Will you be hiring in the next 3 months either for your organization or for your clients if you are in the recruitment field or an HR consultant?

**All figures are %'s**

## Hiring in next 3 months – By sector

- Private companies that comprise multinationals or large local organizations are more likely to hire in the next 3 months
- Companies that fall in the SME category and even those belonging to the public sector are not as optimistic about their hiring plans for the next 3 months.



**Base: Working**

Q. Will you be hiring in the next 3 months either for your organization or for your clients if you are in the recruitment field or an HR consultant?

**All figures are %'s**

## Hiring in next 3 months – By country

- Companies in Oman, Qatar and KSA lead the hiring plans with; 70% will definitely or probably be hiring in the next 3 months . In the Levant region, it is Jordan that drives the hiring sentiment.
- The country which shows the least positive sentiment for hiring is Tunisia.

	GCC						Levant		
	KSA	UAE	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
<b>Base: Working</b>	<b>603</b>	<b>355</b>	<b>110</b>	<b>112</b>	<b>37</b>	<b>47</b>	<b>60</b>	<b>55</b>	<b>154</b>
Definitely hiring	42	36	45	42	38	49	27	27	26
Probably hiring	27	25	25	28	22	30	27	24	33
Probably not hiring	4	7	1	6	5	2	12	13	10
Definitely not hiring	2	6	3	5	3	2	8	5	7
Don't know/can't say	24	26	25	19	32	17	27	31	24

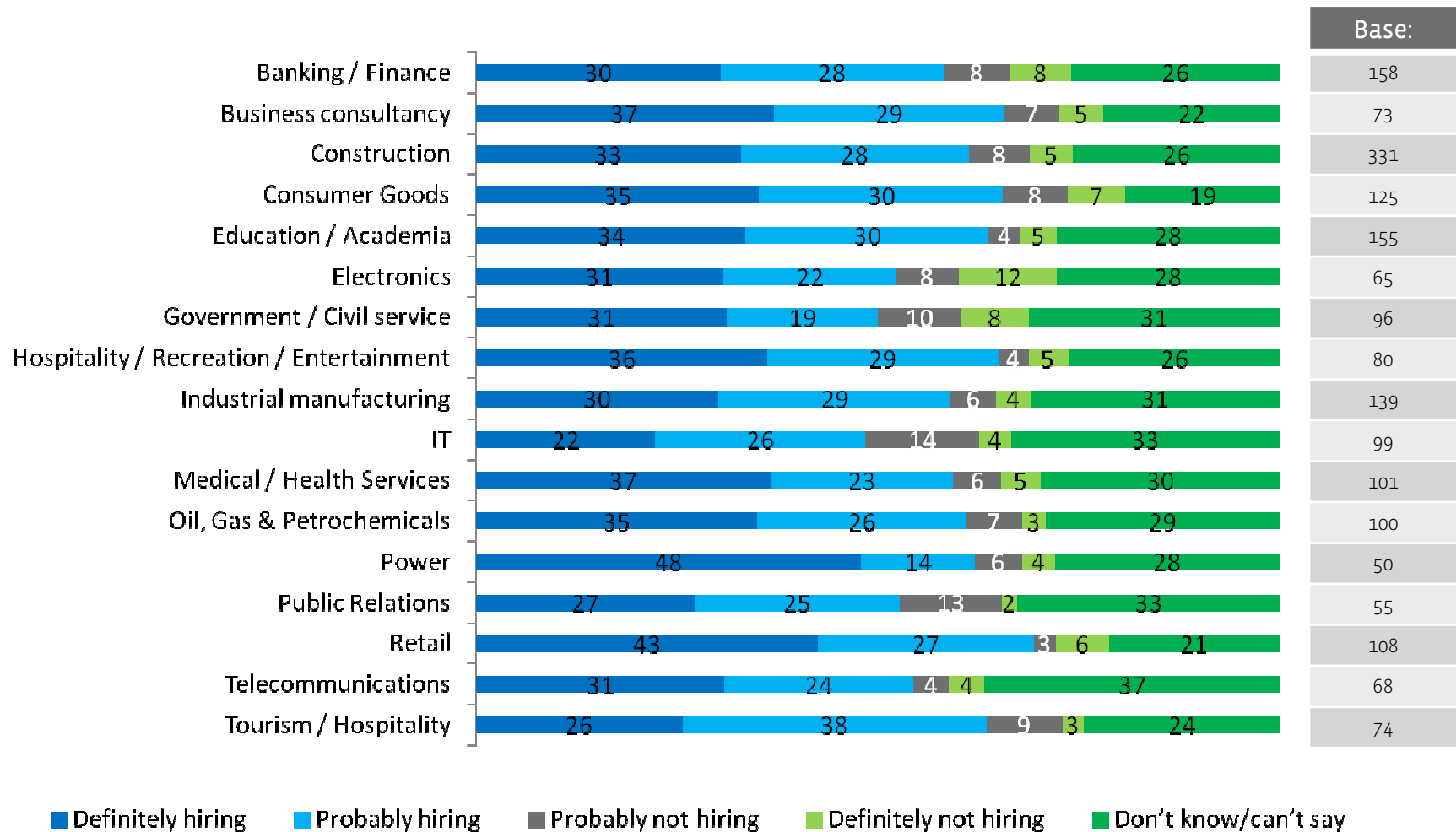
	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
<b>Base: Working</b>	<b>654</b>	<b>124</b>	<b>297</b>	<b>73</b>	<b>48</b>
Definitely hiring	26	23	29	18	33
Probably hiring	26	27	24	25	19
Probably not hiring	9	4	5	10	10
Definitely not hiring	7	6	3	8	4
Don't know/can't say	32	40	39	40	33

Q. Will you be hiring in the next 3 months either for your organization or for your clients if you are in the recruitment field or an HR consultant?

*All figures are %'s*

# Hiring in next 3 months – By industry

- More organizations in the Power and Retail industries are definitely hiring in the next 3 months.

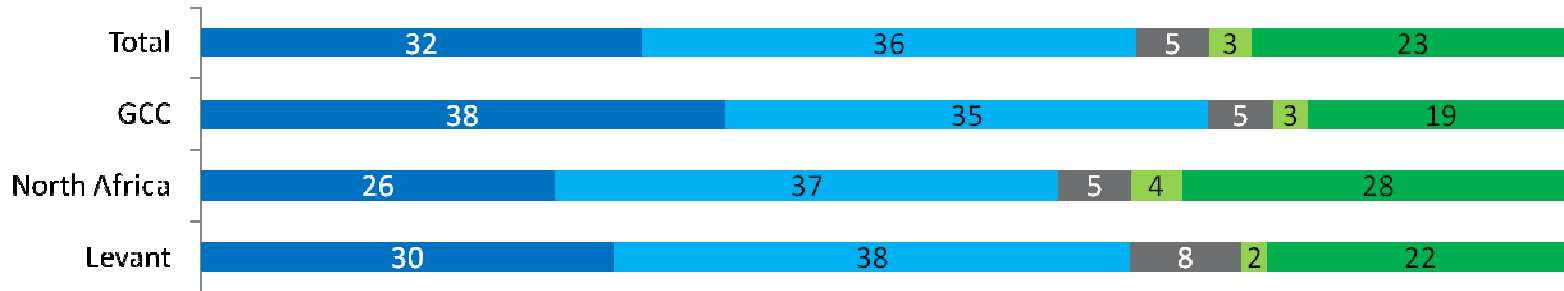


Q. Will you be hiring in the next 3 months either for your organization or for your clients if you are in the recruitment field or an HR consultant?

All figures are %'s

## Hiring in a year's time – By area

- Although overall across the region, 32% claim they will definitely hire in a year's time, respondents in the GCC are more positive in their intention to hire in a year's time from now (38% vs 30% for Levant and 26% for N. Africa).
- Companies in N. Africa are not as optimistic about hiring as their other counterparts.



■ Definitely hiring after 3 months ■ Probably hiring ■ Probably not hiring ■ Definitely not hiring ■ Don't know/can't say

**Base: Working (2729), GCC(1264), North Africa (1148), Levant (269)**

Q. With regard to your future expectations, do you think you will be hiring in a year's time from now either for your organization or for your clients if you are in the recruitment field or an HR consultant?

**All figures are %'s**



## Hiring in a year's time – By country

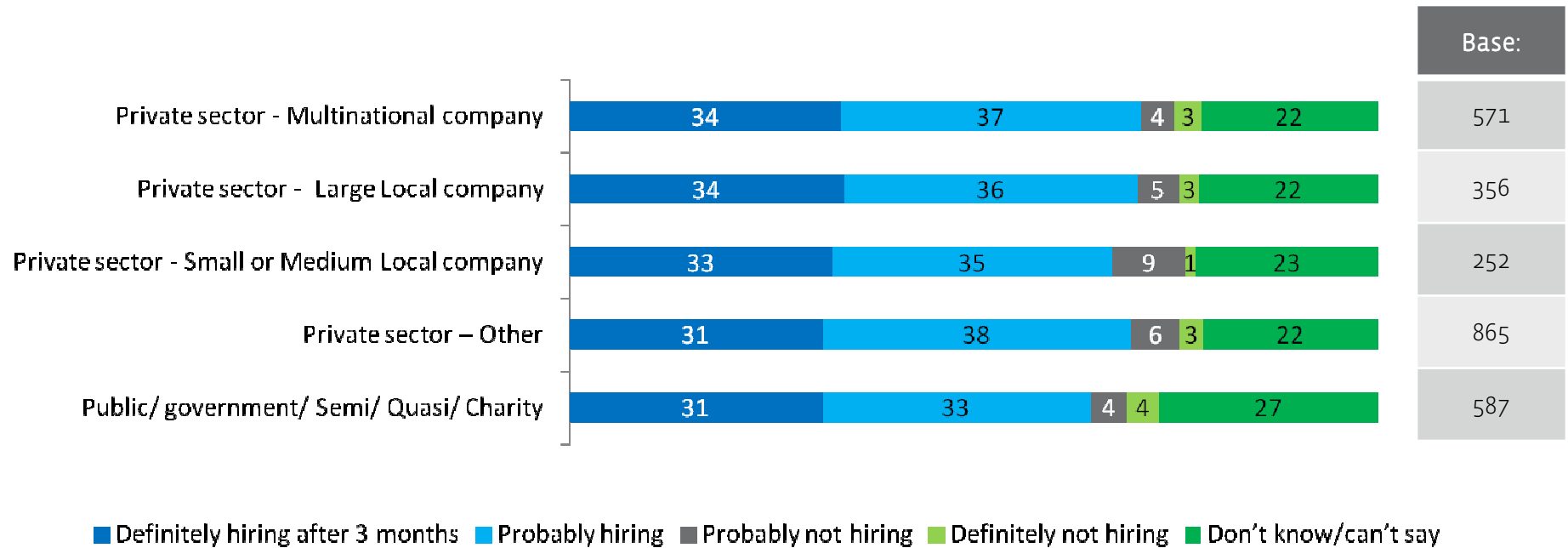
	GCC						Levant		
	KSA	UAE	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: Working	603	355	110	112	37	47	60	55	154
Definitely hiring after 3 months	41	33	37	41	30	47	22	38	31
Probably hiring	35	34	34	37	30	40	37	25	42
Probably not hiring	4	6	2	8	11	-	12	11	6
Definitely not hiring	2	4	1	3	3	-	2	-	3
Don't know/can't say	18	23	26	12	27	13	28	25	19

	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: Working	654	124	297	73	48
Definitely hiring after 3 months	25	25	30	19	35
Probably hiring	37	39	35	37	35
Probably not hiring	7	5	2	8	4
Definitely not hiring	4	5	3	3	4
Don't know/can't say	28	27	30	33	21

Q. With regard to your future expectations, do you think you will be hiring in a year's time from now either for your organisation or for your clients if you are in the recruitment field or an HR consultant?

**All figures are %'s**

## Hiring in a year's time – By sector

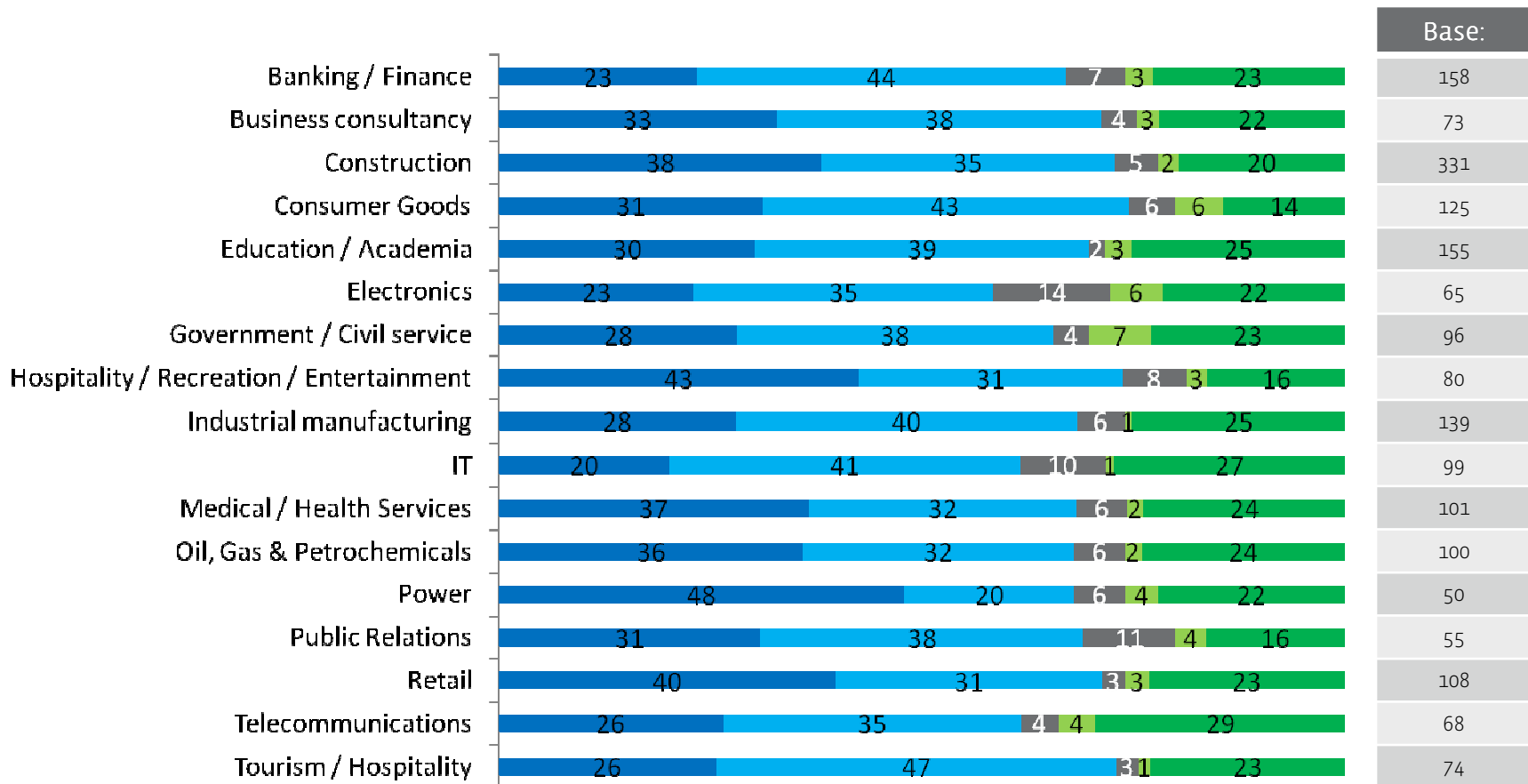


Q. With regard to your future expectations, do you think you will be hiring in a year's time from now either for your organisation or for your clients if you are in the recruitment field or an HR consultant?

*All figures are %'s*

# Hiring in a year's time – By industry

- More organizations in the Power, Hospitality/ Recreation/ Entertainment and Retail industries are definitely hiring after 3 months.



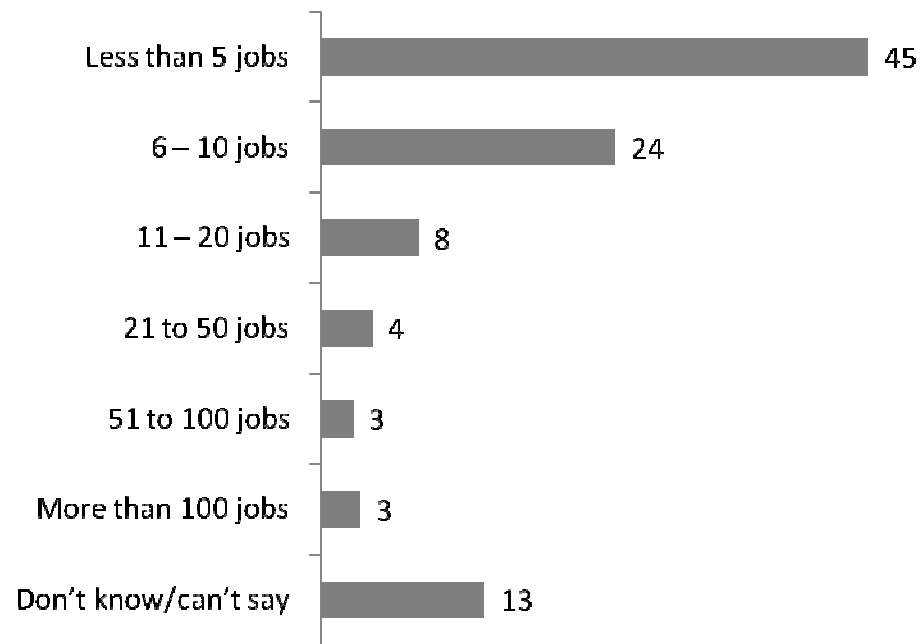
■ Definitely hiring after 3 months 
 ■ Probably hiring 
 ■ Probably not hiring 
 ■ Definitely not hiring 
 ■ Don't know/can't say

Q. With regard to your future expectations, do you think you will be hiring in a year's time from now either for your organisation or for your clients if you are in the recruitment field or an HR consultant?

All figures are %'s

## Approximate number of jobs hiring for

- Overall, and irrespective of the type or size of company, about 69% of the companies that plan to hire in the next 3 months will bring up to 10 job openings into the market. Another 6% will have about 50 plus openings in their organization.



**Base: Those hiring in next 3 months (1614)**

Q. Please indicate the approximate number of jobs you would be hiring for in the next 3 months

**All figures are %'s**

## Approximate number of jobs hiring for – By country

	GCC						Levant		
	KSA	UAE	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
<b>Base: Those hiring in N3M</b>	<b>419</b>	<b>215</b>	<b>78</b>	<b>78</b>	<b>22</b>	<b>37</b>	<b>32</b>	<b>28</b>	<b>91</b>
Less than 5 jobs	39	42	53	40	50	30	47	43	54
6 – 10 jobs	30	23	18	23	18	35	13	32	15
11 – 20 jobs	8	10	6	12	5	5	3	11	9
21 to 50 jobs	6	3	3	4	5	3	-	7	5
51 to 100 jobs	3	5	1	4	-	3	-	-	2
More than 100 jobs	4	5	4	3	9	8	-	-	-
Don't know/can't say	11	13	15	15	14	16	38	7	14

	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
<b>Base: Those hiring in N3M</b>	<b>340</b>	<b>63</b>	<b>155</b>	<b>31</b>	<b>25</b>
Less than 5 jobs	51	56	43	52	28
6 – 10 jobs	20	21	30	16	20
11 – 20 jobs	6	6	10	10	-
21 to 50 jobs	4	5	2	-	16
51 to 100 jobs	2	2	1	3	8
More than 100 jobs	3	-	1	6	-
Don't know/can't say	14	11	12	13	28

Q. Please indicate the approximate number of jobs you would be hiring for in the next 3 months

**All figures are %'s**

## Approximate number of jobs hiring for – By sector

	Sector				
	Private sector - Multinational company	Private sector - Large Local company	Private sector - Small or Medium Local company	Private sector - Other	Public/ government/ Semi/ Quasi/ Charity
Base: Those hiring in N3M	365	232	144	505	316
Less than 5 jobs	39	38	54	50	42
6 – 10 jobs	24	27	24	22	25
11 – 20 jobs	9	12	8	6	8
21 to 50 jobs	5	6	3	3	5
51 to 100 jobs	4	3	1	2	3
More than 100 jobs	5	4	1	2	3
Don't know/can't say	13	11	10	15	14

Q. Please indicate the approximate number of jobs you would be hiring for in the next 3 months

*All figures are %'s*

## Approximate number of jobs hiring for – By industry

	Industry									
	Banking / Finance	Business consultancy	Construction	Consumer Goods	Education / Academia	Electronics	Government / Civil service	Hospitality / Recreation / Entertainment	Industrial manufacturing	IT
Base: Those hiring in N3M	92	48	203	82	99	34	48	52	82	48
Less than 5 jobs	46	52	43	51	44	53	42	46	44	58
6 – 10 jobs	24	23	24	21	22	26	29	21	22	19
11 – 20 jobs	5	4	10	10	8	-	6	8	11	4
21 to 50 jobs	2	2	4	1	8	9	-	6	4	4
51 to 100 jobs	3	2	3	4	2	-	4	2	5	2
More than 100 jobs	5	2	3	1	1	-	2	8	1	-
Don't know/can't say	14	15	13	12	14	12	17	10	13	13

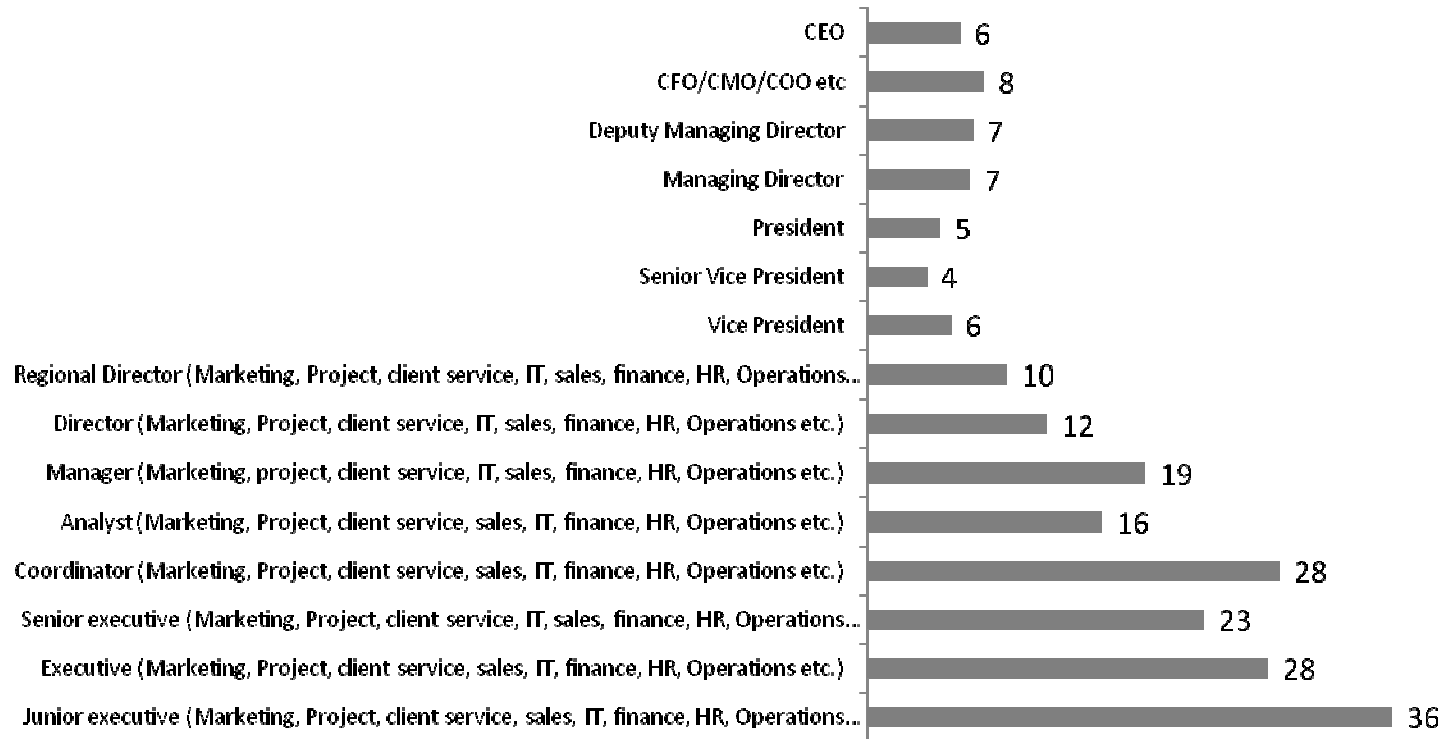
	Industry							
	Medical / Health Services	Oil, Gas & Petrochemicals	Power	Public Relations	Retail	Telecommunications	Tourism / Hospitality	
Base: Those hiring in N3M	60	61	31	29	75	37	47	
Less than 5 jobs	35	46	48	24	47	41	38	
6 – 10 jobs	23	21	23	38	27	22	36	
11 – 20 jobs	18	10	13	10	8	11	11	
21 to 50 jobs	2	7	6	7	1	3	2	
51 to 100 jobs	7	3	-	-	3	-	2	
More than 100 jobs	2	7	3	-	7	3	2	
Don't know/can't say	13	7	6	21	8	22	9	

Q. Please indicate the approximate number of jobs you would be hiring for in the next 3 months

*All figures are %'s*

## Positions hiring for

- Most companies are looking to fill in junior and middle level positions in their companies. Those seeking upper management account for 10% to 20% (Regional Director to Managers) .
- C-suite openings will be much lower, yet interestingly 6% to 8% are looking for CEO/ CMD/ COO level candidates.



**Base: Those hiring in next 3 months (1614)**

Q. Which of the following career levels/positions would you be hiring for in the next 3 months?

**All figures are %'s**



## Positions hiring for – By country

	GCC						Levant		
	KSA	UAE	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
<b>Base: Those hiring in N3M</b>	<b>419</b>	<b>215</b>	<b>78</b>	<b>78</b>	<b>22</b>	<b>37</b>	<b>32</b>	<b>28</b>	<b>91</b>
CEO	5	7	4	3	-	8	6	4	7
CFO/CMO/COO	7	5	5	1	-	8	13	4	8
Deputy Managing Director	7	4	6	3	9	16	9	4	9
Managing Director	6	6	4	6	5	5	9	-	9
President	3	3	5	1	-	5	3	7	7
Senior Vice President	3	4	5	1	5	8	3	4	7
Vice President	5	5	6	3	5	5	3	18	8
Regional Director (Marketing, Project, client service, IT, sales, finance, HR, Operations etc.)	9	9	8	8	5	3	6	11	7
Director (Marketing, Project, client service, IT, sales, finance, HR, Operations etc.)	14	9	8	12	-	5	13	11	14
Manager (Marketing, project, client service, IT, sales, finance, HR, Operations etc.)	22	21	19	17	18	24	22	25	16
Analyst (Marketing, Project, client service, sales, IT, finance, HR, Operations etc.)	15	16	13	9	9	24	13	21	21
Coordinator (Marketing, Project, client service, sales, IT, finance, HR, Operations etc.)	38	29	24	32	-	24	22	32	23
Senior executive (Marketing, Project, client service, IT, sales, finance, HR, Operations etc.)	20	25	14	21	14	16	25	43	19
Executive (Marketing, Project, client service, sales, IT, finance, HR, Operations etc.)	26	30	15	26	41	24	16	32	37
Junior executive (Marketing, Project, client service, sales, IT, finance, HR, Operations etc.)	35	39	42	42	36	35	41	39	48

Q. Which of the following career levels/positions would you be hiring for in the next 3 months?

**All figures are %'s**

## Positions hiring for – By country

	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
<b>Base: Those hiring in N3M</b>	<b>340</b>	<b>63</b>	<b>155</b>	<b>31</b>	<b>25</b>
CEO	7	8	10	10	4
CFO/CMO/COO	10	11	16	10	-
Deputy Managing Director	7	10	12	10	12
Managing Director	9	5	11	10	8
President	5	8	13	6	-
Senior Vice President	3	-	10	6	-
Vice President	5	8	10	3	-
Regional Director (Marketing, Project, client service, IT, sales, finance, HR, Operations etc.)	10	10	17	10	8
Director (Marketing, Project, client service, IT, sales, finance, HR, Operations etc.)	15	10	15	6	4
Manager (Marketing, project, client service, IT, sales, finance, HR, Operations etc.)	15	8	21	19	32
Analyst (Marketing, Project, client service, sales, IT, finance, HR, Operations etc.)	16	14	23	16	8
Coordinator (Marketing, Project, client service, sales, IT, finance, HR, Operations etc.)	21	29	27	19	24
Senior executive (Marketing, Project, client service, IT, sales, finance, HR, Operations etc.)	25	19	29	45	36
Executive (Marketing, Project, client service, sales, IT, finance, HR, Operations etc.)	29	21	32	26	20
Junior executive (Marketing, Project, client service, sales, IT, finance, HR, Operations etc.)	34	29	31	35	24

Q. Which of the following career levels/positions would you be hiring for in the next 3 months?

*All figures are %'s*

## Positions hiring for – By industry

	Industry									
	Banking / Finance	Business consultancy	Construction	Consumer Goods	Education / Academia	Electronics	Government / Civil service	Hospitality / Recreation / Entertainment	Industrial manufacturing	IT
<b>Base: Those hiring in N3M</b>	<b>92</b>	<b>48</b>	<b>203</b>	<b>82</b>	<b>99</b>	<b>34</b>	<b>48</b>	<b>52</b>	<b>82</b>	<b>48</b>
CEO	4	4	5	6	9	9	10	4	4	6
CFO/CMO/COO	5	8	7	11	10	6	-	-	10	6
Deputy Managing Director	10	2	7	7	15	-	6	4	4	2
Managing Director	8	4	6	10	15	3	8	4	4	10
President	4	-	3	4	9	9	10	-	5	2
Senior Vice President	4	2	3	2	6	6	4	2	1	-
Vice President	4	8	5	6	7	9	13	6	2	4
Regional Director (Marketing, Project, client service, IT, sales, finance, HR, Operations etc.)	15	6	5	11	13	12	6	12	7	8
Director (Marketing, Project, client service, IT, sales, finance, HR, Operations etc.)	24	13	10	12	12	12	8	10	11	10
Manager (Marketing, project, client service, IT, sales, finance, HR, Operations etc.)	26	21	19	12	18	15	17	21	21	25
Analyst (Marketing, Project, client service, sales, IT, finance, HR, Operations etc.)	32	15	9	16	14	24	10	10	15	17
Coordinator (Marketing, Project, client service, sales, IT, finance, HR, Operations etc.)	26	35	28	33	28	32	19	15	23	27
Senior executive (Marketing, Project, client service, IT, sales, finance, HR, Operations etc.)	22	27	22	21	15	35	15	21	22	21
Executive (Marketing, Project, client service, sales, IT, finance, HR, Operations etc.)	33	25	28	29	17	24	27	21	30	31
Junior executive (Marketing, Project, client service, sales, IT, finance, HR, Operations etc.)	33	31	39	40	23	24	33	38	38	44

Q. Which of the following career levels/positions would you be hiring for in the next 3 months?

**All figures are %'s**

## Positions hiring for – By industry

	Industry						
	Medical / Health Services	Oil, Gas & Petrochemicals	Power	Public Relations	Retail	Telecommunications	Tourism / Hospitality
Base: Those hiring in N3M	60	61	31	29	75	37	47
CEO	10	5	6	14	3	8	6
CFO/CMO/COO	8	11	10	10	4	8	6
Deputy Managing Director	7	8	10	10	5	8	6
Managing Director	3	5	-	7	9	14	9
President	5	5	3	3	3	11	6
Senior Vice President	10	2	6	-	4	5	2
Vice President	5	7	-	3	3	8	11
Regional Director (Marketing, Project, client service, IT, sales, finance, HR, Operations etc.)	12	10	16	14	9	5	6
Director (Marketing, Project, client service, IT, sales, finance, HR, Operations etc.)	12	8	10	10	11	16	15
Manager (Marketing, project, client service, IT, sales, finance, HR, Operations etc.)	15	13	23	21	23	27	13
Analyst (Marketing, Project, client service, sales, IT, finance, HR, Operations etc.)	12	20	23	21	13	19	11
Coordinator (Marketing, Project, client service, sales, IT, finance, HR, Operations etc.)	32	39	23	31	36	38	21
Senior executive (Marketing, Project, client service, IT, sales, finance, HR, Operations etc.)	12	28	39	14	28	32	21
Executive (Marketing, Project, client service, sales, IT, finance, HR, Operations etc.)	23	30	26	14	29	32	23
Junior executive (Marketing, Project, client service, sales, IT, finance, HR, Operations etc.)	38	36	42	28	40	32	32

Q. Which of the following career levels/positions would you be hiring for in the next 3 months?

*All figures are %'s*

## Specific roles hiring for



Base: Those hiring in next 3 months (1614)

Q. Which of the following specific roles are you hiring for in the next 3 months?

All figures are %'s

## Specific roles hiring for – By country

	GCC						Levant		
	KSA	UAE	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: Those hiring in N3M	419	215	78	78	22	37	32	28	91
Accountant	23	14	21	9	5	19	25	29	18
HR Professional	19	13	13	9	5	24	6	21	14
Receptionist	16	16	15	18	5	19	6	25	16
Secretary	15	13	22	15	5	11	9	14	5
Project Manager	14	11	14	12	5	11	16	14	8
Customer service representative	11	13	14	12	9	5	9	25	14
Marketing Manager	11	11	13	6	5	16	16	4	11
Sales Manager	13	13	21	9	14	16	25	4	13
Managing Director	10	7	6	10	-	3	9	7	11
Executive Assistant	8	13	13	13	9	5	6	21	8
Foreman	9	6	6	18	5	22	9	21	9
Civil Engineer	11	7	4	10	5	22	3	11	4
Electrical Engineer	9	6	9	10	5	11	3	-	4
Mechanical Engineer	8	10	5	10	5	8	6	4	7
Engineer (other)	10	9	5	14	9	14	3	7	4
Craftsman (carpenter, plumber, electrician etc.)	9	6	5	9	14	16	9	7	7
Financial Analyst	8	7	8	4	9	11	6	7	15
Office Manager	7	9	13	4	5	11	9	11	3
CEO	6	6	5	6	-	8	6	4	7
Marketing Director	7	5	8	5	-	5	3	7	8
Sales Director	7	4	6	6	-	5	13	7	5
Computer Programmer	8	3	8	3	5	3	-	21	10
Teacher/Educator	7	7	5	8	-	3	3	4	16
Management consultant	6	4	5	4	-	5	9	4	10

Q. Which of the following specific roles are you hiring for in the next 3 months?

*All figures are %'s*

## Specific roles hiring for – By country

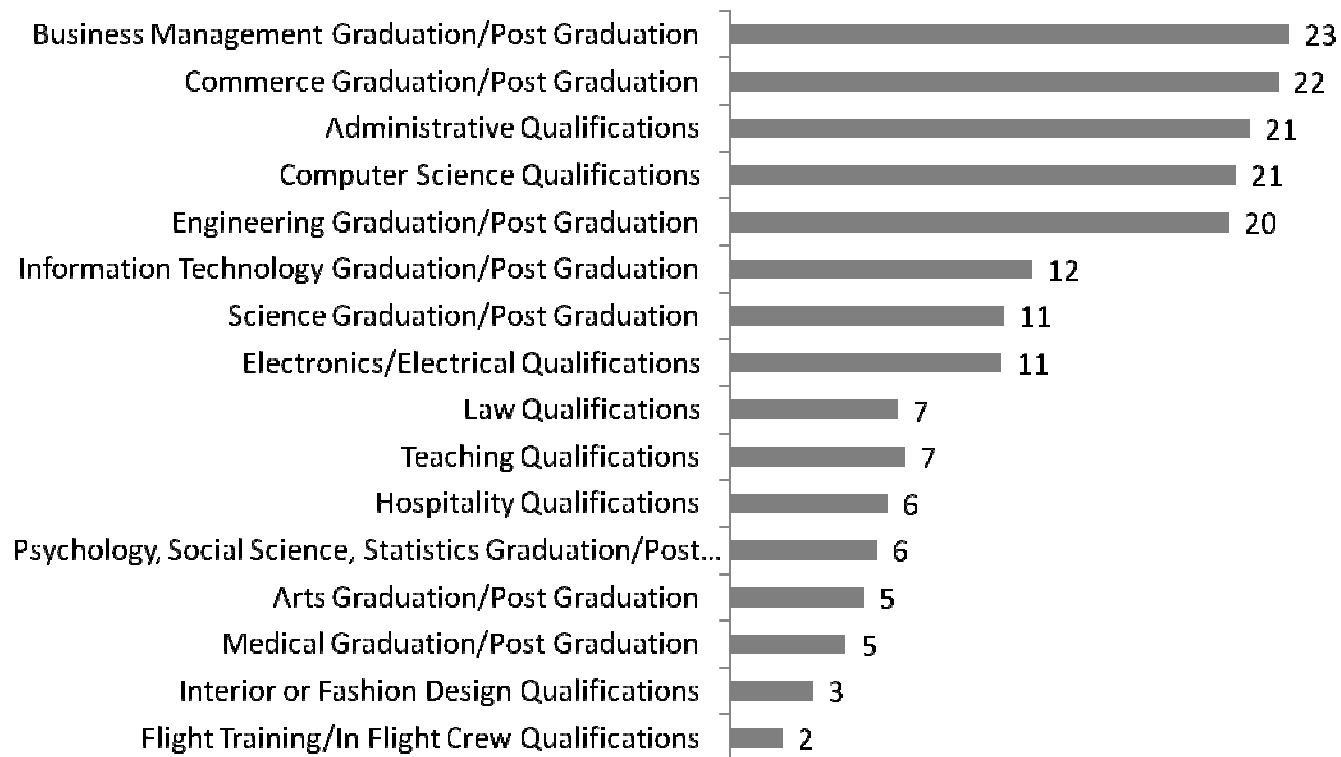
	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
	340	63	155	31	25
Accountant	21	17	20	10	8
HR Professional	11	16	23	13	28
Receptionist	8	13	17	10	12
Secretary	6	8	16	3	24
Project Manager	10	2	12	6	20
Customer service representative	11	11	6	6	-
Marketing Manager	12	8	12	-	12
Sales Manager	15	10	11	10	12
Managing Director	9	10	12	6	8
Executive Assistant	7	6	10	10	24
Foreman	7	10	15	10	4
Civil Engineer	7	2	10	6	-
Electrical Engineer	6	3	15	10	4
Mechanical Engineer	7	6	14	16	4
Engineer (other)	7	-	12	3	8
Craftsman (carpenter, plumber, electrician etc.)	8	6	12	13	-
Financial Analyst	7	10	12	13	8
Office Manager	5	-	7	10	24
CEO	6	5	12	10	4
Marketing Director	8	5	6	13	4
Sales Director	9	8	8	19	-
Computer Programmer	6	2	13	6	28
Teacher/Educator	4	6	10	6	8
Management consultant	8	10	14	13	12

Q. Which of the following specific roles are you hiring for in the next 3 months?

*All figures are %'s*

## Educational and academic qualifications sought in candidate

- Graduation/ Post Graduation in Business Management or Commerce are the most sought after academic qualifications in candidates. This is followed by those with technical and IT skills.



**Base: Working (2729)**

Q. What are the educational and academic qualifications you emphasize on nowadays when looking for suitable candidates?

**All figures are %'s**



## Educational and academic qualifications – By country

	GCC						Levant		
	KSA	UAE	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
<b>Base: Working</b>	<b>603</b>	<b>355</b>	<b>110</b>	<b>112</b>	<b>37</b>	<b>47</b>	<b>60</b>	<b>55</b>	<b>154</b>
Business Management Graduation/Post Graduation	25	21	22	19	27	21	28	27	21
Commerce Graduation/Post Graduation	20	24	25	13	22	17	10	16	15
Administrative Qualifications	25	21	17	20	14	21	10	25	27
Computer Science Qualifications	21	17	18	17	24	19	10	27	20
Engineering Graduation/Post Graduation	22	22	13	32	16	28	17	20	19
Information Technology Graduation/Post Graduation	13	14	9	12	19	11	8	18	13
Science Graduation/Post Graduation	10	13	9	14	19	11	13	9	10
Electronics/Electrical Qualifications	13	10	8	10	14	19	3	11	11
Law Qualifications	3	6	3	7	8	4	7	11	8
Teaching Qualifications	6	8	5	8	5	9	5	9	8
Hospitality Qualifications	5	11	9	9	3	4	5	2	6
Psychology, Social Science, Statistics Graduation/Post Graduation	5	5	5	8	3	2	8	7	8
Arts Graduation/Post Graduation	6	9	7	9	5	4	3	4	5
Medical Graduation/Post Graduation	4	5	5	5	3	4	3	16	4
Interior or Fashion Design Qualifications	4	5	3	2	3	-	-	2	3
Flight Training/In Flight Crew Qualifications	2	3	-	4	-	2	-	-	1
Others	28	23	29	19	22	26	32	22	22

Q. What are the educational and academic qualifications you emphasize on nowadays when looking for suitable candidates?

**All figures are %'s**

## Educational and academic qualifications – By country

	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: Working	654	124	297	73	48
Business Management Graduation/Post Graduation	20	20	27	18	33
Commerce Graduation/Post Graduation	30	19	20	15	33
Administrative Qualifications	16	16	29	16	15
Computer Science Qualifications	21	19	29	21	19
Engineering Graduation/Post Graduation	19	7	25	23	8
Information Technology Graduation/Post Graduation	11	7	14	12	19
Science Graduation/Post Graduation	8	6	18	16	10
Electronics/Electrical Qualifications	8	9	16	16	6
Law Qualifications	9	2	13	7	4
Teaching Qualifications	6	10	9	7	6
Hospitality Qualifications	5	7	7	7	4
Psychology, Social Science, Statistics Graduation/Post Graduation	5	6	11	5	6
Arts Graduation/Post Graduation	4	3	4	1	8
Medical Graduation/Post Graduation	4	2	7	7	-
Interior or Fashion Design Qualifications	3	3	4	-	-
Flight Training/In Flight Crew Qualifications	2	2	3	-	-
Others	21	31	24	18	8

Q. What are the educational and academic qualifications you emphasize on nowadays when looking for suitable candidates?

**All figures are %'s**

## Educational and academic qualifications – By industry

	Industry									
	Banking / Finance	Business consultancy	Construction	Consumer Goods	Education / Academia	Electronics	Government / Civil service	Hospitality / Recreation / Entertainment	Industrial manufacturing	IT
Base: Working	158	73	331	125	155	65	96	80	139	99
Science Graduation/Post Graduation	5	14	6	10	21	12	8	6	15	9
Commerce Graduation/Post Graduation	55	22	15	36	15	22	26	11	19	16
Arts Graduation/Post Graduation	5	8	3	3	23	3	5	8	2	4
Business Management Graduation/Post Graduation	42	27	15	30	21	15	27	15	19	17
Psychology, Social Science, Statistics Graduation/Post Graduation	3	5	1	8	19	5	8	4	4	-
Information Technology Graduation/Post Graduation	12	11	7	10	15	14	16	6	8	51
Engineering Graduation/Post Graduation	9	26	53	10	12	14	9	9	27	17
Medical Graduation/Post Graduation	1	3	1	1	8	-	6	6	4	1
Teaching Qualifications	4	7	3	6	41	5	7	5	1	7
Administrative Qualifications	23	32	18	23	21	9	27	11	17	17
Computer Science Qualifications	17	25	11	21	24	29	26	10	12	62
Electronics/Electrical Qualifications	3	7	11	8	7	34	6	8	22	15
Law Qualifications	5	4	2	7	6	5	14	3	4	5
Interior or Fashion Design Qualifications	2	4	5	2	3	-	3	3	4	2
Hospitality Qualifications	4	5	2	4	5	3	5	49	2	2
Flight Training/In Flight Crew Qualifications	2	-	1	-	2	-	3	3	-	1

Q. What are the educational and academic qualifications you emphasize on nowadays when looking for suitable candidates?

**All figures are %'s**

## Educational and academic qualifications – By industry

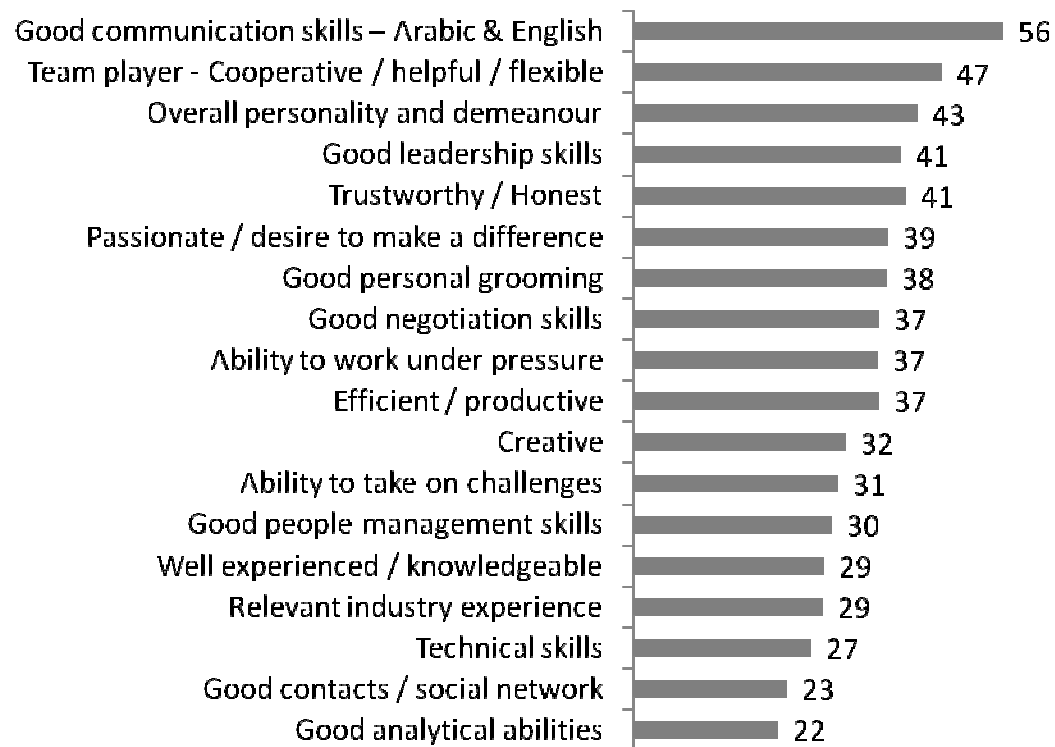
	Industry						
	Medical / Health Services	Oil, Gas & Petrochemicals	Power	Public Relations	Retail	Telecommunications	Tourism / Hospitality
Base: Working	101	100	50	55	108	68	74
Science Graduation/Post Graduation	24	25	18	4	12	10	3
Commerce Graduation/Post Graduation	12	11	18	25	35	26	22
Arts Graduation/Post Graduation	3	5	-	7	6	3	1
Business Management Graduation/Post Graduation	24	16	16	31	28	22	16
Psychology, Social Science, Statistics Graduation/Post Graduation	9	5	2	16	6	4	4
Information Technology Graduation/Post Graduation	9	10	18	15	14	25	3
Engineering Graduation/Post Graduation	8	37	44	5	6	24	5
Medical Graduation/Post Graduation	42	3	4	4	4	1	1
Teaching Qualifications	4	6	2	5	6	6	4
Administrative Qualifications	25	21	28	33	29	22	19
Computer Science Qualifications	22	23	16	29	19	29	11
Electronics/Electrical Qualifications	8	19	48	7	4	16	3
Law Qualifications	4	6	14	9	5	7	5
Interior or Fashion Design Qualifications	2	1	4	4	7	-	1
Hospitality Qualifications	15	-	6	5	7	6	39
Flight Training/In Flight Crew Qualifications	2	1	2	-	3	-	4

Q. What are the educational and academic qualifications you emphasize on nowadays when looking for suitable candidates?

**All figures are %'s**

## Skills most sought in a candidate

- As observed in the previous wave, good communication skills in Arabic & English and being a team player are the top two attributes sought in candidates.
- 41% would want the candidate to exhibit good leadership skills as well
- About one in four also expect the candidate to bring with him/ her 'good contacts' and have a 'social network' that benefits their business (interestingly this requirements is more prominent for candidates in the GCC).



**Base: Working (2729)**

Q. Which of the following requirements / factors do you MOST look for in a candidate?

**All figures are %'s**

## Skills most sought in a candidate – By country

	GCC						Levant		
	KSA	UAE	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
<b>Base: Working</b>	<b>603</b>	<b>355</b>	<b>110</b>	<b>112</b>	<b>37</b>	<b>47</b>	<b>60</b>	<b>55</b>	<b>154</b>
Good communication skills – Arabic & English	73	48	68	63	43	68	47	67	73
Team player - Cooperative / helpful / flexible	50	50	45	54	41	28	42	49	57
Good negotiation skills	40	39	28	40	27	26	37	35	36
Overall personality and demeanor	49	34	40	32	24	34	20	45	58
Good leadership skills	46	47	43	52	38	36	42	45	43
Trustworthy / Honest	43	45	33	42	30	30	38	53	42
Passionate / desire to make a difference	42	34	35	31	19	26	27	42	48
Good personal grooming	47	36	36	38	24	26	22	24	44
Ability to work under pressure	41	45	41	44	38	38	35	36	43
Efficient / productive	42	43	32	41	14	28	32	45	38
Creative	32	37	35	35	24	21	37	36	39
Ability to take on challenges	33	40	31	32	24	21	32	24	33
Good people management skills	35	35	28	35	16	26	28	31	27
Well experienced / knowledgeable	33	37	30	36	27	32	28	20	29
Relevant industry experience	34	29	27	34	27	32	17	36	31
Technical skills	33	29	33	33	27	30	13	16	27
Good contacts / social network	26	27	34	27	24	26	18	24	20
Good analytical abilities	24	28	26	23	19	13	22	24	23

Q. Which of the following requirements / factors do you MOST look for in a candidate?

**All figures are %'s**

## Skills most sought in a candidate – By country

	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: Working	654	124	297	73	48
Good communication skills – Arabic & English	66	19	26	23	10
Team player - Cooperative / helpful / flexible	50	35	33	45	50
Good negotiation skills	42	31	28	34	44
Overall personality and demeanor	52	36	35	45	15
Good leadership skills	40	31	25	19	48
Trustworthy / Honest	42	31	42	44	27
Passionate / desire to make a difference	46	36	30	41	13
Good personal grooming	48	20	24	21	31
Ability to work under pressure	42	18	19	14	31
Efficient / productive	39	26	31	33	21
Creative	35	20	23	30	27
Ability to take on challenges	32	17	22	33	27
Good people management skills	31	19	21	22	29
Well experienced / knowledgeable	25	24	21	21	23
Relevant industry experience	29	21	23	23	10
Technical skills	24	20	23	26	19
Good contacts / social network	23	8	20	10	29
Good analytical abilities	21	15	15	19	25

Q. Which of the following requirements / factors do you MOST look for in a candidate?

**All figures are %'s**

## Attributes most sought in a candidate – By industry

	Industry									
	Banking / Finance	Business consultancy	Construction	Consumer Goods	Education / Academia	Electronics	Government / Civil service	Hospitality / Recreation / Entertainment	Industrial manufacturing	IT
Base: Working	158	73	331	125	155	65	96	80	139	99
Good communication skills – Arabic & English	62	66	56	56	58	54	48	53	48	56
Team player - Cooperative / helpful / flexible	46	37	46	50	46	35	43	50	48	52
Good negotiation skills	44	33	36	47	28	31	35	30	38	37
Overall personality and demeanor	41	40	37	50	46	42	44	36	32	40
Good leadership skills	49	36	46	35	37	22	41	46	42	38
Trustworthy / Honest	32	34	41	39	49	34	40	38	38	30
Passionate / desire to make a difference	36	40	30	45	48	34	39	33	32	31
Good personal grooming	41	45	30	44	43	32	40	40	24	34
Ability to work under pressure	34	34	36	42	34	28	20	40	33	39
Efficient / productive	29	33	40	42	39	23	32	24	45	29
Creative	34	36	29	31	41	22	30	34	31	27
Ability to take on challenges	30	29	30	34	31	26	24	40	30	31
Good people management skills	23	30	34	27	31	18	28	38	33	24
Well experienced / knowledgeable	25	21	35	18	33	26	20	26	35	33
Relevant industry experience	24	29	35	27	30	26	24	21	32	23
Technical skills	16	29	31	19	26	31	25	23	35	45
Good contacts / social network	30	30	22	15	20	15	24	25	16	28
Good analytical abilities	28	23	17	19	21	20	19	21	24	23

Q. Which of the following requirements / factors do you MOST look for in a candidate?

**All figures are %'s**



## Attributes most sought in a candidate – By industry

	Industry						
	Medical / Health Services	Oil, Gas & Petrochemicals	Power	Public Relations	Retail	Telecommunications	Tourism / Hospitality
Base: Working	101	100	50	55	108	68	74
Good communication skills – Arabic & English	58	50	58	69	56	63	47
Team player - Cooperative / helpful / flexible	47	48	58	42	53	50	53
Good negotiation skills	34	24	30	45	50	43	30
Overall personality and demeanor	43	32	38	45	51	44	50
Good leadership skills	45	32	42	35	54	49	35
Trustworthy / Honest	55	38	34	42	47	43	46
Passionate / desire to make a difference	37	37	32	45	54	34	39
Good personal grooming	39	25	30	40	49	41	45
Ability to work under pressure	41	39	30	45	44	40	36
Efficient / productive	43	38	38	31	46	44	34
Creative	33	35	26	29	41	37	36
Ability to take on challenges	34	31	26	38	39	35	30
Good people management skills	31	27	24	31	39	35	30
Well experienced / knowledgeable	33	39	26	31	36	32	26
Relevant industry experience	34	29	24	33	26	26	20
Technical skills	29	34	42	15	24	28	16
Good contacts / social network	25	19	22	33	30	34	18
Good analytical abilities	22	31	20	20	24	28	20

Q. Which of the following requirements / factors do you MOST look for in a candidate?

*All figures are %'s*

## Experience needed

- At least one in three employers are seeking candidates with good managerial skills. Computer skills are also a must for 30% of them.
- About one in six are looking for candidates with senior level (7 to 10 years) experience and a similar number need junior level executives.



**Base: Working (2729)**

Q. What experience are you ideally looking for?

**All figures are %'s**

## Experience needed – By country

	GCC						Levant		
	KSA	UAE	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
<b>Base: Working</b>	<b>603</b>	<b>355</b>	<b>110</b>	<b>112</b>	<b>37</b>	<b>47</b>	<b>60</b>	<b>55</b>	<b>154</b>
Managerial – ability to manage a team	41	30	38	35	30	36	42	47	44
Computer skills	33	26	34	27	27	30	17	35	31
Sales and Marketing	32	30	26	22	27	40	33	16	21
Administrative	29	27	21	22	16	23	12	13	19
Mid level experience (3 to 7 years)	26	25	26	25	27	23	15	22	26
Engineering	24	21	16	31	24	30	15	20	19
Public speaking/Giving Presentations	22	14	15	15	3	19	12	16	24
Senior level experience (7 to 10 years)	21	20	15	22	19	23	13	11	13
Junior level experience (less than 3 years)	16	12	13	13	14	9	7	7	18
Secretarial	16	13	12	17	-	13	7	-	10
Very Senior level experience, Department Head or Director (More than 10 years)	12	10	7	12	11	17	8	13	13
Advertising and Media	9	5	5	11	-	9	10	15	10
Research/ Analytical	9	6	11	9	11	13	8	9	16
Teaching	8	6	6	10	5	9	5	7	12
Journalism/Public Relations	5	4	3	4	-	2	8	5	7
Medical	5	6	4	9	5	4	3	11	6

Q. What experience are you ideally looking for?

**All figures are %'s**

## Experience needed – By country

	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: Working	654	124	297	73	48
Managerial – ability to manage a team	35	34	38	26	40
Computer skills	31	14	33	25	31
Sales and Marketing	32	27	16	27	19
Administrative	18	15	25	16	33
Mid level experience (3 to 7 years)	22	15	19	22	23
Engineering	17	7	23	25	17
Public speaking/Giving Presentations	23	15	22	10	8
Senior level experience (7 to 10 years)	14	15	8	18	21
Junior level experience (less than 3 years)	20	10	12	10	10
Secretarial	9	7	13	7	6
Very Senior level experience, Department Head or Director (More than 10 years)	13	8	9	7	8
Advertising and Media	7	11	12	11	6
Research/ Analytical	8	3	13	7	15
Teaching	6	9	8	10	13
Journalism/Public Relations	4	2	7	4	6
Medical	3	2	8	5	2

Q. What experience are you ideally looking for?

**All figures are %'s**

## Experience needed – By industry

	Industry									
	Banking / Finance	Business consultancy	Construction	Consumer Goods	Education / Academia	Electronics	Government / Civil service	Hospitality / Recreation / Entertainment	Industrial manufacturing	IT
Base: Working	158	73	331	125	155	65	96	80	139	99
Managerial – ability to manage a team	48	45	36	31	37	14	50	35	37	24
Sales and Marketing	39	26	15	58	10	40	11	23	22	19
Administrative	29	25	20	25	19	20	26	23	17	19
Secretarial	12	16	11	8	8	6	15	11	8	6
Computer skills	31	26	24	25	33	40	44	14	24	60
Public speaking/Giving Presentations	23	27	12	22	28	17	17	9	14	14
Journalism/Public Relations	3	5	2	2	6	-	10	3	1	6
Advertising and Media	5	8	3	7	10	8	8	8	6	10
Engineering	4	30	59	8	7	22	7	8	35	24
Medical	1	1	2	2	6	2	5	10	4	3
Teaching	6	4	3	3	58	6	9	6	1	5
Research/ Analytical	13	11	5	14	13	11	15	4	7	10
Junior level experience (less than 3 years)	18	16	14	18	6	12	7	16	10	14
Mid level experience (3 to 7 years)	23	27	26	20	23	18	18	14	23	32
Senior level experience (7 to 10 years)	13	14	21	15	20	12	14	11	16	18
Very Senior level experience, Department Head or Director (More than 10 years)	12	16	15	9	9	2	11	3	12	10

Q. What experience are you ideally looking for?

**All figures are %'s**

## Experience needed – By industry

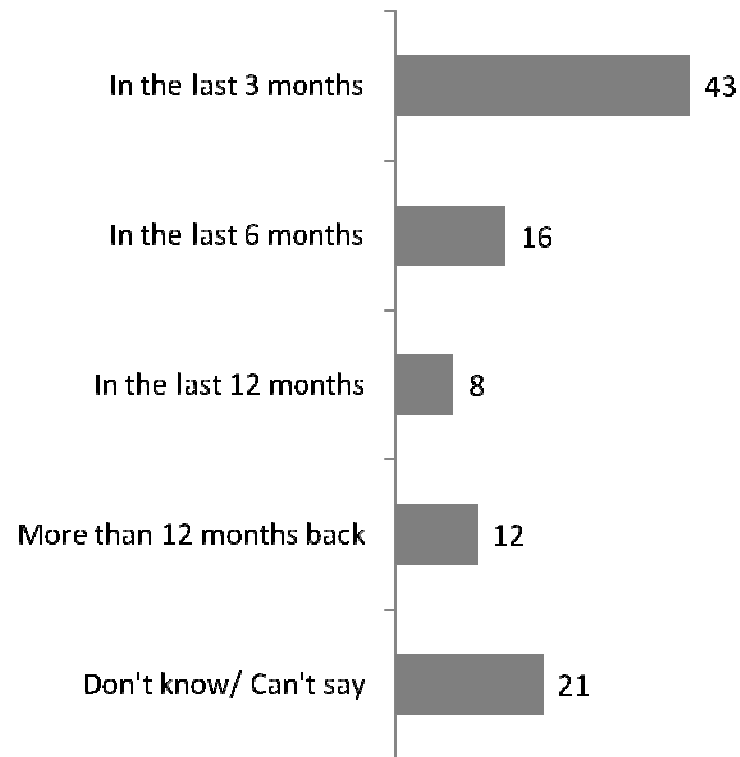
	Industry						
	Medical / Health Services	Oil, Gas & Petrochemicals	Power	Public Relations	Retail	Telecommunications	Tourism / Hospitality
Base: Working	101	100	50	55	108	68	74
Managerial – ability to manage a team	28	30	20	38	42	37	34
Sales and Marketing	14	14	20	31	72	40	31
Administrative	15	17	18	51	31	26	15
Secretarial	18	11	6	27	13	7	12
Computer skills	27	26	22	42	30	37	34
Public speaking/Giving Presentations	14	10	14	33	29	24	18
Journalism/Public Relations	2	2	2	22	6	6	-
Advertising and Media	8	2	10	25	13	10	3
Engineering	8	39	48	2	5	28	3
Medical	56	2	10	2	4	3	-
Teaching	4	2	6	2	6	6	-
Research/ Analytical	13	9	10	5	6	12	1
Junior level experience (less than 3 years)	8	14	10	15	23	15	12
Mid level experience (3 to 7 years)	21	26	28	24	26	22	15
Senior level experience (7 to 10 years)	19	33	12	13	16	12	5
Very Senior level experience, Department Head or Director (More than 10 years)	8	17	18	9	9	10	9

Q. What experience are you ideally looking for?

**All figures are %'s**

## Last time company hired new employees

- Nearly 60% of those surveyed (working status) claim they have been hiring in the past 6 months.
- More than 50% have recruited in the past 3 months in KSA, Kuwait and Qatar.
- One in 10 have done some hiring about 12 months prior.



**Base: Working (2729)**

Q. Till how recently in the past has your company hired any new employees?

**All figures are %'s**

## Last time company hired new employees – By country

	GCC						Levant		
	KSA	UAE	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: Working	603	355	110	112	37	47	60	55	154
In the last 3 months	54	47	55	52	49	43	37	22	45
In the last 6 months	16	19	15	16	14	13	13	9	14
In the last 12 months	8	9	6	7	8	6	18	5	6
More than 12 months back	7	9	6	13	5	13	7	29	13
Don't know/ Can't say	14	16	17	12	24	26	25	35	21

	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: Working	654	124	297	73	48
In the last 3 months	35	31	34	27	44
In the last 6 months	16	14	16	16	19
In the last 12 months	7	15	8	18	4
More than 12 months back	17	11	12	15	17
Don't know/ Can't say	26	29	30	23	17

Q. Till how recently in the past has your company hired any new employees?

**All figures are %'s**



## Last time company hired new employees – By industry

	Industry									
	Banking / Finance	Business consultancy	Construction	Consumer Goods	Education / Academia	Electronics	Government / Civil service	Hospitality / Recreation / Entertainment	Industrial manufacturing	IT
Base: Working	158	73	331	125	155	65	96	80	139	99
In the last 3 months	42	42	46	51	39	32	32	51	41	40
In the last 6 months	18	18	16	19	14	17	10	13	18	13
In the last 12 months	12	8	9	11	4	12	10	6	14	7
More than 12 months back	11	11	13	3	10	9	21	16	9	15
Don't know/ Can't say	16	21	15	15	34	29	26	14	18	24

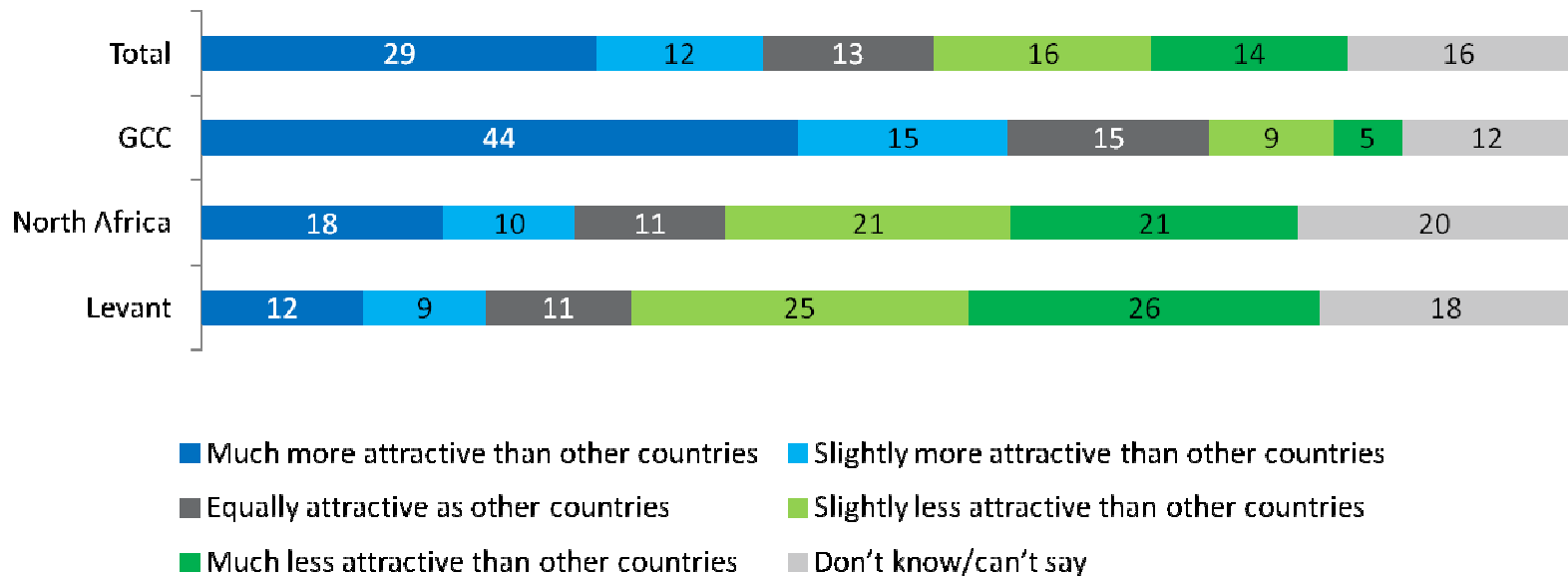
	Industry							
	Medical / Health Services	Oil, Gas & Petrochemicals	Other private sector	Power	Public Relations	Retail	Telecommunications	Tourism / Hospitality
Base: Working	101	100	234	50	55	108	68	74
In the last 3 months	42	44	47	34	33	54	51	43
In the last 6 months	12	20	16	16	18	18	13	23
In the last 12 months	8	9	8	6	9	5	6	5
More than 12 months back	13	12	10	26	15	9	9	11
Don't know/ Can't say	26	15	20	18	25	15	21	18

Q. Till how recently in the past has your company hired any new employees?

**All figures are %'s**

## Attractiveness of job market in country of residence

- Over two fifths (41%) believe that their country of residence is more attractive as a job market in comparison to other ME countries.
- Significantly more respondents in the GCC (44%) believe that their country of residence is 'much more attractive' than other countries. This sentiment is quite weak in comparison in North Africa (18%) or the Levant (12%).



Base: All (3137), GCC(1414), North Africa (1359), Levant (312)

Q. How attractive is your country of residence as a job market in comparison to other ME countries?

All figures are %'s

## Attractiveness of job market in country of residence – By country

	GCC						Levant		
	KSA	UAE	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
<b>Base: All</b>	<b>691</b>	<b>403</b>	<b>114</b>	<b>118</b>	<b>39</b>	<b>49</b>	<b>70</b>	<b>61</b>	<b>181</b>
Much more attractive than other countries	38	60	32	47	23	35	16	10	11
Slightly more attractive than other countries	16	11	22	19	21	8	6	3	12
Equally attractive as other countries	16	11	18	14	13	22	14	5	11
Slightly less attractive than other countries	11	4	13	9	10	20	20	25	27
Much less attractive than other countries	6	3	8	1	8	6	26	41	20
Don't know/can't say	13	12	7	11	26	8	19	16	19

	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
<b>Base: All</b>	<b>748</b>	<b>174</b>	<b>355</b>	<b>82</b>	<b>52</b>
Much more attractive than other countries	16	29	16	12	25
Slightly more attractive than other countries	9	12	11	9	6
Equally attractive as other countries	9	12	14	12	8
Slightly less attractive than other countries	24	10	18	21	19
Much less attractive than other countries	22	15	19	29	23
Don't know/can't say	19	22	22	17	19

Q. How attractive is your country of residence as a job market in comparison to other ME countries?

**All figures are %'s**

## Attractiveness of job market in country of residence – By industry

	Industry									
	Banking / Finance	Business consultancy	Construction	Consumer Goods	Education / Academia	Electronics	Government / Civil service	Hospitality / Recreation / Entertainment	Industrial manufacturing	IT
Base: All	158	73	331	125	155	65	96	80	139	99
Much more attractive than other countries	33	32	32	36	26	26	31	43	23	33
Slightly more attractive than other countries	11	18	15	10	12	17	8	8	17	10
Equally attractive as other countries	14	7	14	17	15	11	7	20	13	11
Slightly less attractive than other countries	18	23	15	21	17	20	22	9	17	16
Much less attractive than other countries	15	12	11	8	17	9	21	11	14	14
Don't know/can't say	9	8	13	8	14	17	10	10	17	15

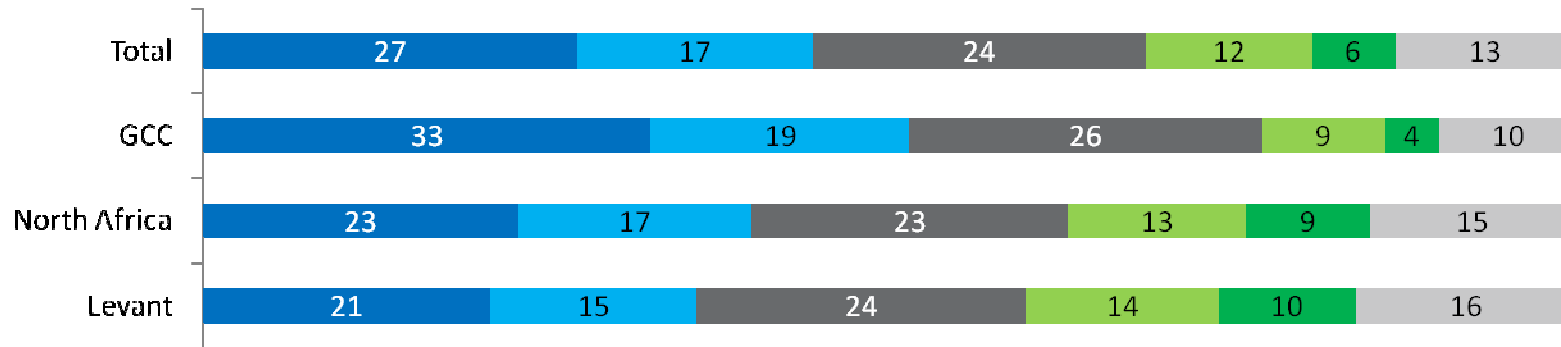
	Industry						
	Medical / Health Services	Oil, Gas & Petrochemicals	Power	Public Relations	Retail	Telecommunications	Tourism / Hospitality
Base: All	101	100	50	55	108	68	74
Much more attractive than other countries	29	34	18	31	32	37	35
Slightly more attractive than other countries	11	10	22	18	11	10	19
Equally attractive as other countries	13	14	18	9	17	19	12
Slightly less attractive than other countries	18	17	12	18	16	10	18
Much less attractive than other countries	16	16	24	7	15	12	8
Don't know/can't say	14	9	6	16	9	12	8

Q. How attractive is your country of residence as a job market in comparison to other ME countries?

All figures are %'s

# Attractiveness of industry as potential employer

- Over two-fifths would rate their industry as being more attractive in comparison to other businesses.



- Much more attractive than other businesses
- Slightly more attractive than other businesses
- Equally attractive as other businesses
- Slightly less attractive than other businesses
- Much less attractive than other businesses
- Don't know/can't say

Base: Working (2729), GCC(1264), North Africa (1148), Levant (269)

Q. How attractive is your industry as a potential employer in comparison to other businesses?

All figures are %'s

## Attractiveness of industry as potential employer – By country

	GCC						Levant		
	KSA	UAE	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
<b>Base: Working</b>	603	355	110	112	37	47	60	55	154
Much more attractive than other businesses	29	40	35	29	24	34	23	27	18
Slightly more attractive than other businesses	21	13	22	27	11	11	7	24	16
Equally attractive as other businesses	30	21	22	25	19	28	23	25	24
Slightly less attractive than other businesses	8	9	9	8	19	13	13	5	18
Much less attractive than other businesses	3	5	4	4	3	6	13	7	9
Don't know/can't say	9	12	9	7	24	9	20	11	16

	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
<b>Base: Working</b>	654	124	297	73	48
Much more attractive than other businesses	24	23	22	25	15
Slightly more attractive than other businesses	19	19	13	10	19
Equally attractive as other businesses	23	21	23	23	25
Slightly less attractive than other businesses	13	10	13	16	23
Much less attractive than other businesses	8	10	9	8	8
Don't know/can't say	13	16	20	18	10

Q. How attractive is your industry as a potential employer in comparison to other businesses?

*All figures are %'s*

## Attractiveness of industry as potential employer – By industry

	Industry									
	Banking / Finance	Business consultancy	Construction	Consumer Goods	Education / Academia	Electronics	Government / Civil service	Hospitality / Recreation / Entertainment	Industrial manufacturing	IT
Base: Working	158	73	331	125	155	65	96	80	139	99
Much more attractive than other businesses	28	23	27	31	19	31	32	31	28	28
Slightly more attractive than other businesses	16	25	20	18	17	8	14	14	12	17
Equally attractive as other businesses	29	21	29	27	26	26	20	26	24	23
Slightly less attractive than other businesses	14	21	9	10	14	12	14	11	12	7
Much less attractive than other businesses	4	1	6	6	12	5	7	6	7	10
Don't know/can't say	9	10	9	8	12	18	14	11	17	14

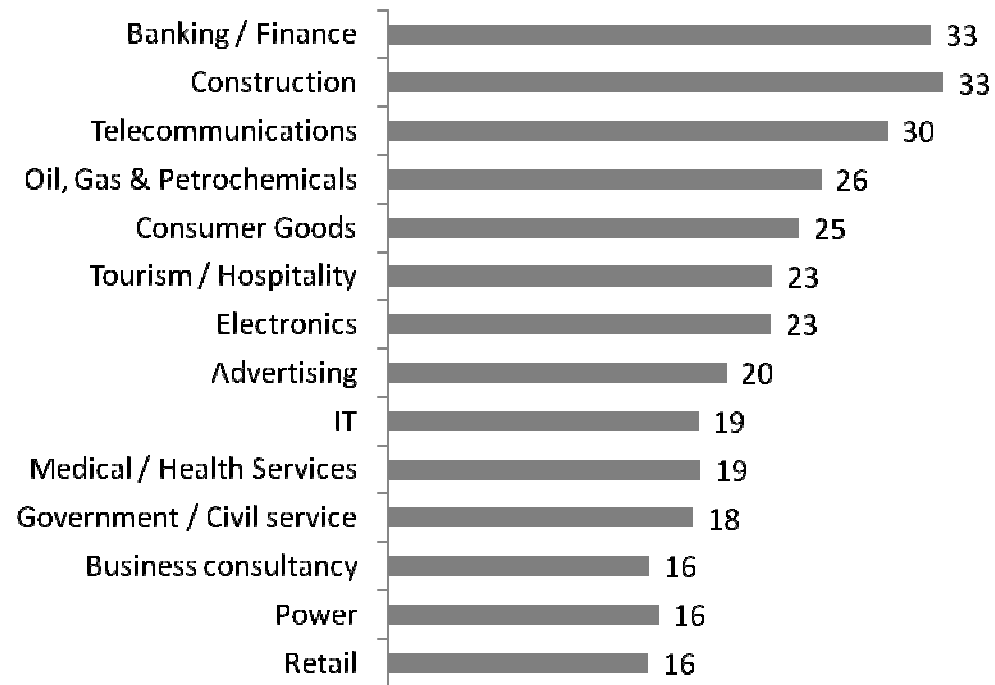
	Industry							
	Medical / Health Services	Oil, Gas & Petrochemicals	Power	Public Relations	Retail	Telecommunications	Tourism / Hospitality	
Base: Working	101	100	50	55	108	68	74	
Much more attractive than other businesses	25	39	30	29	31	29	34	
Slightly more attractive than other businesses	16	18	32	27	22	25	19	
Equally attractive as other businesses	36	16	16	13	21	18	26	
Slightly less attractive than other businesses	5	12	8	11	13	12	7	
Much less attractive than other businesses	6	9	4	4	3	3	8	
Don't know/can't say	13	6	10	16	9	13	7	

Q. How attractive is your industry as a potential employer in comparison to other businesses?

*All figures are %'s*

## Industries attracting/retaining top talent

- When probed on the industry that is attracting the top talent, at least one in three respondents identify the banking/ finance as well as the construction sectors.
- About 30% claim the telecommunications sector is attractive as well.



**Base: All (3137)**

Q. Which industries would you say are attracting / retaining the top talent in your country of residence today?

**All figures are %'s**



## Industries attracting/retaining top talent – By country

- Across the GCC, with the exception of Kuwait, respondents select the construction sector as the most attractive in employing/ retaining top talent. This is also true for Lebanon and Algeria.
- Those in Bahrain, Jordan, Tunisia, Egypt and Pakistan select the banking/ finance sector as the one that attracts talent.
- In Kuwait it's the O&G sector that is claimed to attract / retain the best talent
- And in Syria it's the telecom sector that tops the list.

	GCC						Levant		
	KSA	UAE	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: All	691	403	114	118	39	49	70	61	181
Banking / Finance	33	37	38	33	28	29	34	33	40
Construction	36	41	23	49	28	37	37	25	28
Telecommunications	32	26	29	23	26	20	21	41	33
Oil, Gas & Petrochemicals	25	36	39	37	21	39	6	13	11
Consumer Goods	22	23	27	13	10	12	16	33	26
Tourism / Hospitality	15	38	11	22	8	14	20	7	25
Electronics	22	20	18	12	13	10	16	28	25
Advertising	18	23	22	16	18	18	31	13	20
IT	18	20	15	11	15	16	14	25	22
Medical / Health Services	23	21	16	19	8	12	11	15	24
Government / Civil service	22	22	16	20	21	29	1	15	20
Business consultancy	18	23	17	18	10	8	7	10	17
Power	15	19	12	14	5	16	3	15	10
Retail	18	21	18	9	10	4	14	11	14

Q. Which industries would you say are attracting / retaining the top talent in your country of residence today?

All figures are %'s

## Industries attracting/retaining top talent – By country

- In Morocco, the tourism and hospitality sector tops the list and in Pakistan the IT sector too is considered to be attracting the top talent.

	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: All	748	174	355	82	52
Banking / Finance	35	20	22	37	33
Construction	24	41	39	30	27
Telecommunications	34	28	27	30	27
Oil, Gas & Petrochemicals	25	7	35	13	23
Consumer Goods	26	27	33	28	23
Tourism / Hospitality	23	46	20	38	4
Electronics	27	25	26	24	15
Advertising	24	20	16	16	17
IT	15	22	21	27	33
Medical / Health Services	15	13	23	26	4
Government / Civil service	13	13	21	20	17
Business consultancy	14	11	11	15	10
Power	16	13	29	17	8
Retail	14	10	18	12	10

Q. Which industries would you say are attracting / retaining the top talent in your country of residence today?

All figures are %'s

Thank you

