

The Bayt.com Middle East Job Index Survey

February 2017



Section 1

PROJECT BACKGROUND



Objectives

- To gauge perceptions of job availability and hiring.
- To identify trends in the Middle East and North Africa 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 the job market are the :
 - Job Index (JI)
 - Hiring Expectancy Index (HEI)
- The indices aim to measure the potential opportunities that are present in the market.
- The Job Index 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.
- The current period's value calculated for October 2009 is 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 are calculated separately for each country.

Key findings

- Overall, the Job Index has decreased by seven points since the last wave of August 2016, with notable decreases in Qatar, Algeria and KSA.
- The Hiring Expectancy Index for the region has decreased by four points since August 2016. Notable decreases can be seen for Qatar, Algeria, Saudi Arabia and Jordan.
- Looking at future hiring expectations, two-thirds of working respondents state that their companies are likely to hire in a year's time, while 51% claim they are likely to hire in the next three months.
- Amongst those who plan to hire in the next 3 months, 44% indicate that they will be hiring for maximum 5 jobs. The majority of companies hiring in the next 3 months are looking to fill in junior and mid-level positions.
- A graduation/ postgraduate degree in Engineering is the most sought-after academic qualification when looking for candidates (30%). This is followed by Business Management (28%) and Commerce (21%).

Key findings

- Good communication skills in Arabic and English (68%) emerge as the top attribute that employers look for in a candidate. Being a team player (51%) and the ability to work under pressure (47%) are the next two important skills sought by employers.
- In terms of experience needed, almost 4 in 10 working respondents said they are seeking candidates with good managerial skills. Moreover, 30% state that they are ideally looking for candidates with mid-level experience (3 to 7 years) and for candidates with sales and marketing skills.
- 61% working respondents claim that their company has hired new employees within the past 6 months.
- 43% claim that their country of residence is more attractive as a job market than other MENA countries, while almost a third claim the opposite (31%). A much higher proportion of GCC residents (55%) believe that their country of residence is more attractive than other countries, as compared to those living in the Levant (24%) and in North Africa (21%).

Key findings

- Half of working respondents rate their industry as being more attractive as a potential employer in comparison to other industries. There seems to be no major difference between areas when it come to attractiveness of industry (GCC 50%, Levant 48% and North Africa 52%).
- When asked which industry is attracting top talent, the highest proportion of respondents chose the banking/finance industry (30%).

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 (less than 30 interviews)

Data Collection

All data was collected online. Fieldwork was done between December 4th 2016 and January 22nd 2017. The total number of successful online interviews achieved is 3,107. Of these, 2,815 were of working status.

Section 3

RESPONDENT PROFILE

Sector of work

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

- Three-quarters of respondents work in the private sector, with 26% working in a multinational company.



Base: Total (3,107)

Sector of work

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

	GCC						Levant		
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: All	563	903	156	202	56	60	142	30	180
Private sector - Multinational company	28%	26%	28%	35%	30%	27%	25%	17%	18%
Private sector - Large Local company	15%	25%	29%	16%	21%	27%	19%	10%	16%
Private sector - Small or Medium Local company	17%	17%	13%	11%	18%	15%	12%	7%	12%
Private sector – Self owned company	3%	1%	2%	1%	4%	-	8%	13%	4%
Private sector- Family owned company (your family)	1%	1%	1%	1%	2%	-	4%	3%	1%
Private sector- Family owned company (others)	4%	5%	3%	2%	5%	2%	7%	7%	4%
Private sector - Other	8%	6%	8%	7%	2%	2%	6%	10%	7%
Public or Government sector	7%	6%	5%	9%	5%	8%	-	20%	9%
Semi-government/Quasi-governmental company	5%	4%	4%	6%	2%	13%	-	-	2%
Charity or voluntary sector	0%	0%	1%	-	2%	-	3%	7%	3%
Other	2%	2%	2%	3%	-	-	4%	-	6%
I do not work	9%	7%	3%	8%	9%	7%	13%	7%	18%

Base: All by country

Sector of work

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

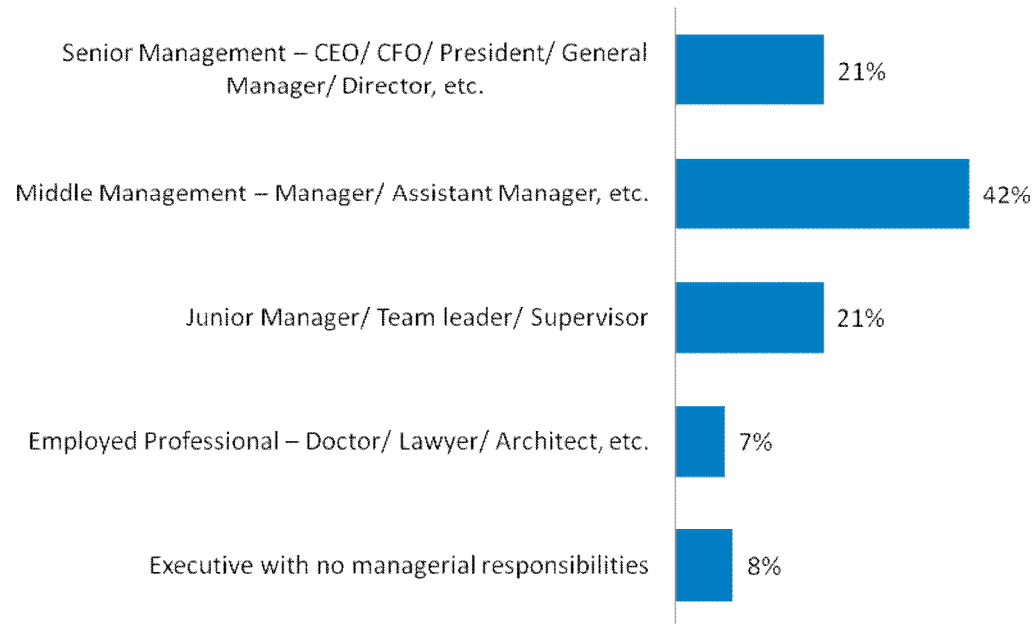
	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: All	579	42	132	37	25**
Private sector - Multinational company	29%	19%	15%	16%	24%
Private sector - Large Local company	19%	7%	5%	8%	28%
Private sector - Small or Medium Local company	13%	17%	7%	11%	16%
Private sector – Self owned company	6%	5%	3%	5%	-
Private sector- Family owned company (your family)	1%	2%	-	8%	-
Private sector- Family owned company (others)	4%	2%	1%	-	-
Private sector - Other	4%	7%	3%	8%	8%
Public or Government sector	8%	7%	33%	8%	12%
Semi-government/Quasi-governmental company	2%	2%	6%	3%	-
Charity or voluntary sector	0%	2%	-	-	-
Other	4%	2%	7%	8%	4%
I do not work	8%	26%	20%	24%	8%

Base: All by country

Level of seniority at work

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

- 42% of working respondents are managers or assistant managers, while 1 in 5 belong to senior management.



Base: Working (2,815)

Level of seniority at work

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

	GCC						Levant		
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: Working	513	842	151	185	51	56	124	28**	147
Senior Management – CEO/ CFO/ President/ General Manager/ Director, etc.	19%	20%	17%	8%	10%	14%	33%	54%	28%
Middle Management – Manager/ Assistant Manager, etc.	43%	43%	40%	41%	41%	54%	43%	11%	44%
Junior Manager/ Team leader/ Supervisor	23%	21%	25%	32%	27%	20%	15%	18%	19%
Employed Professional – Doctor/ Lawyer/ Architect, etc.	5%	9%	10%	6%	8%	9%	4%	11%	5%
Executive with no managerial responsibilities	10%	8%	8%	14%	14%	4%	5%	7%	4%

Base: Working

** Low base. Interpret with caution

Level of seniority at work

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

	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: Working	531	31	105	28**	23**
Senior Management – CEO/ CFO/ President/ General Manager/ Director, etc.	30%	16%	14%	32%	9%
Middle Management – Manager/ Assistant Manager, etc.	43%	35%	36%	25%	57%
Junior Manager/ Team leader/ Supervisor	17%	19%	19%	29%	35%
Employed Professional – Doctor/ Lawyer/ Architect, etc.	6%	6%	16%	-	-
Executive with no managerial responsibilities	5%	23%	14%	14%	-

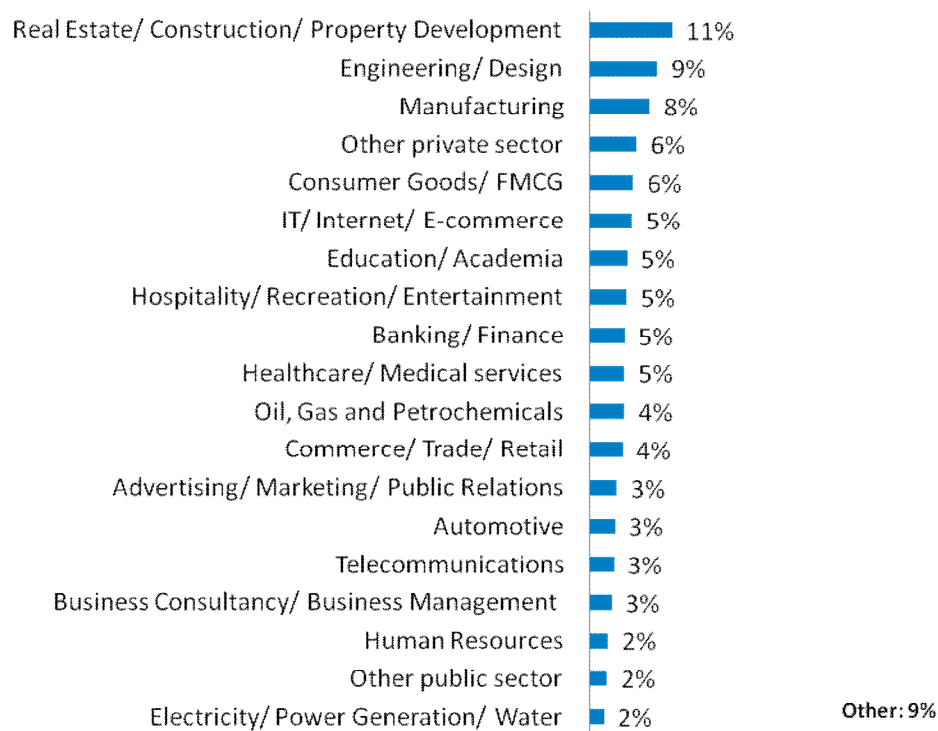
Base: Working

** Low base. Interpret with caution

Industry of work

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

- 11% of working respondents are working in the real estate and property development industry.



Base: Working (2,815)

* showing only top industries (2% and above)

Industry of work

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

	GCC						Levant		
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: Working	513	842	151	185	51	56	124	28**	147
Real Estate/ Construction/ Property Development	12%	12%	9%	23%	10%	14%	10%	14%	3%
Engineering/ Design	9%	10%	6%	14%	6%	14%	7%	18%	9%
Manufacturing	6%	10%	3%	2%	10%	9%	4%	4%	7%
Other private sector	8%	6%	8%	4%	8%	2%	3%	4%	7%
Consumer Goods/ FMCG	6%	6%	7%	6%	4%	2%	7%	-	3%
IT/ Internet/ E-commerce	4%	6%	5%	4%	6%	-	8%	-	6%
Education/ Academia	4%	5%	4%	2%	6%	7%	5%	7%	10%
Hospitality/ Recreation/ Entertainment	8%	3%	11%	10%	8%	2%	5%	-	3%
Banking/ Finance	6%	4%	6%	2%	4%	2%	7%	4%	5%
Healthcare/ Medical services	5%	5%	5%	3%	4%	2%	4%	4%	5%
Oil, Gas and Petrochemicals	4%	4%	9%	4%	2%	14%	2%	7%	1%
Commerce/ Trade/ Retail	5%	5%	5%	2%	4%	2%	6%	-	2%
Advertising/ Marketing/ Public Relations	3%	3%	2%	4%	14%	-	7%	11%	4%
Automotive	4%	2%	3%	4%	6%	9%	2%	-	3%
Telecommunications	2%	2%	3%	2%	-	2%	5%	-	5%
Business Consultancy/ Business Management/ Management Consulting	3%	2%	3%	1%	2%	2%	5%	7%	3%
Human Resources	2%	3%	1%	3%	-	5%	2%	7%	1%
Other public sector	2%	2%	1%	3%	-	2%	2%	-	2%
Electricity/ Power Generation/ Water	1%	3%	2%	2%	2%	2%	1%	4%	1%

Base: Working * showing only top industries (2% and above)

** Low base. Interpret with caution

Industry of work

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

	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: Working	531	31	105	28**	23**
Real Estate/ Construction/ Property Development	9%	-	6%	4%	-
Engineering/ Design	7%	-	3%	7%	4%
Manufacturing	9%	10%	9%	29%	4%
Other private sector	5%	3%	4%	7%	9%
Consumer Goods/ FMCG	7%	6%	2%	4%	9%
IT/ Internet/ E-commerce	6%	13%	5%	7%	4%
Education/ Academia	4%	6%	10%	4%	-
Hospitality/ Recreation/ Entertainment	2%	-	2%	4%	4%
Banking/ Finance	4%	3%	3%	11%	26%
Healthcare/ Medical services	5%	-	3%	-	4%
Oil, Gas and Petrochemicals	4%	-	13%	11%	-
Commerce/ Trade/ Retail	5%	6%	1%	-	-
Advertising/ Marketing/ Public Relations	3%	6%	3%	-	-
Automotive	4%	13%	1%	-	4%
Telecommunications	6%	3%	4%	-	4%
Business Consultancy/ Business Management/ Management Consulting	4%	3%	3%	4%	4%
Human Resources	2%	-	5%	-	-
Other public sector	2%	3%	11%	4%	-
Electricity/ Power Generation/ Water	1%	-	4%	4%	-

Base: Working * showing only top industries (2% and above)

** Low base. Interpret with caution

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
	Aug 2014	125	123	114	121	127	124	123	123	122	126	125	132	109	130	128
2015	Jan 2015	123	122	129	120	120	122	118	121	127	127	125	124	115	116	123
	Jun 2015	127	123	117	129	120	127	121	113	137	131	133	131	50	133	126
	Dec 2015	123	125	133	125	121	122	117	121	122	145	118	123	117	150	120
2016	Aug 2016	126	126	117	128	127	125	120	132	125	124	133	126	118	132	124
2017	Jan 2017	115	115	120	117	118	116	119	118	106	117	117	112	118	111	115

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
	Aug 2014	131	126	118	129	132	127	127	128	134	131	130	138	116	135	133
2015	Jan 2015	129	126	126	131	127	130	128	132	130	131	128	130	121	118	128
	Jun 2015	133	134	117	134	132	133	133	133	142	131	135	135	50	133	130
	Dec 2015	130	133	129	129	131	133	126	146	130	140	128	127	133	136	131
2016	Aug 2016	132	131	117	137	137	131	129	129	113	128	141	137	124	133	137
2017	Jan 2017	127	116	121	129	124	132	135	129	124	133	124	124	130	121	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
	Aug 2014	256	249	232	250	258	251	250	251	255	257	255	270	225	265	261
2015	Jan 2015	253	248	255	251	248	252	246	253	257	259	253	254	235	234	250
	Jun 2015	260	256	233	263	253	260	254	246	279	263	267	266	100	267	257
	Dec 2015	253	258	263	254	252	254	243	267	252	285	247	251	250	286	251
2016	Aug 2016	258	257	233	265	263	256	249	261	238	252	273	263	241	265	261
2017	Jan 2017	241	231	240	245	242	248	254	247	230	250	241	236	248	232	243

Section 5

INDICES

Hiring Expectancy Index

- The Hiring Expectancy Index (HEI) for the MENA region has decreased by four points when compared to August 2016.
- Notable decreases can be seen for Qatar, Algeria, Saudi Arabia and Jordan.

Year	Period	Total	Algeria	Bahrain	Egypt	Jordan	Kuwait	Lebanon	Morocco	Oman	Pakistan	Qatar	Saudi Arabia	Syria	Tunisia	UAE
2010	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
	Aug 2014	101	95	91	100	102	97	97	101	99	107	100	103	89	105	105
2015	Jan 2015	100	95	97	102	98	99	98	103	96	108	99	97	92	92	101
	Jun 2015	103	101	90	104	102	101	102	105	105	108	104	101	38	104	103
	Dec 2015	100	101	100	100	101	101	96	115	96	115	99	95	102	105	104
2016	Aug 2016	102	99	90	106	106	100	98	101	83	105	109	103	94	103	108
2017	Jan 2017	98	88	93	100	96	100	103	101	92	109	95	93	99	94	102

Job Index

- At an overall level, the Job Index exhibits a drop by seven points since August 2016, with notable decreases in Qatar, Algeria and KSA.

Year	Period	Total	Algeria	Bahrain	Egypt	Jordan	Kuwait	Lebanon	Morocco	Oman	Pakistan	Qatar	Saudi Arabia	Syria	Tunisia	UAE
2010	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
	Aug 2014	103	97	97	102	105	100	97	105	99	109	101	105	90	105	108
2015	Jan 2015	102	97	107	102	101	100	95	105	100	110	101	99	94	93	104
	Jun 2015	105	100	98	107	103	103	98	102	108	111	106	103	40	106	107
	Dec 2015	102	101	110	103	102	101	94	111	98	121	98	97	100	114	104
2016	Aug 2016	104	100	98	107	107	102	96	109	92	107	109	102	96	105	108
2017	Jan 2017	97	90	101	99	98	99	98	103	89	106	96	92	99	92	101

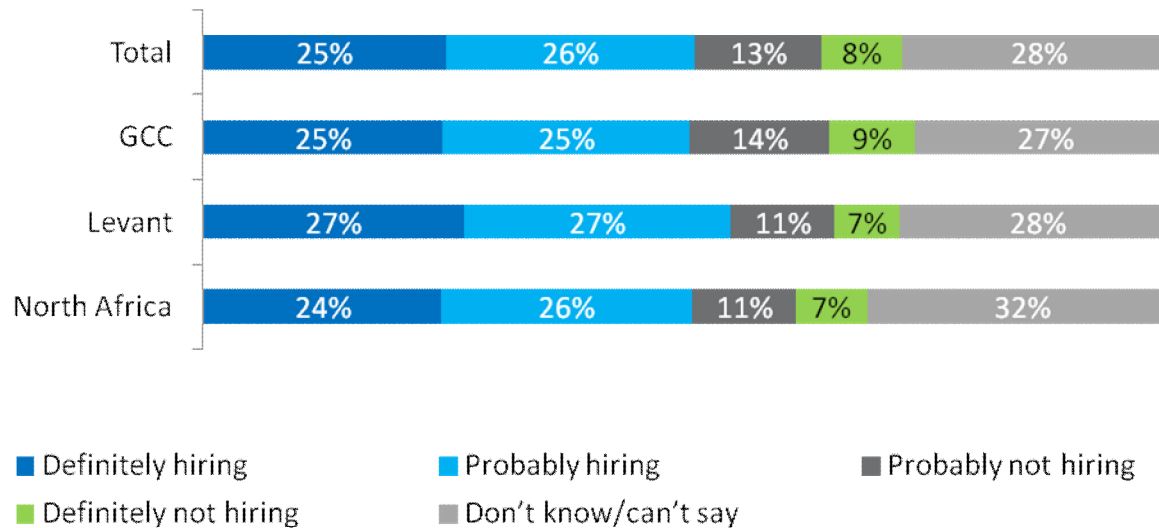
Section 6

RESEARCH FINDINGS

Hiring in next 3 months – By area

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

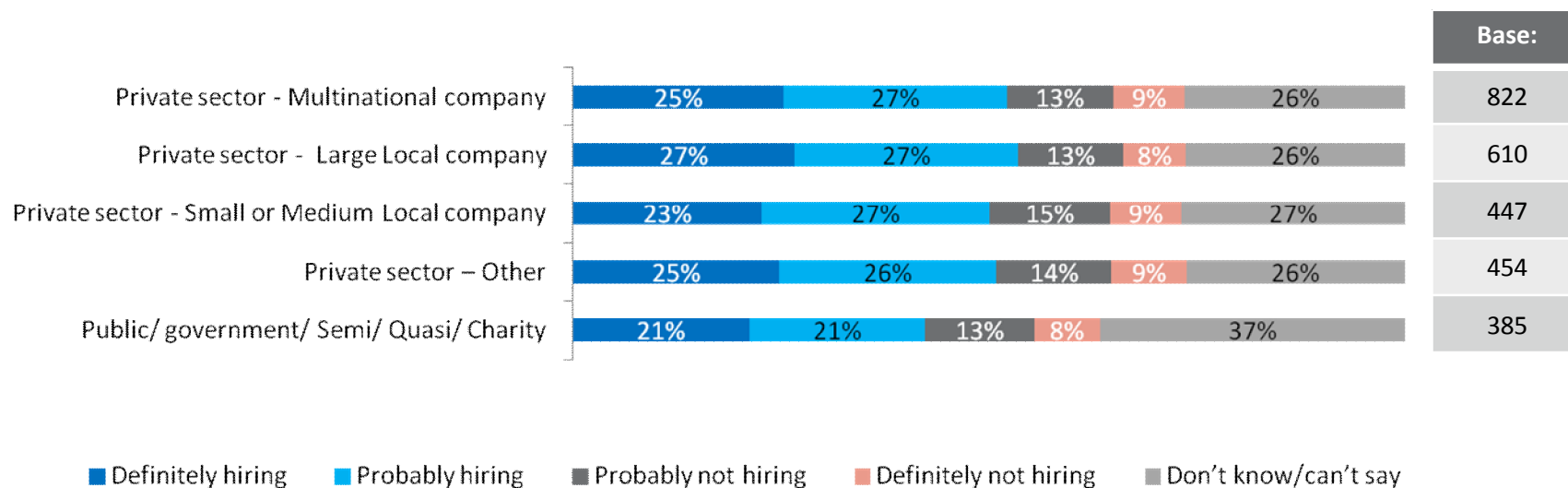
- At an overall level, half of respondents state they will be hiring in the next 3 months.
- No significant differences per region are observed.



Base: Working (2,815), GCC (1,798), Levant (299), North Africa (695)

Hiring in next 3 months – By sector

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?



Base: Working (2,815), GCC (1,798), Levant (299), North Africa (695)

Hiring in next 3 months – By country

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?

	GCC						Levant		
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: Working	513	842	151	185	51	56	124	28**	147
Definitely hiring	26%	23%	28%	31%	12%	20%	27%	29%	26%
Probably hiring	26%	25%	24%	24%	43%	23%	28%	29%	27%
Probably not hiring	14%	14%	16%	13%	10%	16%	10%	11%	12%
Definitely not hiring	8%	10%	4%	9%	6%	14%	8%	11%	5%
Don't know/can't say	26%	28%	28%	23%	29%	27%	27%	21%	31%

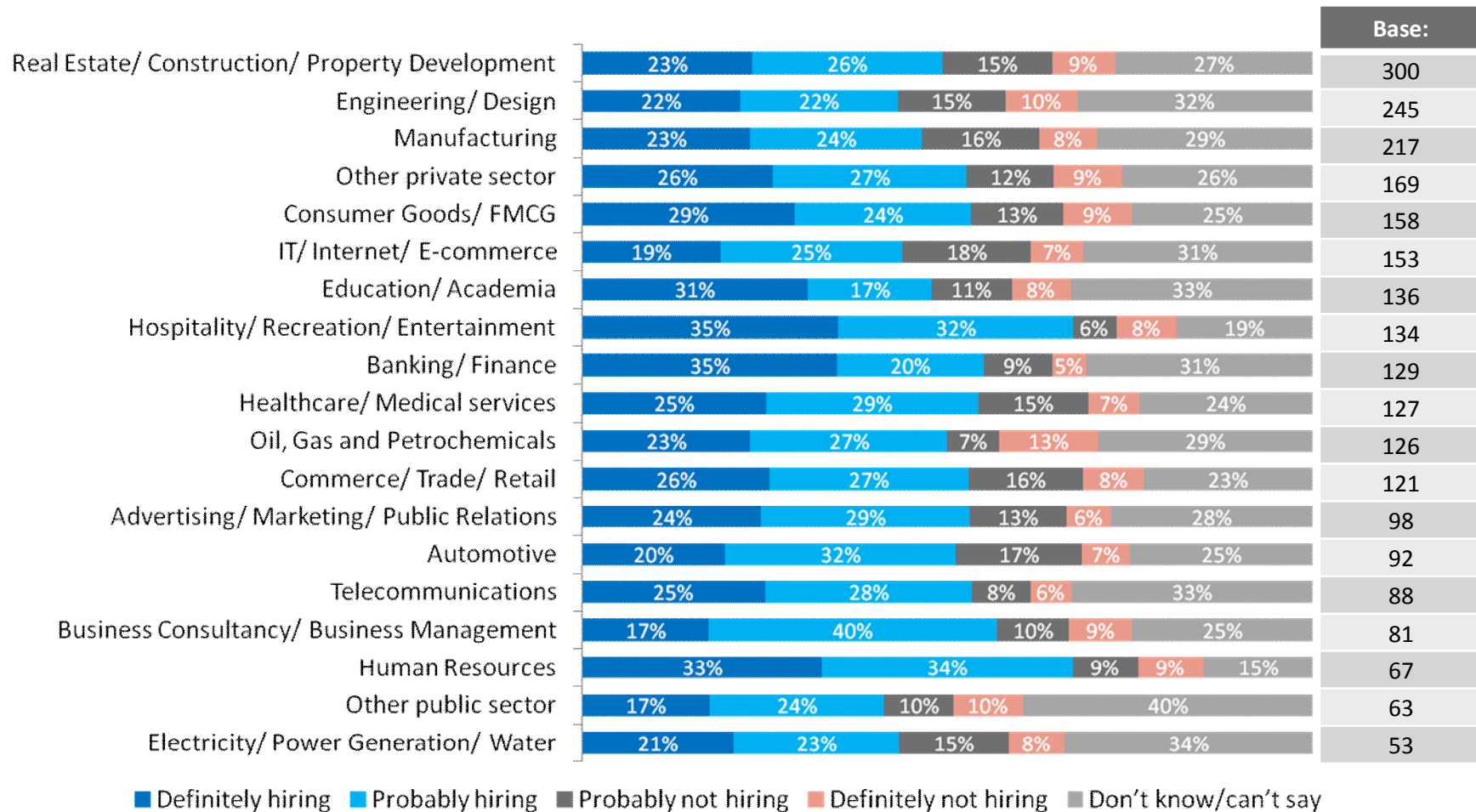
	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: Working	531	31	105	28**	23**
Definitely hiring	24%	26%	27%	14%	43%
Probably hiring	28%	26%	17%	25%	13%
Probably not hiring	11%	16%	8%	7%	9%
Definitely not hiring	8%	-	7%	11%	13%
Don't know/can't say	29%	32%	42%	43%	22%

** Low base. Interpret with caution

Hiring in next 3 months – By industry

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?

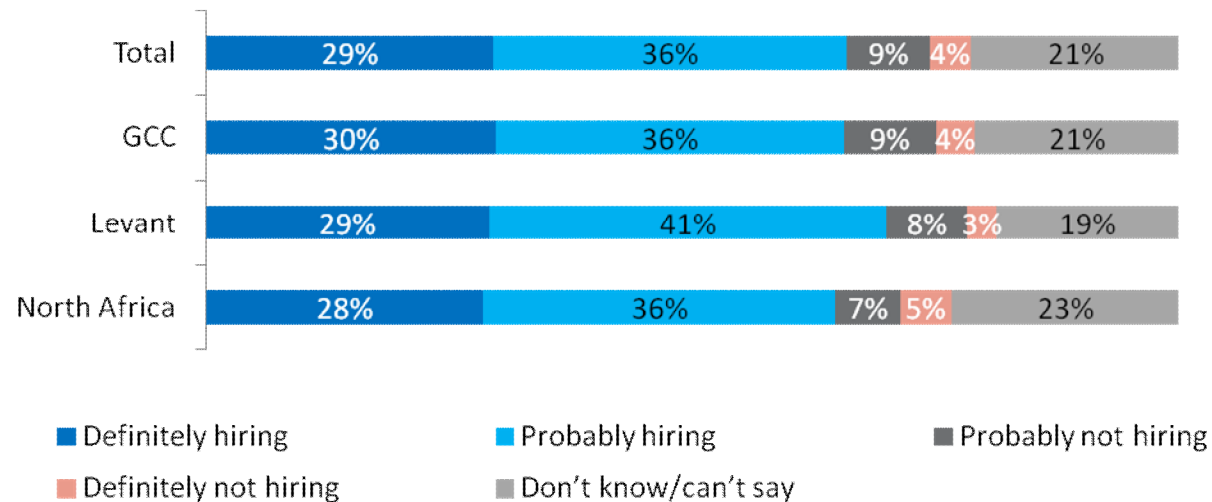
- Organizations in both the Hospitality/Recreation/Entertainment industry and the Human Resources industry present the highest intention (both at 67%) to hire in the next 3 months.



Hiring in a year's time – By area

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

- Focusing on future hiring expectations, two-thirds claim that they intend to hire in a year's time.
- Intention to hire in a year's time is somewhat higher in the Levant (70%), followed by GCC (66%).



Base: Working (2,815), GCC (1,798), Levant (299), North Africa (695) Asia (Pakistan) is not presented due to low base

Hiring in a year's time – By country

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

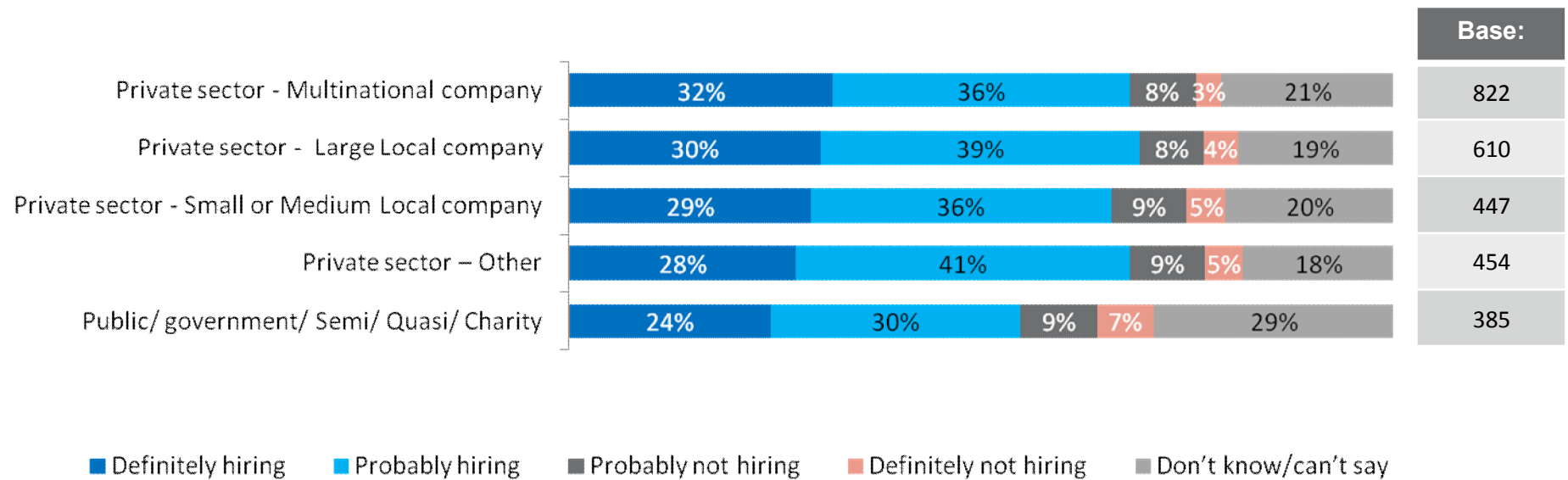
	GCC						Levant		
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: Working	513	842	151	185	51	56	124	28**	147
Definitely hiring	32%	28%	30%	35%	24%	25%	31%	29%	28%
Probably hiring	37%	36%	38%	30%	33%	38%	48%	39%	35%
Probably not hiring	7%	11%	3%	13%	12%	9%	7%	4%	10%
Definitely not hiring	4%	4%	1%	5%	4%	5%	2%	4%	4%
Don't know/can't say	20%	20%	27%	17%	27%	23%	12%	25%	23%

	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: Working	531	31	105	28**	23**
Definitely hiring	29%	39%	27%	7%	39%
Probably hiring	40%	23%	21%	46%	30%
Probably not hiring	7%	3%	7%	7%	-
Definitely not hiring	5%	-	9%	4%	4%
Don't know/can't say	19%	35%	37%	36%	26%

** Low base. Interpret with caution

Hiring in a year's time – By sector

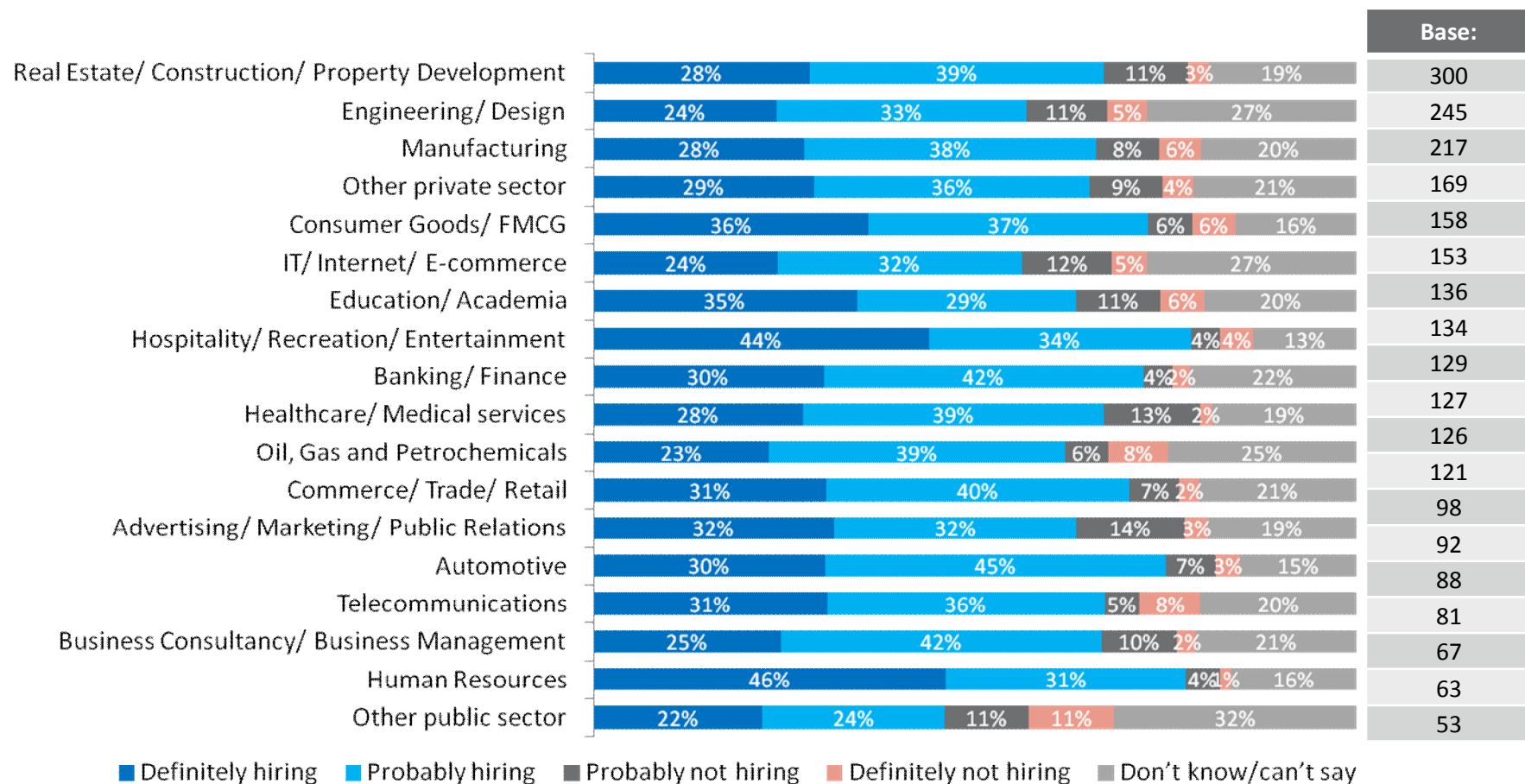
Q. With regard to your future expectations, do you think you will be hiring in a year's time from now either for your organisation or for your clients if you are in the recruitment field?



Hiring in a year's time – By industry

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

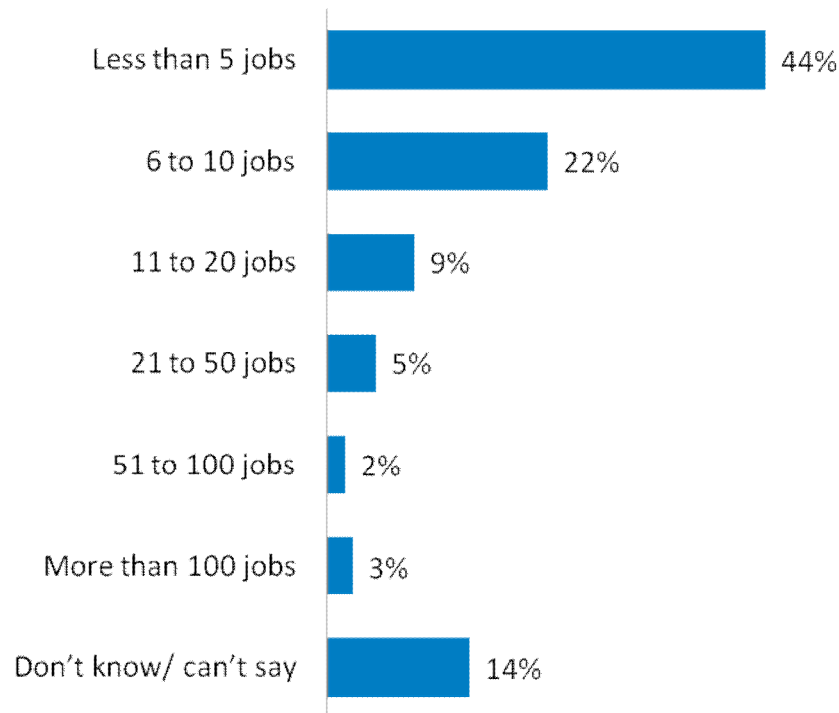
- Organizations in the Hospitality/Recreation/Entertainment industry (78%), in Human Resources (77%) and in Automotive (75%) present the highest intention.
- IT/ Internet/ E-commerce (56%) and Engineering/ Design (57%) have the lowest intention to hire in a year's time.



Approximate number of jobs hiring for

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

- Just over 4 in 10 companies that plan to hire in the next 3 months will be hiring for a maximum of 5 jobs.



Base: Those hiring in next 3 months (1,423)

Approximate number of jobs hiring for – By country

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

	GCC						Levant		
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: Those hiring in next 3 months	265	400	79	103	28**	24**	69	16**	77
Less than 5 jobs	44%	39%	44%	37%	50%	50%	54%	44%	51%
6 – 10 jobs	19%	25%	22%	28%	18%	21%	23%	31%	19%
11 – 20 jobs	9%	9%	9%	16%	4%	8%	3%	-	8%
21 to 50 jobs	5%	8%	5%	4%	7%	4%	3%	6%	5%
51 to 100 jobs	2%	4%	1%	-	-	4%	1%	-	1%
More than 100 jobs	4%	3%	6%	3%	-	-	1%	-	-
Don't know/can't say	17%	13%	13%	13%	21%	13%	14%	19%	16%

	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: Those hiring in next 3 months	276	16**	46	11**	13**
Less than 5 jobs	51%	31%	52%	64%	15%
6 – 10 jobs	21%	31%	15%	27%	23%
11 – 20 jobs	8%	-	13%	-	23%
21 to 50 jobs	3%	6%	4%	-	-
51 to 100 jobs	1%	6%	-	-	-
More than 100 jobs	2%	6%	-	-	-
Don't know/can't say	13%	19%	15%	9%	38%

** Low base. Interpret with caution

Approximate number of jobs hiring for – By sector

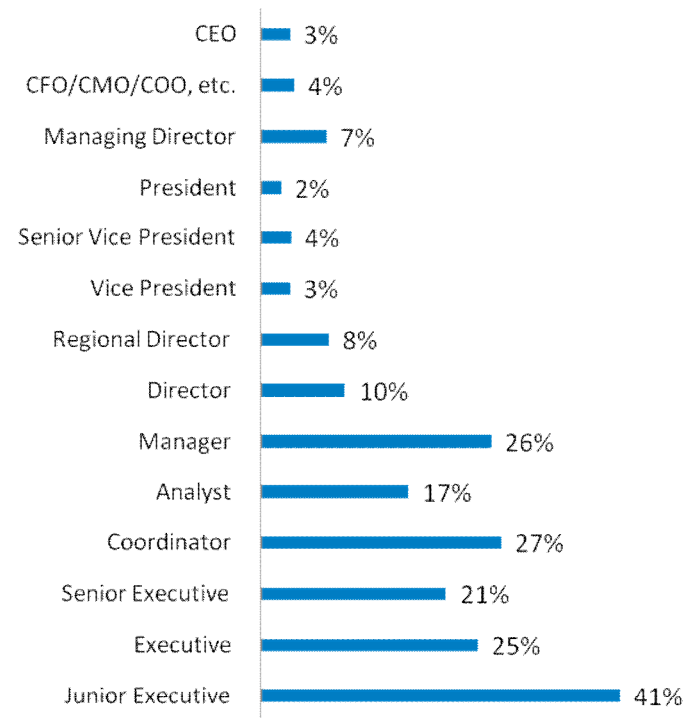
Q. Please indicate the approximate number of jobs you would be hiring for in the next 3 months.

	Sector				
	Private sector - Multinational company	Private sector - Large Local company	Private sector - Small or Medium Local company	Private Sector Other	Public/Government/Se mi/Quasi/Charity
Base: Those hiring in next 3 months	429	327	224	231	163
Less than 5 jobs	42%	38%	56%	55%	36%
6 – 10 jobs	21%	24%	23%	19%	27%
11 – 20 jobs	9%	9%	7%	6%	13%
21 to 50 jobs	5%	6%	3%	5%	6%
51 to 100 jobs	3%	2%	0%	2%	2%
More than 100 jobs	3%	4%	3%	3%	1%
Don't know/can't say	17%	17%	8%	10%	15%

Positions hiring for

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

- The majority of companies will be hiring mid-career and junior positions. Only a few of them are hiring for top management.



Base: Those hiring in next 3 months (1,423)

Positions hiring for – By country

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

	GCC						Levant		
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: Those hiring in next 3 months	265	400	79	103	28**	24**	69	16**	77
CEO	3%	3%	4%	1%	7%	4%	4%	13%	3%
CFO/CMO/COO, etc.	3%	4%	3%	4%	-	4%	6%	-	6%
Managing Director	4%	6%	8%	5%	4%	4%	19%	6%	10%
President	3%	2%	1%	2%	4%	-	1%	19%	3%
Senior Vice President	4%	3%	3%	1%	-	-	3%	6%	6%
Vice President	2%	3%	3%	1%	4%	-	6%	19%	5%
Regional Director	6%	9%	5%	1%	7%	8%	7%	19%	13%
Director	6%	10%	6%	8%	7%	8%	12%	13%	10%
Manager	27%	25%	25%	21%	21%	25%	28%	44%	25%
Analyst	14%	19%	9%	14%	18%	13%	16%	-	26%
Coordinator	28%	28%	32%	28%	36%	17%	26%	25%	34%
Senior Executive	22%	19%	13%	24%	21%	21%	17%	25%	27%
Executive	25%	22%	18%	24%	32%	38%	26%	25%	25%
Junior Executive	45%	42%	47%	37%	39%	54%	33%	31%	45%

** Low base. Interpret with caution

Positions hiring for – By country

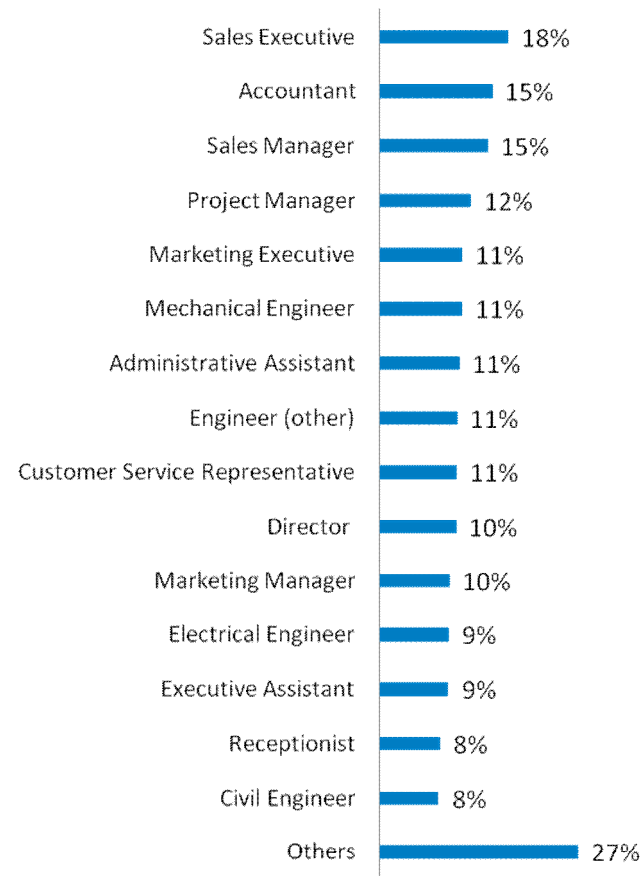
Q. Which of the following career levels/positions would you be hiring for in the next 3 months?

	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: Those hiring in next 3 months	276	16**	46	11**	13**
CEO	4%	-	4%	9%	8%
CFO/CMO/COO, etc.	4%	-	9%	-	-
Managing Director	11%	13%	9%	9%	8%
President	2%	6%	4%	-	-
Senior Vice President	6%	-	-	9%	-
Vice President	4%	19%	4%	-	8%
Regional Director	8%	13%	13%	9%	8%
Director	12%	19%	15%	9%	8%
Manager	32%	25%	15%	9%	23%
Analyst	16%	31%	26%	9%	15%
Coordinator	23%	25%	22%	27%	23%
Senior Executive	22%	25%	35%	9%	15%
Executive	28%	38%	24%	18%	8%
Junior Executive	38%	25%	30%	36%	31%

** Low base. Interpret with caution

Specific roles hiring for

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



Base: Those hiring in next 3 months (1,423)

*Showing only top roles (8% and above)

Specific roles hiring for – By country

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

	GCC						Levant		
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: Those hiring in next 3 months	265	400	79	103	28**	24**	69	16**	77
Sales Executive	22%	15%	14%	12%	25%	21%	23%	13%	18%
Accountant	14%	19%	14%	12%	11%	17%	7%	19%	13%
Sales Manager	14%	13%	14%	12%	36%	8%	19%	19%	10%
Project Manager	9%	14%	13%	12%	7%	4%	16%	13%	22%
Marketing Executive	14%	9%	11%	12%	14%	13%	9%	13%	12%
Mechanical Engineer	8%	16%	13%	11%	4%	8%	4%	13%	5%
Administrative Assistant	13%	12%	15%	10%	11%	8%	6%	6%	9%
Engineer (other)	10%	13%	9%	15%	14%	4%	1%	19%	8%
Customer Service Representative	15%	8%	11%	13%	7%	8%	13%	6%	9%
Director	7%	9%	10%	11%	7%	8%	12%	13%	12%
Marketing Manager	8%	10%	11%	9%	11%	4%	10%	13%	8%
Electrical Engineer	7%	14%	9%	8%	4%	4%	4%	19%	3%
Executive Assistant	14%	6%	11%	17%	11%	13%	7%	-	3%
Receptionist	12%	9%	10%	7%	14%	4%	4%	-	3%
Civil Engineer	10%	11%	1%	17%	4%	13%	1%	13%	3%

*Showing only top roles (8% and above) ** Low base. Interpret with caution

Specific roles hiring for – By country

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

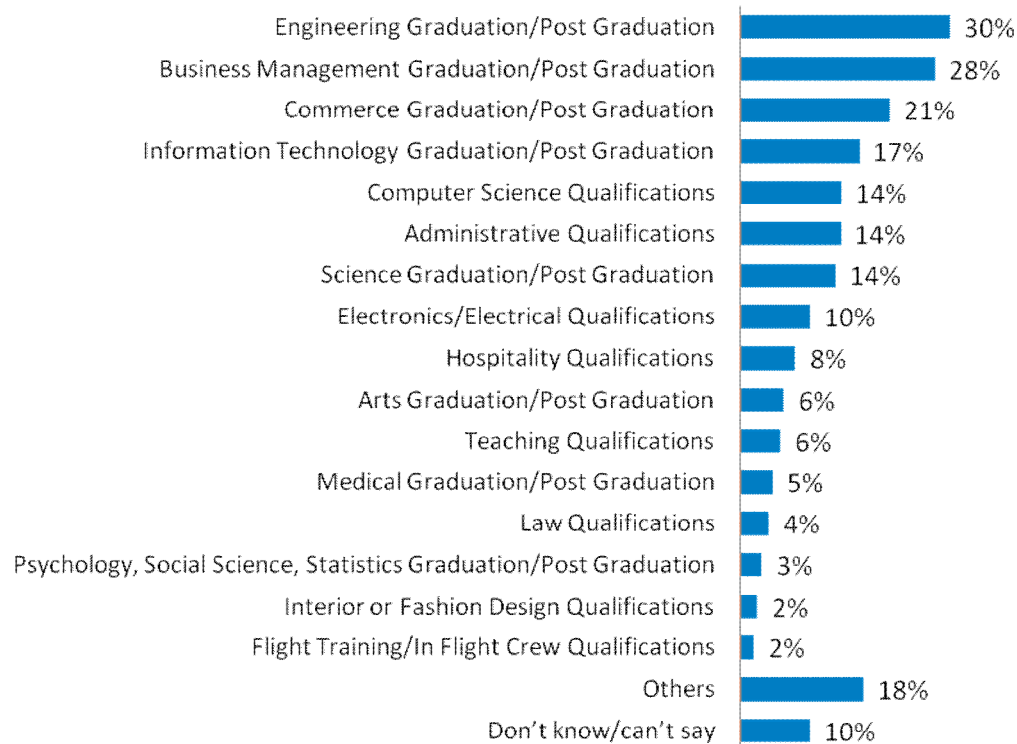
	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: Those hiring in next 3 months	276	16**	46	11**	13**
Sales Executive	20%	13%	7%	-	23%
Accountant	16%	31%	13%	18%	23%
Sales Manager	18%	19%	11%	-	15%
Project Manager	11%	19%	13%	27%	-
Marketing Executive	13%	13%	11%	-	-
Mechanical Engineer	13%	6%	15%	-	8%
Administrative Assistant	7%	25%	15%	-	15%
Engineer (other)	10%	-	13%	9%	8%
Customer Service Representative	11%	13%	9%	-	8%
Director	14%	19%	22%	9%	15%
Marketing Manager	11%	13%	11%	9%	8%
Electrical Engineer	9%	6%	17%	-	8%
Executive Assistant	8%	19%	13%	-	8%
Receptionist	7%	6%	9%	-	8%
Civil Engineer	5%	-	7%	-	-

*Showing only top roles (8% and above) ** Low base. Interpret with caution

Educational and academic qualifications sought in candidate

Q. Which educational and academic qualifications do you look for when hiring new employees? (Please select all that apply)

- Graduation/ Post Graduation degrees in Engineering (30%-significantly lower in the Levant 24%), Business Management (28%- significantly higher in the Levant 36%), and Commerce (21%-significantly higher in North Africa 28%) are the most sought-after academic qualifications among employers in the MENA region.



Educational and academic qualifications – By country

Q. Which educational and academic qualifications do you look for when hiring new employees? (Please select all that apply)

	GCC						Levant		
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: Working	513	842	151	185	51	56	124	28**	147
Engineering Graduation/Post Graduation	28%	33%	19%	37%	27%	41%	19%	43%	25%
Business Management Graduation/Post Graduation	27%	27%	32%	25%	22%	27%	39%	25%	35%
Commerce Graduation/Post Graduation	20%	20%	26%	15%	12%	13%	13%	14%	14%
Information Technology Graduation/Post Graduation	12%	18%	19%	10%	22%	11%	20%	-	25%
Computer Science Qualifications	10%	16%	16%	9%	14%	7%	13%	11%	16%
Administrative Qualifications	16%	14%	17%	15%	8%	7%	21%	11%	19%
Science Graduation/Post Graduation	14%	13%	9%	9%	10%	14%	7%	4%	16%
Electronics/Electrical Qualifications	9%	11%	7%	12%	10%	9%	8%	11%	9%
Hospitality Qualifications	9%	7%	11%	15%	8%	4%	10%	-	11%
Arts Graduation/Post Graduation	6%	5%	6%	6%	14%	5%	6%	-	9%
Teaching Qualifications	4%	6%	7%	4%	14%	5%	6%	7%	10%
Medical Graduation/Post Graduation	4%	5%	7%	3%	6%	4%	2%	4%	3%
Law Qualifications	2%	4%	4%	3%	6%	-	4%	4%	3%
Psychology, Social Science, Statistics Graduation/Post Graduation	2%	2%	1%	3%	2%	-	3%	7%	5%
Interior or Fashion Design Qualifications	2%	3%	3%	2%	2%	-	2%	-	3%
Flight Training/In Flight Crew Qualifications	2%	2%	1%	2%	4%	2%	1%	-	3%
Others	18%	17%	23%	20%	16%	18%	17%	11%	17%
Don't know/can't say	11%	10%	7%	9%	25%	9%	7%	11%	11%

** Low base. Interpret with caution

Educational and academic qualifications – By country

Q. Which educational and academic qualifications do you look for when hiring new employees? (Please select all that apply)

	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: Working	531	31	105	28**	23**
Engineering Graduation/Post Graduation	31%	26%	28%	25%	13%
Business Management Graduation/Post Graduation	28%	16%	22%	21%	26%
Commerce Graduation/Post Graduation	32%	23%	18%	11%	26%
Information Technology Graduation/Post Graduation	19%	35%	19%	11%	13%
Computer Science Qualifications	17%	16%	25%	14%	13%
Administrative Qualifications	10%	16%	16%	7%	17%
Science Graduation/Post Graduation	17%	16%	18%	11%	9%
Electronics/Electrical Qualifications	9%	16%	17%	14%	-
Hospitality Qualifications	6%	3%	4%	-	-
Arts Graduation/Post Graduation	8%	6%	2%	-	13%
Teaching Qualifications	5%	6%	10%	4%	-
Medical Graduation/Post Graduation	5%	3%	7%	-	-
Law Qualifications	6%	6%	11%	14%	-
Psychology, Social Science, Statistics Graduation/Post Graduation	4%	13%	6%	4%	-
Interior or Fashion Design Qualifications	3%	3%	1%	-	-
Flight Training/In Flight Crew Qualifications	3%	-	5%	-	-
Others	15%	19%	21%	21%	13%
Don't know/can't say	8%	10%	15%	21%	13%

** Low base. Interpret with caution

Educational and academic qualifications – By industry

Q. Which educational and academic qualifications do you look for when hiring new employees? (Please select all that apply)

	Industry									
	Real Estate /Construction	Engineering/ Design	Manufacturing	Other private sector	Consumer Goods /FMCG	IT/ Internet/ E-commerce	Education/ Academia	Hospitality/ Recreation	Banking/ Finance	Healthcare
Base: Working	300	245	217	169	158	153	136	134	129	127
Engineering Graduation/Post Graduation	57%	72%	41%	20%	16%	22%	15%	4%	5%	10%
Business Management Graduation/Post Graduation	26%	8%	22%	27%	39%	17%	24%	22%	46%	21%
Commerce Graduation/Post Graduation	21%	5%	20%	24%	43%	10%	15%	13%	54%	12%
Information Technology Graduation/Post Graduation	11%	9%	14%	14%	10%	64%	21%	4%	23%	10%
Computer Science Qualifications	14%	10%	9%	11%	7%	39%	26%	7%	16%	10%
Administrative Qualifications	16%	7%	11%	17%	13%	6%	19%	14%	18%	20%
Science Graduation/Post Graduation	8%	11%	20%	14%	11%	10%	27%	5%	5%	26%
Electronics/Electrical Qualifications	10%	17%	13%	9%	8%	8%	10%	2%	2%	4%
Hospitality Qualifications	3%	0%	1%	9%	10%	3%	4%	56%	6%	9%
Arts Graduation/Post Graduation	6%	3%	3%	7%	4%	7%	15%	4%	2%	1%
Teaching Qualifications	3%	4%	2%	3%	4%	2%	49%	1%	5%	8%
Medical Graduation/Post Graduation	2%	1%	2%	1%	5%	2%	4%	1%	1%	46%
Law Qualifications	3%	1%	1%	5%	2%	3%	3%	-	5%	2%
Psychology, Social Science, Statistics Graduation/Post Graduation	3%	0%	4%	2%	3%	3%	7%	-	2%	5%
Interior or Fashion Design Qualifications	4%	4%	1%	2%	1%	1%	4%	1%	-	2%
Flight Training/In Flight Crew Qualifications	1%	0%	0%	3%	2%	1%	4%	2%	2%	2%
Others	14%	10%	24%	29%	16%	5%	15%	23%	16%	15%
Don't know/can't say	10%	7%	8%	11%	9%	8%	11%	7%	6%	6%

Educational and academic qualifications – By industry

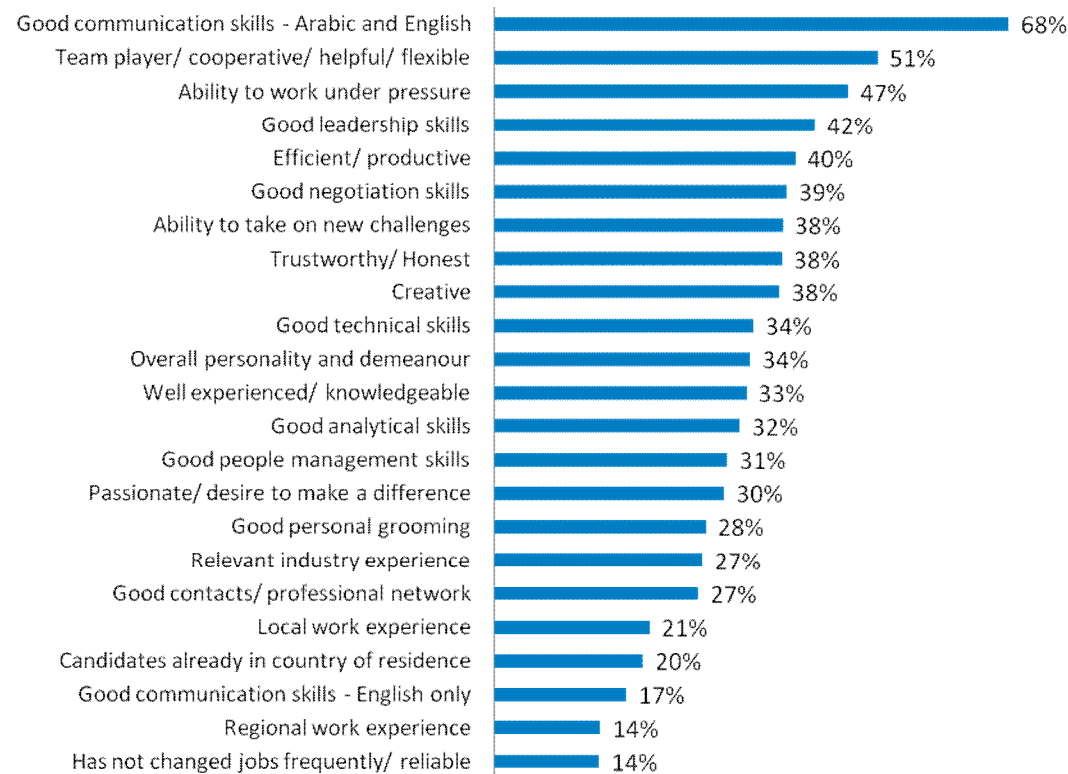
Q. Which educational and academic qualifications do you look for when hiring new employees? (Please select all that apply)

	Industry								
	Oil, Gas and Petrochemicals	Commerce/Trade/ Retail	Advertising / Marketing/ Public Relations	Automotive	Telecommunications	Business Consultancy/ Business Management	Human Resources	Other public sector	Electricity/ Power Generation/ Water
Base: Working	126	121	98	92	88	81	67	63	53
Engineering Graduation/Post Graduation	53%	7%	11%	38%	35%	22%	19%	17%	58%
Business Management Graduation/Post Graduation	17%	40%	39%	34%	32%	59%	49%	29%	11%
Commerce Graduation/Post Graduation	10%	40%	20%	29%	24%	27%	24%	21%	11%
Information Technology Graduation/Post Graduation	10%	13%	16%	15%	36%	14%	30%	14%	17%
Computer Science Qualifications	7%	12%	11%	10%	28%	12%	19%	14%	8%
Administrative Qualifications	8%	19%	13%	17%	6%	20%	33%	14%	9%
Science Graduation/Post Graduation	21%	7%	10%	9%	13%	12%	15%	13%	8%
Electronics/Electrical Qualifications	16%	9%	3%	12%	23%	5%	15%	5%	40%
Hospitality Qualifications	1%	7%	4%	1%	3%	5%	19%	3%	-
Arts Graduation/Post Graduation	-	8%	27%	4%	7%	5%	18%	-	2%
Teaching Qualifications	4%	2%	3%	3%	3%	1%	10%	8%	2%
Medical Graduation/Post Graduation	1%	2%	4%	3%	2%	5%	10%	3%	-
Law Qualifications	5%	7%	3%	1%	3%	5%	7%	11%	2%
Psychology, Social Science, Statistics Graduation/Post Graduation	1%	2%	5%	2%	2%	1%	12%	10%	-
Interior or Fashion Design Qualifications	-	5%	10%	-	1%	1%	6%	3%	-
Flight Training/In Flight Crew Qualifications	2%	1%	2%	1%	3%	1%	4%	-	-
Others	13%	14%	24%	22%	11%	16%	24%	32%	17%
Don't know/can't say	16%	14%	12%	10%	11%	11%	18%	13%	8%

Skills most sought in a candidate

Q. Which of the following skills do you MOST look for in a candidate? (Please select all that apply)

- Good communication skills in Arabic and English (68%) is by far the top skill that employers look for in a candidate. Being a team player and having the ability to work under pressure (51% and 47% respectively) take the spots for second and third top skills.



Skills most sought in a candidate – By country

Q. Which of the following skills do you MOST look for in a candidate?

	GCC						Levant		
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: Working	513	842	151	185	51	56	124	28**	147
Good communication skills - Arabic and English	54%	77%	74%	54%	59%	63%	64%	82%	82%
Team player/ cooperative/ helpful/ flexible	51%	49%	49%	47%	45%	54%	58%	54%	58%
Ability to work under pressure	44%	48%	47%	49%	37%	43%	48%	46%	57%
Good leadership skills	41%	42%	45%	44%	41%	43%	48%	36%	43%
Efficient/ productive	39%	41%	43%	34%	43%	36%	40%	32%	41%
Good negotiation skills	37%	37%	36%	37%	27%	30%	47%	43%	44%
Ability to take on new challenges	36%	39%	41%	39%	35%	38%	34%	29%	38%
Trustworthy/ Honest	39%	38%	42%	39%	33%	39%	44%	46%	37%
Creative	31%	35%	38%	38%	35%	30%	33%	54%	57%
Good technical skills	32%	35%	36%	32%	31%	29%	37%	32%	35%
Overall personality and demeanour	33%	35%	28%	25%	29%	39%	31%	39%	35%
Well experienced/ knowledgeable	36%	34%	38%	43%	27%	43%	34%	21%	37%
Good analytical skills	29%	31%	32%	32%	33%	41%	36%	43%	33%
Good people management skills	31%	31%	32%	32%	27%	25%	28%	36%	35%
Passionate/ desire to make a difference	29%	31%	29%	26%	27%	27%	35%	32%	33%
Good personal grooming	30%	29%	29%	27%	29%	25%	17%	36%	27%
Relevant industry experience	31%	30%	25%	31%	18%	34%	22%	18%	19%
Good contacts/ professional network	26%	27%	29%	27%	18%	16%	31%	32%	31%
Local work experience	23%	23%	31%	21%	14%	20%	17%	32%	22%
Candidates already in country of residence	33%	17%	26%	14%	10%	16%	19%	18%	12%
Good communication skills - English only	34%	14%	17%	35%	37%	30%	5%	4%	7%
Regional work experience	14%	15%	11%	18%	18%	18%	13%	11%	14%
Has not changed jobs frequently/ reliable	17%	14%	13%	11%	14%	9%	15%	7%	24%

*Showing only top skills (higher than 10%) ** Low base. Interpret with caution

Skills most sought in a candidate – By country

Q. Which of the following skills do you MOST look for in a candidate?

	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: Working	531	31	105	28**	23**
Good communication skills - Arabic and English	82%	26%	32%	14%	26%
Team player/ cooperative/ helpful/ flexible	55%	55%	42%	39%	17%
Ability to work under pressure	49%	35%	35%	25%	22%
Good leadership skills	46%	32%	30%	32%	22%
Efficient/ productive	41%	42%	36%	25%	22%
Good negotiation skills	47%	26%	30%	11%	17%
Ability to take on new challenges	44%	32%	25%	32%	22%
Trustworthy/ Honest	37%	35%	38%	21%	22%
Creative	47%	42%	28%	11%	17%
Good technical skills	36%	23%	39%	32%	9%
Overall personality and demeanour	37%	32%	35%	18%	17%
Well experienced/ knowledgeable	28%	16%	18%	21%	22%
Good analytical skills	36%	29%	30%	18%	22%
Good people management skills	32%	26%	26%	11%	17%
Passionate/ desire to make a difference	32%	35%	29%	29%	17%
Good personal grooming	29%	13%	22%	21%	17%
Relevant industry experience	26%	23%	25%	21%	17%
Good contacts/ professional network	30%	19%	17%	14%	17%
Local work experience	16%	10%	7%	14%	22%
Candidates already in country of residence	17%	23%	12%	-	4%
Good communication skills - English only	6%	10%	6%	-	48%
Regional work experience	13%	16%	6%	4%	13%
Has not changed jobs frequently/ reliable	12%	6%	8%	-	4%

*Showing only top skills (higher than 10%) ** Low base. Interpret with caution

Skills most sought in a candidate – By industry

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

	Industry						
	Real Estate/ Construction/ Property Development	Engineering/ Design	Manufacturing	Other private sector	Consumer Goods/ FMCG	IT/ Internet/ E- commerce	Education/ Academia
Base: Working	300	245	217	169	158	153	136
Good communication skills - Arabic and English	69%	62%	60%	69%	68%	69%	65%
Team player/ cooperative/ helpful/ flexible	46%	45%	47%	50%	58%	52%	57%
Ability to work under pressure	46%	44%	48%	49%	48%	40%	42%
Good leadership skills	44%	42%	42%	39%	50%	33%	40%
Efficient/ productive	38%	37%	48%	41%	41%	36%	44%
Good negotiation skills	40%	31%	35%	43%	52%	37%	32%
Ability to take on new challenges	38%	34%	37%	37%	49%	38%	36%
Trustworthy/ Honest	35%	33%	33%	42%	49%	34%	43%
Creative	34%	35%	33%	41%	42%	37%	50%
Good technical skills	39%	44%	42%	28%	26%	44%	34%
Overall personality and demeanour	33%	29%	32%	34%	36%	33%	40%
Well experienced/ knowledgeable	38%	36%	36%	30%	40%	33%	32%
Good analytical skills	30%	29%	34%	29%	44%	37%	32%
Good people management skills	32%	28%	28%	30%	40%	25%	32%
Passionate/ desire to make a difference	23%	23%	29%	25%	39%	27%	40%
Good personal grooming	25%	22%	21%	34%	27%	22%	28%
Relevant industry experience	28%	29%	27%	29%	34%	24%	26%
Good contacts/ professional network	25%	22%	25%	25%	24%	26%	23%
Local work experience	24%	24%	16%	25%	22%	18%	15%
Candidates already in country of residence	22%	19%	14%	22%	28%	18%	18%
Good communication skills - English only	22%	20%	19%	20%	20%	16%	22%
Regional work experience	14%	19%	15%	14%	14%	5%	15%
Has not changed jobs frequently/ reliable	15%	13%	12%	15%	21%	10%	15%

*Showing only top skills (higher than 10%)

Skills most sought in a candidate – By industry

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

	Industry					
	Hospitality/ Recreation/ Entertainment	Banking/ Finance	Healthcare/ Medical services	Oil, Gas and Petrochemicals	Commerce/ Trade/ Retail	Advertising/ Marketing/ Public Relations
Base: Working	134	129	127	126	121	98
Good communication skills - Arabic and English	62%	69%	74%	58%	70%	82%
Team player/ cooperative/ helpful/ flexible	52%	55%	44%	54%	64%	56%
Ability to work under pressure	48%	47%	47%	47%	55%	46%
Good leadership skills	44%	43%	38%	50%	46%	39%
Efficient/ productive	35%	37%	42%	39%	41%	41%
Good negotiation skills	27%	41%	37%	30%	47%	49%
Ability to take on new challenges	47%	35%	36%	46%	44%	36%
Trustworthy/ Honest	43%	38%	38%	37%	42%	36%
Creative	38%	31%	40%	30%	38%	45%
Good technical skills	26%	29%	31%	48%	26%	29%
Overall personality and demeanour	36%	38%	32%	25%	35%	41%
Well experienced/ knowledgeable	36%	33%	33%	41%	30%	24%
Good analytical skills	25%	36%	29%	38%	34%	21%
Good people management skills	34%	27%	32%	30%	41%	26%
Passionate/ desire to make a difference	34%	27%	35%	20%	37%	43%
Good personal grooming	39%	28%	32%	15%	36%	37%
Relevant industry experience	28%	26%	27%	39%	26%	27%
Good contacts/ professional network	24%	33%	32%	21%	25%	41%
Local work experience	21%	22%	12%	21%	27%	18%
Candidates already in country of residence	23%	16%	19%	18%	25%	21%
Good communication skills - English only	25%	15%	11%	21%	15%	13%
Regional work experience	15%	11%	9%	20%	12%	12%
Has not changed jobs frequently/ reliable	16%	12%	10%	11%	16%	10%

*Showing only top skills (higher than 10%)

Skills most sought in a candidate – By industry

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

	Industry					
	Automotive	Telecommunications	Business Consultancy/ Business Management	Human Resources	Other public sector	Electricity/ Power Generation/ Water
Base: Working	92	88	81	67	63	53
Good communication skills - Arabic and English	65%	74%	79%	73%	60%	70%
Team player/ cooperative/ helpful/ flexible	52%	43%	49%	49%	35%	55%
Ability to work under pressure	54%	43%	52%	55%	29%	51%
Good leadership skills	45%	41%	41%	45%	29%	47%
Efficient/ productive	45%	38%	28%	51%	22%	36%
Good negotiation skills	42%	45%	43%	39%	30%	34%
Ability to take on new challenges	39%	31%	37%	45%	19%	38%
Trustworthy/ Honest	39%	33%	38%	52%	24%	30%
Creative	35%	36%	37%	43%	22%	34%
Good technical skills	39%	34%	23%	33%	21%	49%
Overall personality and demeanour	30%	30%	32%	45%	32%	36%
Well experienced/ knowledgeable	32%	25%	28%	31%	21%	36%
Good analytical skills	32%	38%	32%	43%	19%	40%
Good people management skills	33%	20%	23%	43%	14%	36%
Passionate/ desire to make a difference	32%	25%	32%	48%	22%	30%
Good personal grooming	27%	26%	26%	45%	22%	28%
Relevant industry experience	30%	14%	22%	39%	17%	28%
Good contacts/ professional network	26%	30%	38%	31%	22%	28%
Local work experience	24%	11%	19%	24%	16%	23%
Candidates already in country of residence	22%	13%	20%	27%	14%	17%
Good communication skills - English only	17%	13%	14%	13%	6%	17%
Regional work experience	20%	11%	16%	15%	5%	21%
Has not changed jobs frequently/ reliable	11%	9%	14%	19%	13%	9%

*Showing only top skills (higher than 10%)

Experience needed

Q: What type of experience are you ideally looking for? (Please select all that apply)

- Almost 4 in 10 state that they are looking for candidates with managerial skills, while 3 in 10 are searching for those with mid-level experience and with sales and marketing skills.



Experience needed – By country

Q. What experience are you ideally looking for?

	GCC						Levant		
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: Working	513	842	151	185	51	56	124	28**	147
Managerial – ability to manage a team	31%	37%	38%	30%	33%	29%	38%	36%	36%
Administrative	32%	33%	22%	35%	18%	34%	23%	32%	28%
Sales and marketing	30%	30%	30%	23%	31%	23%	27%	36%	31%
Mid-level experience (3 to 7 years)	23%	26%	23%	32%	14%	29%	13%	32%	21%
IT/ computer	15%	23%	17%	13%	22%	13%	19%	21%	21%
Senior level experience (7 to 10 years)	21%	19%	23%	19%	16%	14%	20%	25%	18%
Very senior level experience, Department Head or Director (more than 10 years)	19%	18%	14%	10%	12%	5%	17%	11%	20%
Junior level experience (less than 3 years)	8%	11%	11%	9%	14%	13%	10%	11%	10%
Public speaking/ giving presentations	7%	10%	7%	9%	10%	11%	8%	18%	10%
Secretarial	7%	8%	6%	5%	8%	4%	9%	7%	13%
Research/ market research	9%	9%	13%	10%	4%	2%	4%	18%	5%
Advertising and media	9%	6%	7%	9%	8%	13%	4%	7%	7%
Don't know/ can't say	5%	5%	5%	9%	12%	4%	7%	25%	11%
Writing/ journalism/ PR	5%	3%	5%	6%	8%	5%	7%	4%	3%
Others	3%	3%	3%	4%	6%	7%	6%	7%	5%

** Low base. Interpret with caution

Experience needed – By country

Q. What experience are you ideally looking for?

	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: Working	531	31	105	28**	23**
Managerial – ability to manage a team	40%	42%	38%	36%	35%
Administrative	31%	13%	32%	25%	9%
Sales and marketing	31%	45%	14%	14%	13%
Mid-level experience (3 to 7 years)	19%	13%	20%	25%	30%
IT/ computer	21%	29%	30%	18%	9%
Senior level experience (7 to 10 years)	14%	29%	16%	21%	30%
Very senior level experience, Department Head or Director (more than 10 years)	21%	10%	19%	11%	17%
Junior level experience (less than 3 years)	13%	13%	12%	18%	9%
Public speaking/ giving presentations	11%	19%	12%	11%	4%
Secretarial	8%	16%	10%	7%	-
Research/ market research	6%	10%	8%	7%	-
Advertising and media	7%	6%	13%	7%	9%
Don't know/ can't say	8%	13%	8%	-	-
Writing/ journalism/ PR	3%	6%	3%	4%	17%
Others	5%	6%	7%	7%	-

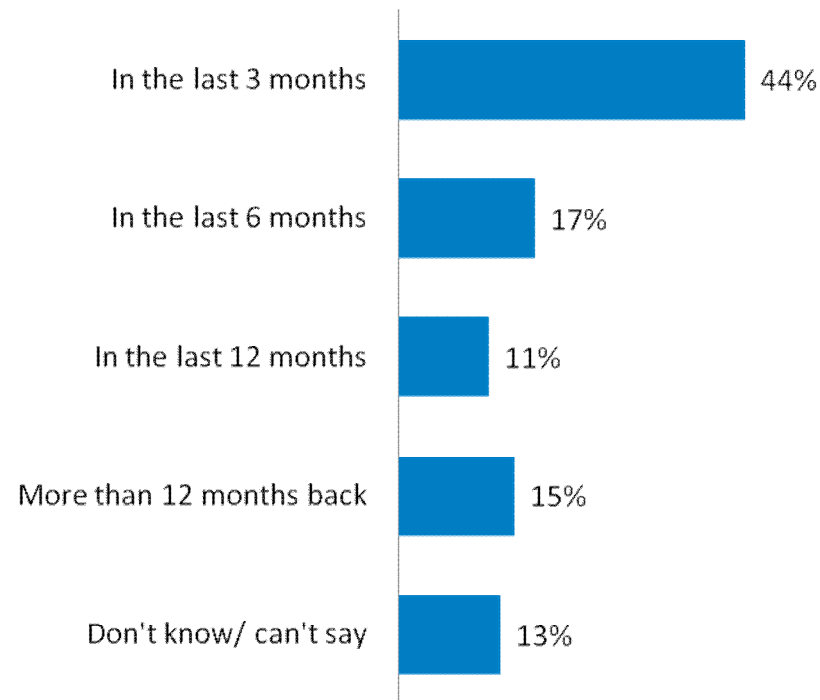
** Low base. Interpret with caution



Last time company hired new employees

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

- 6 in 10 working respondents claim that their company has hired new employees in the last 6 months, with 44% having hired new employees in the last 3 months.



Base: Working (2,815)



Last time company hired new employees – By country

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

	GCC						Levant		
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: Working	513	842	151	185	51	56	124	28**	147
In the last 3 months	46%	41%	53%	41%	35%	36%	42%	36%	50%
In the last 6 months	18%	18%	19%	20%	24%	21%	19%	7%	16%
In the last 12 months	11%	12%	7%	11%	16%	13%	10%	7%	8%
More than 12 months back	14%	17%	9%	13%	8%	18%	15%	36%	11%
Don't know/ Can't say	11%	12%	11%	15%	18%	13%	15%	14%	14%

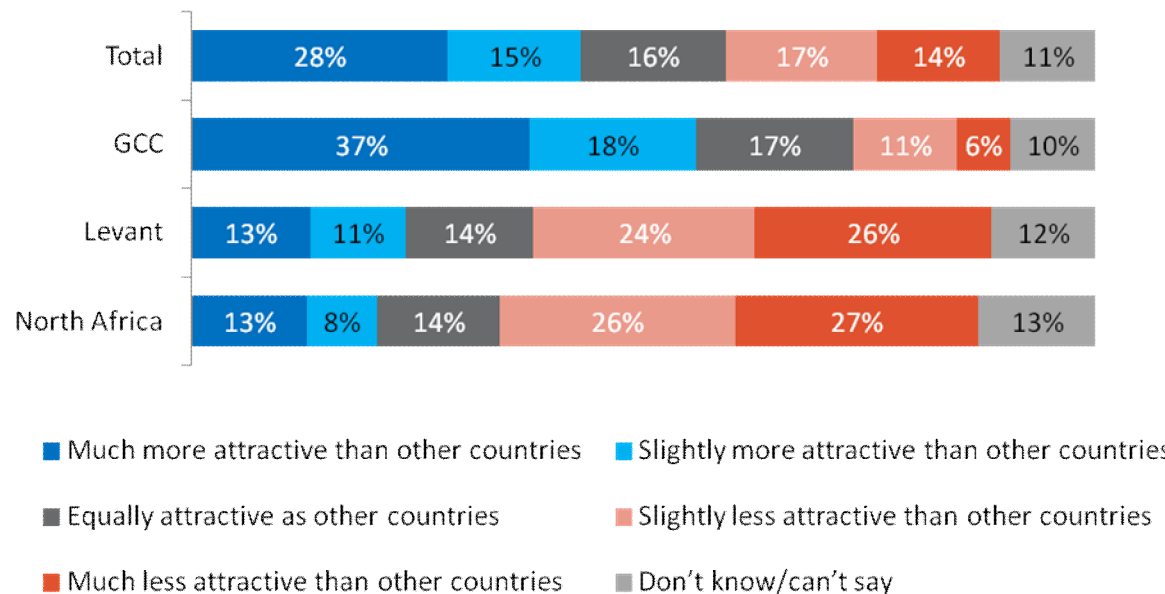
	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: Working	531	31	105	28**	23**
In the last 3 months	48%	29%	34%	32%	32%
In the last 6 months	15%	16%	11%	7%	7%
In the last 12 months	13%	3%	18%	18%	18%
More than 12 months back	13%	13%	14%	14%	14%
Don't know/ Can't say	11%	39%	22%	29%	29%

** Low base. Interpret with caution

Attractiveness of job market in country of residence

Q. How attractive is your country of residence as a job market in comparison to other countries in the Middle East and North Africa?

- 43% believe that their country of residence is more attractive as a job market than other MENA countries, while 31% claim the opposite.
- A much higher proportion of GCC residents (55%) believe that their country of residence is more attractive than other countries, as compared to those living in the Levant (24%) and in North Africa (21%).



Base: All (3,107), GCC (1,940), Levant (352), North Africa (790) Asia (Pakistan) is not presented due to low base

Attractiveness of job market in country of residence – By country

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

	GCC						Levant		
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: All	563	903	156	202	56	60	142	30	180
Much more attractive than other countries	59%	30%	24%	34%	14%	22%	13%	13%	13%
Slightly more attractive than other countries	16%	20%	15%	18%	16%	30%	11%	3%	12%
Equally attractive as other countries	12%	17%	21%	28%	29%	18%	16%	7%	14%
Slightly less attractive than other countries	4%	15%	21%	7%	14%	20%	23%	23%	26%
Much less attractive than other countries	2%	7%	12%	4%	7%	5%	30%	30%	23%
Don't know/can't say	6%	12%	8%	8%	20%	5%	7%	23%	13%

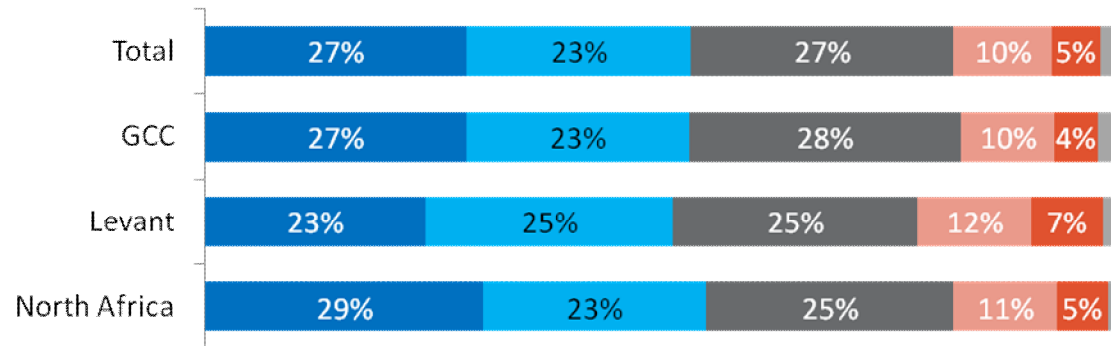
	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: All	579	42	132	37	25**
Much more attractive than other countries	12%	24%	11%	16%	32%
Slightly more attractive than other countries	8%	14%	5%	14%	8%
Equally attractive as other countries	13%	19%	14%	11%	12%
Slightly less attractive than other countries	27%	12%	25%	30%	20%
Much less attractive than other countries	30%	17%	20%	16%	24%
Don't know/can't say	11%	14%	23%	14%	4%

** Low base. Interpret with caution

Attractiveness of industry as potential employer

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

- Half of working respondents believe that their industry is more attractive as a potential employer in comparison to other industries.
- There seems to be no major difference between areas when it come to attractiveness of industry (GCC 50%, Levant 48% and North Africa 52%).



- 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 (2,815), GCC (1,798), Levant (299), North Africa (695)

Attractiveness of industry as potential employer – By country

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

	GCC						Levant		
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: Working	513	842	151	185	51	56	124	28**	147
Much more attractive than other businesses	30%	26%	23%	31%	14%	11%	20%	29%	24%
Slightly more attractive than other businesses	23%	24%	19%	22%	27%	25%	29%	36%	20%
Equally attractive as other businesses	28%	25%	32%	29%	31%	46%	20%	21%	30%
Slightly less attractive than other businesses	8%	11%	9%	10%	6%	9%	15%	-	11%
Much less attractive than other businesses	3%	5%	5%	3%	8%	4%	8%	4%	7%
Don't know/can't say	7%	9%	11%	5%	14%	5%	7%	11%	7%

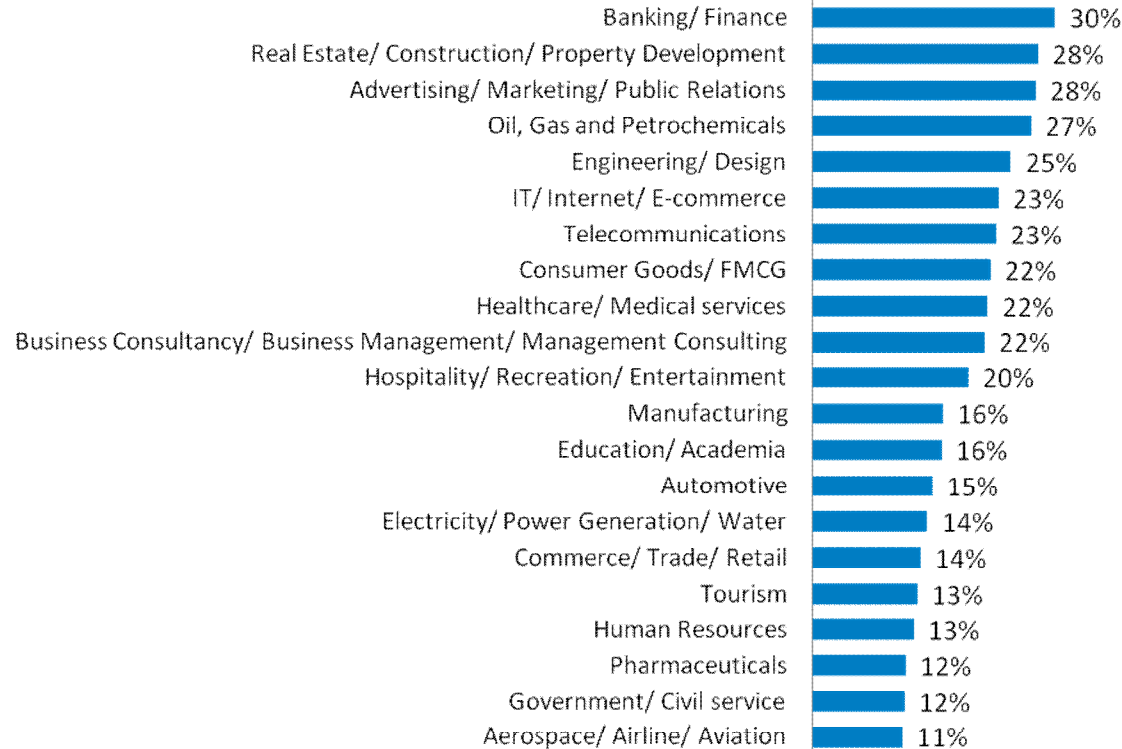
	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: Working	531	31	105	28**	23**
Much more attractive than other businesses	30%	26%	26%	21%	22%
Slightly more attractive than other businesses	24%	16%	19%	25%	17%
Equally attractive as other businesses	27%	23%	21%	25%	17%
Slightly less attractive than other businesses	10%	16%	11%	18%	17%
Much less attractive than other businesses	5%	6%	8%	4%	13%
Don't know/can't say	5%	13%	15%	7%	13%

** Low base. Interpret with caution

Industries attracting/retaining top talent

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

- Banking/Finance (30%) emerges as the industry that attracts top talent and it is significantly higher in the Levant (40%).
- Engineering/ Design is significantly higher in the GCC (27%), while Manufacturing (22%), Automotive (19%) and Pharmaceuticals (17%) are higher in North Africa.



Base: All (3,107) *showing only top industries (higher than 10%)

Industries attracting/retaining top talent – By country

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

	GCC						Levant		
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: All	563	903	156	202	56	60	142	30	180
Banking/ Finance	31%	26%	33%	21%	30%	25%	50%	20%	35%
Real Estate/ Construction/ Property Development	36%	21%	30%	37%	27%	33%	28%	30%	21%
Advertising/ Marketing/ Public Relations	31%	24%	22%	18%	21%	22%	42%	23%	33%
Oil, Gas and Petrochemicals	29%	28%	35%	35%	16%	43%	8%	10%	6%
Engineering/ Design	30%	25%	19%	32%	20%	33%	19%	20%	18%
IT/ Internet/ E-commerce	22%	25%	17%	14%	20%	18%	30%	13%	29%
Telecommunications	19%	22%	15%	13%	27%	17%	27%	20%	25%
Consumer Goods/ FMCG	25%	22%	16%	12%	20%	25%	25%	20%	19%
Healthcare/ Medical services	29%	23%	26%	20%	21%	22%	24%	17%	22%
Business Consultancy/ Business Management/ Management Consulting	24%	21%	19%	21%	18%	28%	33%	10%	24%
Hospitality/ Recreation/ Entertainment	31%	17%	22%	24%	23%	15%	25%	7%	16%
Manufacturing	14%	18%	8%	9%	11%	17%	8%	20%	12%
Education/ Academia	18%	14%	12%	14%	14%	18%	18%	27%	26%
Automotive	15%	13%	18%	15%	20%	17%	7%	17%	9%
Electricity/ Power Generation/ Water	14%	17%	12%	11%	11%	12%	9%	13%	8%
Commerce/ Trade/ Retail	15%	14%	11%	11%	7%	10%	18%	17%	11%
Tourism	23%	7%	3%	9%	13%	17%	17%	7%	15%
Human Resources	12%	14%	15%	9%	5%	12%	11%	10%	15%
Pharmaceuticals	12%	10%	6%	3%	7%	3%	16%	7%	9%
Government/ Civil service	16%	11%	8%	8%	16%	27%	10%	13%	13%
Aerospace/ Airline/ Aviation	18%	10%	8%	10%	16%	12%	4%	-	8%

*showing only top industries (higher than 10%)

Industries attracting/retaining top talent – By country

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

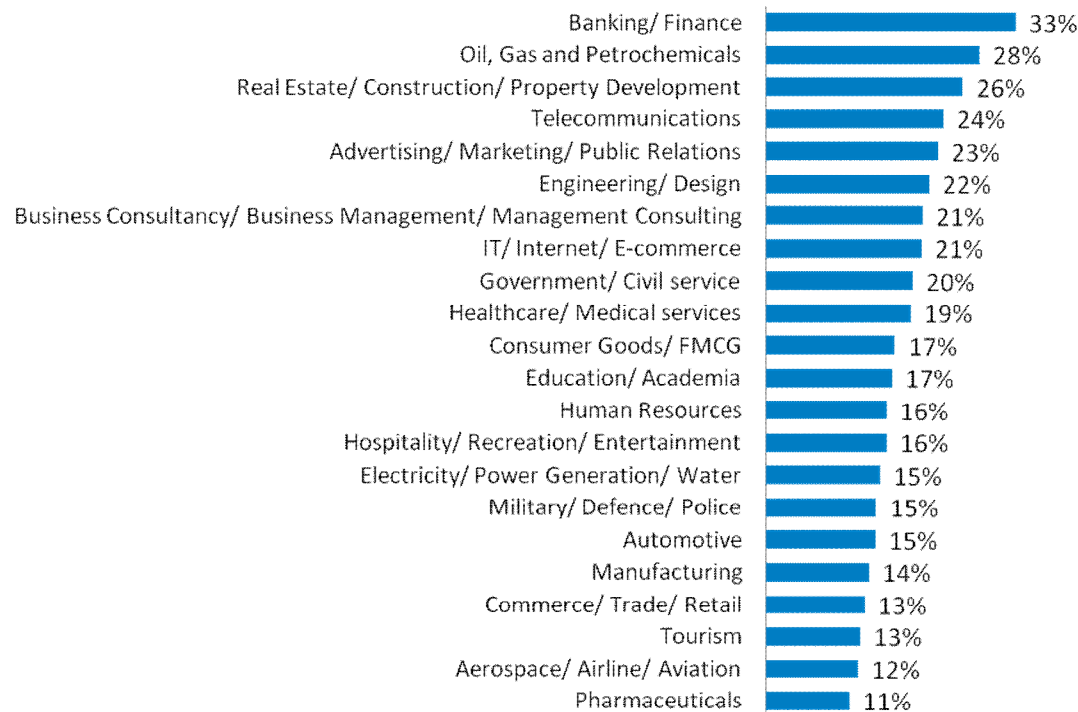
	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: All	579	42	132	37	25**
Banking/ Finance	36%	45%	20%	22%	28%
Real Estate/ Construction/ Property Development	31%	43%	23%	24%	32%
Advertising/ Marketing/ Public Relations	33%	45%	19%	35%	32%
Oil, Gas and Petrochemicals	30%	10%	44%	22%	12%
Engineering/ Design	24%	21%	17%	22%	8%
IT/ Internet/ E-commerce	25%	26%	23%	30%	12%
Telecommunications	30%	40%	30%	24%	24%
Consumer Goods/ FMCG	24%	31%	25%	19%	28%
Healthcare/ Medical services	17%	10%	14%	22%	12%
Business Consultancy/ Business Management/ Management Consulting	20%	33%	11%	24%	12%
Hospitality/ Recreation/ Entertainment	12%	26%	12%	16%	24%
Manufacturing	21%	21%	24%	30%	20%
Education/ Academia	14%	26%	19%	22%	12%
Automotive	18%	33%	23%	14%	16%
Electricity/ Power Generation/ Water	16%	14%	18%	16%	24%
Commerce/ Trade/ Retail	12%	31%	18%	11%	8%
Tourism	12%	45%	15%	30%	4%
Human Resources	13%	19%	11%	14%	12%
Pharmaceuticals	18%	12%	17%	14%	4%
Government/ Civil service	8%	10%	8%	16%	12%
Aerospace/ Airline/ Aviation	10%	21%	13%	16%	12%

*showing only top industries (higher than 10%) ** Low base. Interpret with caution

Industries attracting/retaining top national talent

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

- Banking/Finance (33%) and Oil, Gas and Petrochemicals (28%) emerge as the industries that attract top national talent.
- Government/ Civil service (25%), Aerospace/ Airline/ Aviation (14%), Human Resources (18%) and Electricity/ Power Generation/ Water (17%) are significantly higher in the GCC.



Base: All (3,107) *showing only top industries (higher than 10%)

Industries attracting/retaining top national talent – By country

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

	GCC						Levant		
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: All	563	903	156	202	56	60	142	30	180
Banking/ Finance	35%	34%	32%	26%	39%	35%	47%	23%	36%
Oil, Gas and Petrochemicals	28%	34%	33%	34%	23%	32%	5%	7%	8%
Real Estate/ Construction/ Property Development	30%	25%	19%	32%	25%	23%	25%	27%	16%
Telecommunications	21%	26%	15%	12%	34%	13%	23%	20%	25%
Advertising/ Marketing/ Public Relations	21%	19%	15%	16%	30%	12%	42%	13%	29%
Engineering/ Design	22%	21%	19%	27%	23%	22%	23%	27%	23%
Business Consultancy/ Business Management/ Management Consulting	21%	20%	18%	18%	25%	23%	34%	17%	28%
IT/ Internet/ E-commerce	17%	21%	15%	10%	27%	17%	25%	10%	27%
Government/ Civil service	33%	22%	22%	20%	21%	23%	17%	13%	14%
Healthcare/ Medical services	23%	22%	18%	20%	18%	15%	23%	13%	16%
Consumer Goods/ FMCG	15%	17%	13%	9%	20%	13%	21%	10%	16%
Education/ Academia	19%	16%	13%	12%	11%	20%	24%	30%	26%
Human Resources	16%	23%	12%	9%	16%	20%	10%	10%	14%
Hospitality/ Recreation/ Entertainment	21%	13%	20%	20%	23%	17%	30%	7%	13%
Electricity/ Power Generation/ Water	18%	18%	13%	15%	7%	8%	11%	13%	11%
Military/ Defence/ Police	19%	16%	12%	9%	13%	18%	11%	7%	11%
Automotive	12%	14%	13%	14%	18%	20%	11%	3%	11%
Manufacturing	10%	15%	8%	5%	9%	17%	12%	20%	14%
Commerce/ Trade/ Retail	13%	14%	10%	9%	14%	10%	17%	20%	12%
Tourism	18%	9%	3%	8%	11%	17%	22%	3%	11%
Aerospace/ Airline/ Aviation	18%	13%	13%	11%	14%	13%	5%	-	7%
Pharmaceuticals	8%	10%	6%	6%	5%	5%	14%	3%	12%

*showing only top industries (higher than 10%)

Industries attracting/retaining top national talent – By country

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

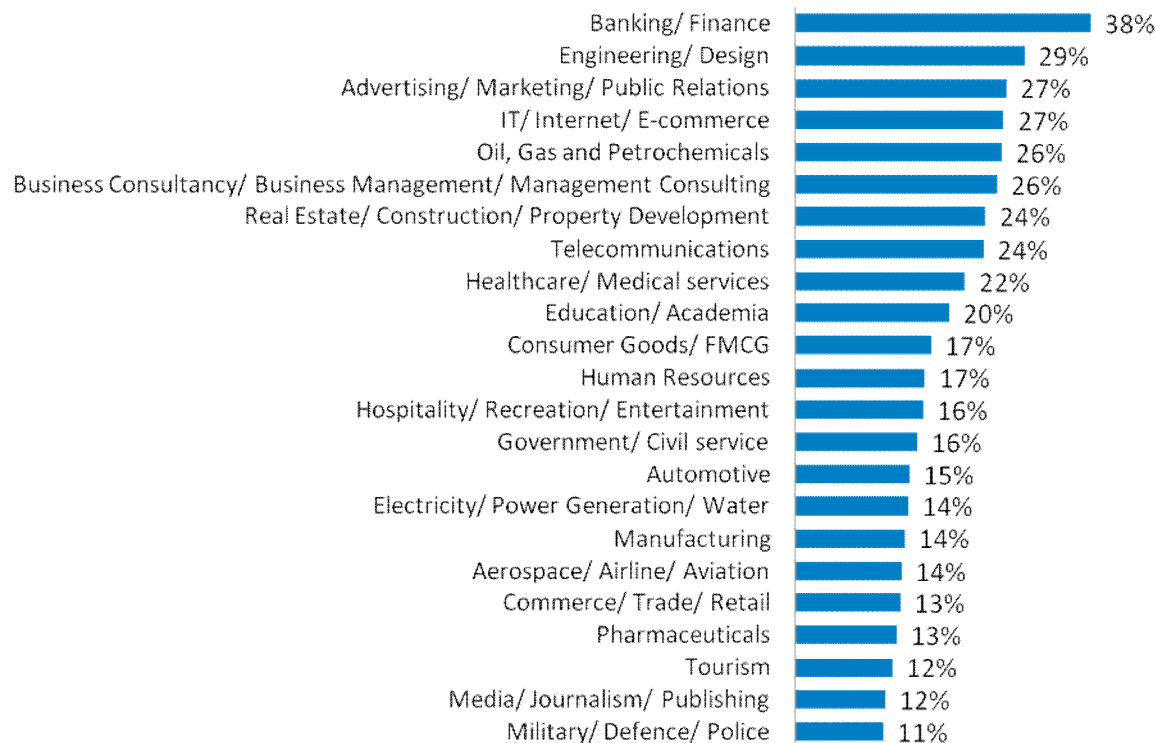
	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: All	579	42	132	37	25**
Banking/ Finance	32%	33%	17%	27%	32%
Oil, Gas and Petrochemicals	29%	10%	45%	22%	12%
Real Estate/ Construction/ Property Development	30%	24%	21%	22%	28%
Telecommunications	29%	33%	20%	30%	24%
Advertising/ Marketing/ Public Relations	27%	55%	17%	30%	24%
Engineering/ Design	23%	19%	14%	16%	16%
Business Consultancy/ Business Management/ Management Consulting	20%	31%	9%	22%	20%
IT/ Internet/ E-commerce	23%	31%	25%	27%	16%
Government/ Civil service	8%	10%	11%	5%	12%
Healthcare/ Medical services	13%	14%	13%	24%	20%
Consumer Goods/ FMCG	21%	29%	20%	19%	28%
Education/ Academia	13%	14%	18%	19%	24%
Human Resources	14%	17%	9%	5%	16%
Hospitality/ Recreation/ Entertainment	11%	24%	11%	8%	20%
Electricity/ Power Generation/ Water	12%	24%	15%	11%	24%
Military/ Defence/ Police	13%	14%	23%	11%	8%
Automotive	17%	36%	25%	16%	12%
Manufacturing	19%	17%	17%	32%	12%
Commerce/ Trade/ Retail	11%	31%	15%	16%	16%
Tourism	11%	48%	17%	30%	8%
Aerospace/ Airline/ Aviation	9%	24%	15%	16%	12%
Pharmaceuticals	19%	14%	17%	8%	16%

*showing only top industries (higher than 10%) ** Low base. Interpret with caution

Industries attracting/retaining top graduate talent

Q. Which industries would you say are attracting/ retaining top graduate talent in your country of residence today? (Please select all that apply)

- Banking/Finance (38%) arises as the industry that attracts top graduate talent (significantly higher in the Levant: 48%).
- Government/ Civil service is significantly higher in the GCC (19%), while Automotive (20%) and Manufacturing (17%) in North Africa.



Base: All (3,107) *showing only top industries (higher than 10%)

Industries attracting/retaining top graduate talent – By country

Q. Which industries would you say are attracting/ retaining top graduate talent in your country of residence today? (Please select all that apply)

	GCC						Levant		
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: All	563	903	156	202	56	60	142	30	180
Banking/ Finance	42%	34%	42%	31%	45%	27%	56%	27%	45%
Engineering/ Design	34%	28%	30%	31%	32%	32%	26%	33%	33%
Advertising/ Marketing/ Public Relations	30%	23%	22%	19%	27%	10%	41%	27%	29%
IT/ Internet/ E-commerce	27%	28%	26%	16%	21%	15%	32%	13%	34%
Oil, Gas and Petrochemicals	26%	29%	31%	34%	23%	35%	7%	23%	7%
Business Consultancy/ Business Management/ Management Consulting	30%	23%	24%	23%	30%	30%	42%	23%	32%
Real Estate/ Construction/ Property Development	32%	20%	21%	32%	13%	22%	27%	27%	13%
Telecommunications	22%	22%	15%	12%	27%	15%	32%	30%	28%
Healthcare/ Medical services	27%	24%	19%	23%	25%	15%	24%	17%	21%
Education/ Academia	22%	19%	17%	15%	13%	22%	22%	27%	32%
Consumer Goods/ FMCG	19%	17%	10%	13%	14%	17%	18%	13%	16%
Human Resources	18%	20%	18%	13%	18%	13%	17%	7%	16%
Hospitality/ Recreation/ Entertainment	25%	14%	17%	22%	21%	13%	23%	10%	16%
Government/ Civil service	22%	17%	16%	16%	18%	32%	12%	23%	11%
Automotive	13%	14%	13%	11%	13%	13%	8%	13%	11%
Electricity/ Power Generation/ Water	14%	17%	14%	17%	7%	17%	9%	30%	12%
Manufacturing	11%	17%	6%	7%	7%	18%	8%	13%	12%
Aerospace/ Airline/ Aviation	18%	13%	13%	15%	13%	17%	6%	-	7%
Commerce/ Trade/ Retail	15%	13%	10%	10%	18%	8%	13%	10%	10%
Pharmaceuticals	12%	11%	10%	7%	5%	8%	16%	13%	14%
Tourism	21%	8%	3%	12%	11%	13%	16%	10%	14%
Media/ Journalism/ Publishing	15%	9%	9%	9%	11%	7%	14%	3%	10%
Military/ Defence/ Police	12%	11%	8%	6%	11%	15%	8%	13%	10%

*showing only top industries (higher than 10%)

Industries attracting/retaining top graduate talent – By country

Q. Which industries would you say are attracting/ retaining top graduate talent in your country of residence today? (Please select all that apply)

	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: All	579	42	132	37	25**
Banking/ Finance	39%	45%	27%	30%	24%
Engineering/ Design	29%	31%	17%	19%	16%
Advertising/ Marketing/ Public Relations	31%	55%	23%	24%	32%
IT/ Internet/ E-commerce	26%	29%	29%	32%	16%
Oil, Gas and Petrochemicals	28%	5%	41%	19%	12%
Business Consultancy/ Business Management/ Management Consulting	21%	45%	16%	32%	24%
Real Estate/ Construction/ Property Development	27%	19%	21%	8%	24%
Telecommunications	31%	36%	27%	27%	20%
Healthcare/ Medical services	13%	24%	22%	19%	16%
Education/ Academia	15%	24%	29%	14%	12%
Consumer Goods/ FMCG	20%	14%	17%	19%	20%
Human Resources	13%	21%	12%	8%	16%
Hospitality/ Recreation/ Entertainment	10%	14%	9%	11%	12%
Government/ Civil service	8%	12%	17%	5%	4%
Automotive	20%	33%	20%	19%	16%
Electricity/ Power Generation/ Water	12%	14%	17%	11%	20%
Manufacturing	17%	26%	14%	24%	12%
Aerospace/ Airline/ Aviation	12%	24%	16%	24%	8%
Commerce/ Trade/ Retail	14%	26%	20%	5%	20%
Pharmaceuticals	19%	12%	19%	8%	16%
Tourism	11%	36%	14%	16%	8%
Media/ Journalism/ Publishing	15%	14%	11%	5%	12%
Military/ Defence/ Police	12%	12%	23%	11%	12%

*showing only top industries (higher than 10%)

Industries attracting/retaining top female talent

Q. Which industries would you say are attracting/ retaining top female talent in your country of residence today? (Please select all that apply)

- Advertising/Marketing/Public Relations (42%) and Banking/Finance (41%) seem to be the industries that attract top female talent.
- Advertising/Marketing/Public Relations is significantly lower in the GCC (38%) as compared to other regions.



Base: All (3,107) *showing only top industries (higher than 10%)

Industries attracting/retaining top female talent – By country

Q. Which industries would you say are attracting/ retaining top female talent in your country of residence today? (Please select all that apply)

	GCC						Levant		
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Syria	Jordan
Base: All	563	903	156	202	56	60	142	30	180
Advertising/ Marketing/ Public Relations	45%	36%	40%	33%	34%	25%	58%	30%	41%
Banking/ Finance	41%	37%	40%	37%	43%	38%	58%	23%	52%
Healthcare/ Medical services	38%	41%	31%	31%	41%	23%	32%	33%	34%
Education/ Academia	34%	35%	27%	26%	25%	27%	43%	27%	48%
Hospitality/ Recreation/ Entertainment	36%	22%	28%	31%	32%	18%	36%	17%	27%
Human Resources	33%	26%	22%	22%	32%	20%	32%	20%	29%
Media/ Journalism/ Publishing	25%	17%	16%	15%	25%	12%	37%	13%	21%
Tourism	30%	14%	6%	24%	20%	10%	33%	17%	23%
Telecommunications	20%	18%	13%	14%	23%	17%	18%	17%	23%
Business Consultancy/ Business Management/ Management Consulting	22%	17%	19%	20%	18%	17%	29%	10%	24%
Pharmaceuticals	15%	12%	9%	7%	13%	7%	24%	20%	28%
IT/ Internet/ E-commerce	15%	17%	8%	9%	13%	13%	13%	7%	18%
Government/ Civil service	19%	12%	21%	16%	18%	35%	9%	10%	18%
Charity/ Voluntary sector	15%	14%	9%	8%	7%	7%	21%	27%	18%
Consumer Goods/ FMCG	18%	15%	8%	12%	11%	15%	13%	7%	10%
Domestic Services	14%	16%	11%	13%	5%	15%	8%	20%	10%
Aerospace/ Airline/ Aviation	18%	8%	9%	15%	11%	13%	9%	3%	16%
Real Estate/ Construction/ Property Development	21%	7%	12%	19%	14%	13%	17%	13%	5%
Engineering/ Design	14%	10%	10%	14%	13%	7%	13%	13%	22%
Market Research	14%	11%	8%	9%	14%	7%	13%	10%	12%
Commerce/ Trade/ Retail	14%	10%	8%	11%	13%	10%	8%	23%	8%

*showing only top industries (higher than 10%)

Industries attracting/retaining top female talent – By country

Q. Which industries would you say are attracting/ retaining top female talent in your country of residence today? (Please select all that apply)

	North Africa				Asia
	Egypt	Morocco	Algeria	Tunisia	Pakistan
Base: All	579	42	132	37	25**
Advertising/ Marketing/ Public Relations	50%	50%	42%	32%	24%
Banking/ Finance	43%	33%	34%	35%	44%
Healthcare/ Medical services	27%	31%	48%	30%	32%
Education/ Academia	26%	38%	52%	24%	28%
Hospitality/ Recreation/ Entertainment	31%	36%	27%	35%	16%
Human Resources	31%	14%	27%	8%	20%
Media/ Journalism/ Publishing	32%	19%	31%	19%	20%
Tourism	25%	48%	26%	30%	8%
Telecommunications	24%	40%	31%	30%	16%
Business Consultancy/ Business Management/ Management Consulting	17%	36%	20%	24%	28%
Pharmaceuticals	19%	24%	24%	8%	16%
IT/ Internet/ E-commerce	12%	24%	14%	24%	8%
Government/ Civil service	8%	7%	22%	8%	4%
Charity/ Voluntary sector	16%	12%	14%	19%	4%
Consumer Goods/ FMCG	12%	12%	17%	11%	12%
Domestic Services	12%	24%	17%	14%	8%
Aerospace/ Airline/ Aviation	15%	24%	13%	11%	8%
Real Estate/ Construction/ Property Development	14%	12%	8%	14%	8%
Engineering/ Design	11%	24%	11%	14%	16%
Market Research	16%	7%	6%	11%	4%
Commerce/ Trade/ Retail	11%	24%	14%	5%	4%

*showing only top industries (higher than 10%)

Thank You

