

The Bayt.com Middle East Job Index Survey

January 2018





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.



Section 1

RESEARCH FINDINGS



Key findings (1/3)

- North Africa & Egypt (73%) and GCC (74%) regions show a higher intention of hiring in the next 3 months while for Levant, 7 in 10 state the same
- For overall Private Sectors, hiring trend in the next 3 months look presumably high with top industries being Consumer Goods/ FMCG, Telecommunications, Oil, Gas and petrochemicals, Human resources, Real Estate/ Construction/ Property Development, banking/finance and engineering/design.
- While focusing on the next year across regions we can observe a higher trend for hiring with the Private sector again leading
- Intention to hire in a year's time is somewhat higher in GCC & Levant (87%), followed by North Africa (84%).
- Business Consultancy/Business Management, Consumer Goods/FMCG, Hospitality/ Recreation/ Entertainment, banking/finance, Commerce/ Trade/ Retail, Telecommunications and Human resources emerge as the top industries claiming to hire most over the coming year
- Around 5 in 10 companies that plan to hire in the next 3 months will be hiring for a maximum of 5 jobs.
- Majority of companies will be hiring mid-career and junior positions, with maximum requirement emerging for Junior Executive across regions. Only a few of them are hiring for top management.
- Accountant (23%) and Sales Manager (17%) emerge as top roles most looked out for overall



Key findings (2/3)

- Business Management (30%) and Commerce (26%) are most sought-after academic qualifications amongst employers in the MENA region.
- Top industries hiring for BM degree are Business Consultancy/ Business Management/ Management Consulting, banking/finance and Advertising/ Marketing/ Public Relations, while top employers for Commerce degrees emerge as Automotive, Real Estate/Construction and Engg. Design
- Good communication skills in Arabic and English (59%) emerges as the top skill that employers look for in a candidate. Being a team player (50%) and having the ability to work under pressure (46%) follow close behind.
- Industries like Media/ Journalism/ Publishing, Human Resources, Telecommunications, Education and Healthcare are observed to give a lot of importance to good Arabic & English communication skills while being a team player and working well under pressure are a requisite across all industries
- Nearly 4 in 10 state that they are looking for candidates with managerial skills, while 35% are searching for those with sales and marketing skills and a third want mid-level experience. This trend remains fairly consistent across regions as well
- Over 5 in 10 working respondents claim that their company has hired new employees in the last 6 months, with 55% having hired new employees in the last 3 months.
- Overall GCC shows the maximum number of hires for the last year

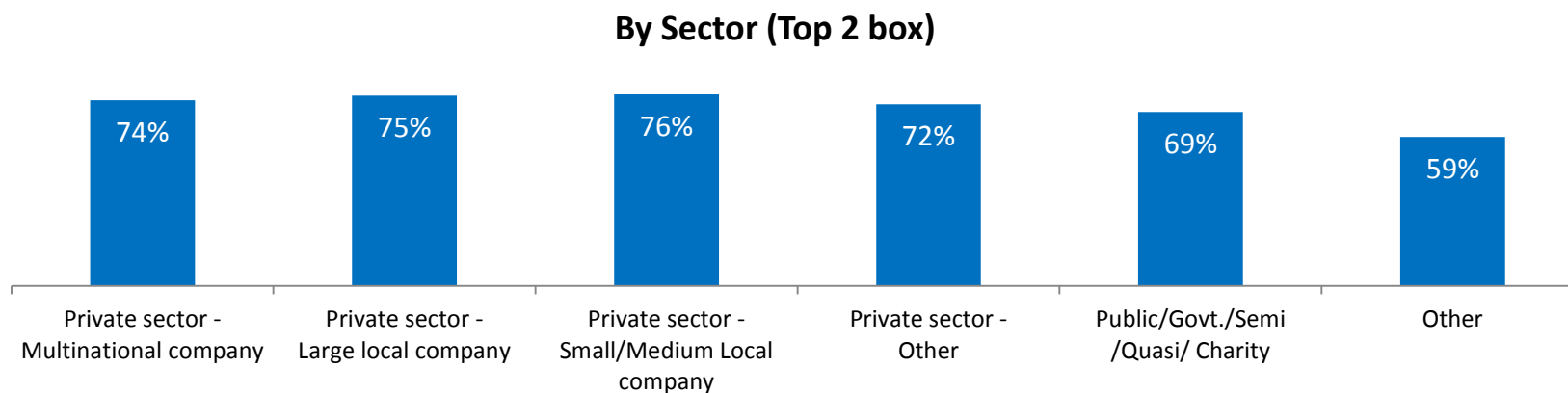
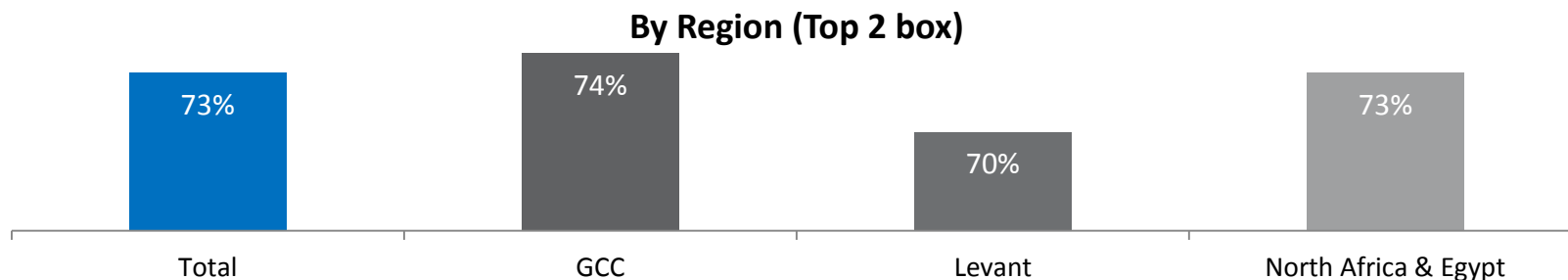


Key findings (3/3)

- 44% believe that their country of residence is much/slightly more attractive as a job market than other MENA countries
- A higher proportion of GCC residents (60%) believe that their country of residence is more attractive than other countries, as compared to those living in Levant (34%) and North Africa & Egypt (26%).
- Just less than 6 in 10 of the 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 GCC (57%) and Levant (57%) with regards to the attractiveness of own industry, while North Africa & Egypt (41%)
- Advertising/Marketing (34%) emerges as the industry that attracts top talent.
- Overall, Banking/Finance emerges as the main industry attracting national talent and fresh graduate talent while advertising/marketing is main for female talent.

Hiring in the next three months

- North Africa & Egypt (73%) and GCC (74%) regions show a higher intention of hiring in the next 3 months while for Levant, 7 in 10 state the same



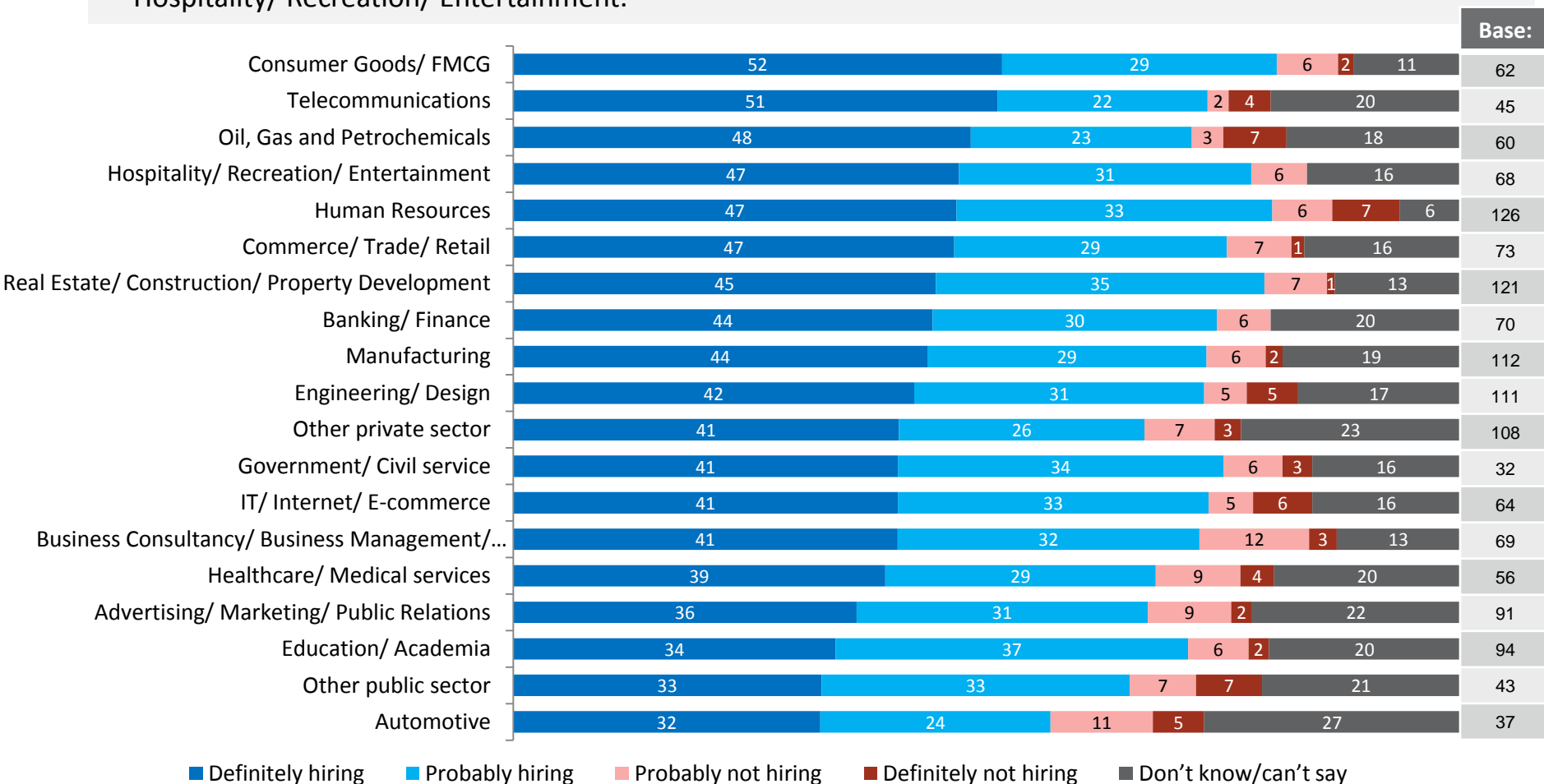
Top 2 box (%Definitely hiring + %Probably hiring)

Base: Working (1883), GCC (803), Levant (768), North Africa (290), Others (22)

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?

Hiring in the next three months – By industry

- For overall Private Sectors, hiring trend in the next 3 months look presumably high with top industries being Consumer Goods/ FMCG, Real Estate/ Construction/ Property Development, Human resources, and Hospitality/ Recreation/ Entertainment.



*Showing only top industries (with base > 30)

Base: Working (1883), GCC (803), Levant (768), North Africa (290), Others (22)

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?

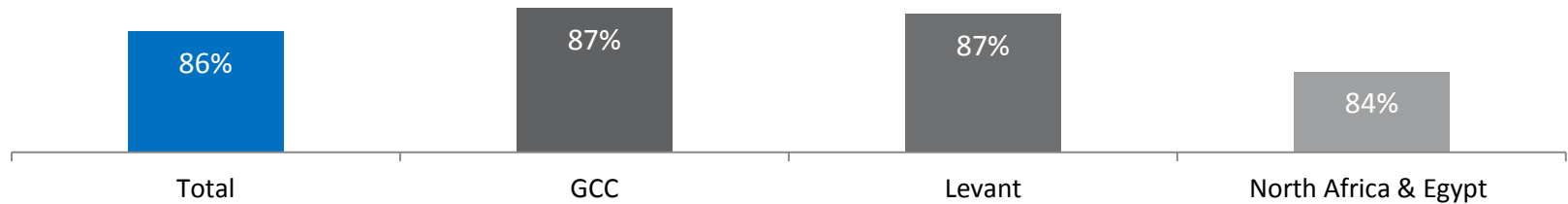
All figures are %



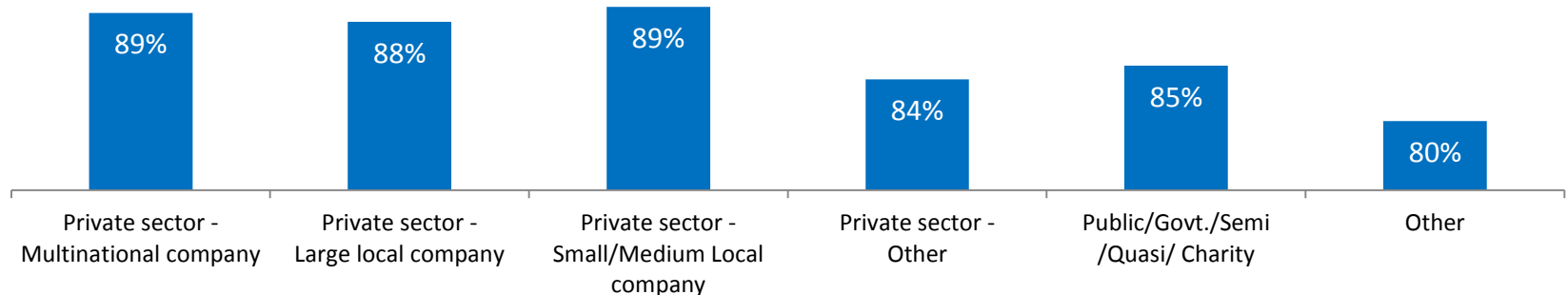
Hiring in the next year

- While focusing on the next year, across regions we can observe a higher trend for hiring with the Private sector again leading
- Intention to hire in a year's time is somewhat higher in GCC & Levant (87%), followed by North Africa (84%).

By Region (Top 2 box)



By Sector (Top 2 box)



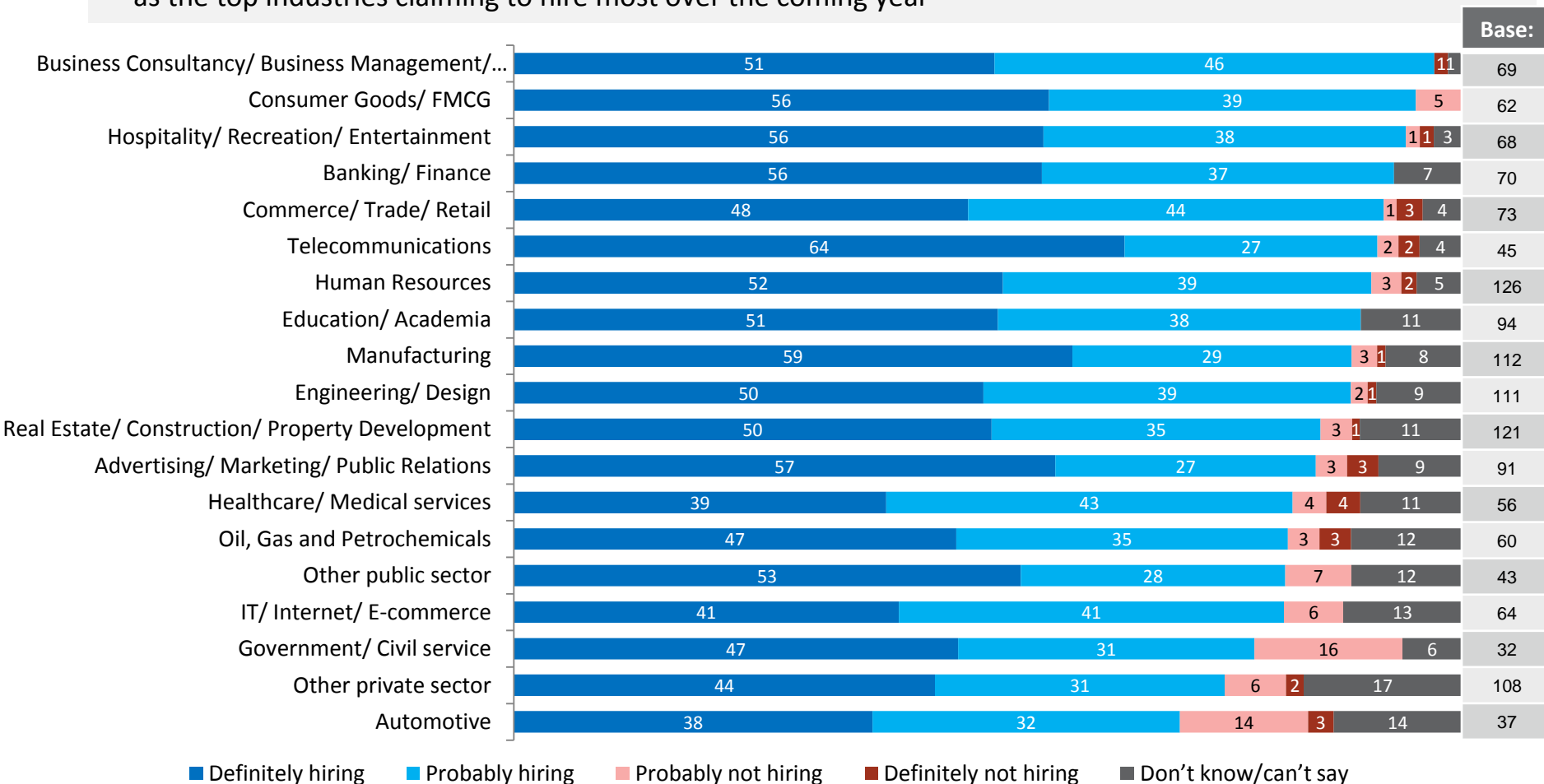
Top 2 box (%Definitely hiring + %Probably hiring)

Base: Working (1883), GCC (803), Levant (768), North Africa (290), Others (22)

Q. Will you be hiring in the next 1 year either for your organization or for your clients if you are in the recruitment field?

Hiring in the next year – By industry

- Business Consultancy/Business Management, Consumer Goods/FMCG, Hospitality/ Recreation/ Entertainment, banking/finance, Commerce/ Trade/ Retail, Telecommunications and Human resources emerge as the top industries claiming to hire most over the coming year



*Showing only top industries (with base > 30)

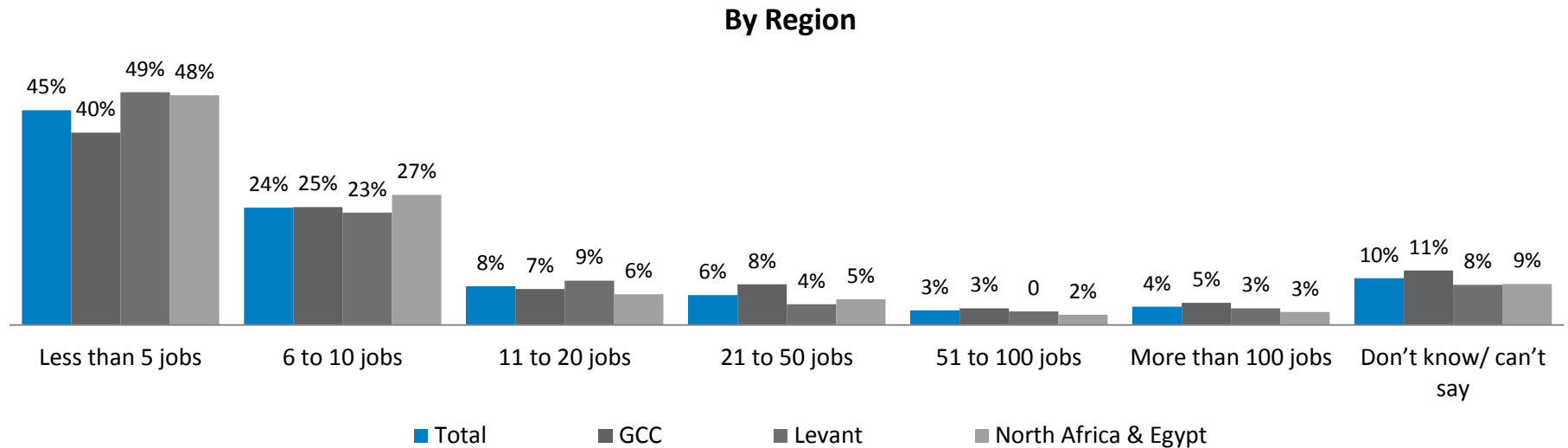
Base: Working (1883), GCC (803), Levant (768), North Africa (290), Others (22)

Q. Will you be hiring in the next 1 year either for your organization or for your clients if you are in the recruitment field?

All figures are %

Approximate number of jobs hiring for

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



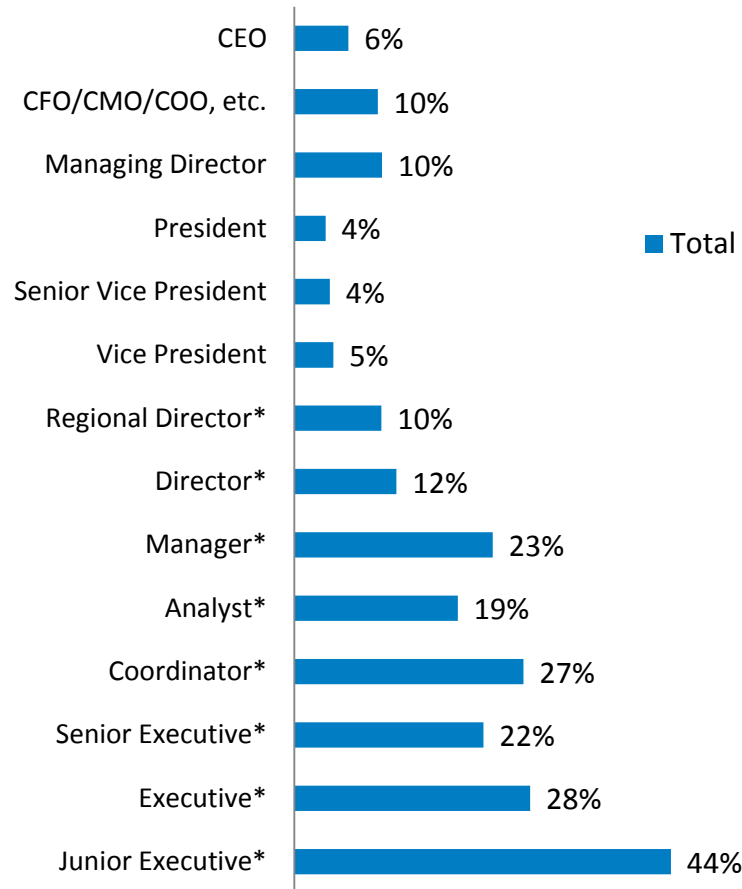
Base: Those hiring in next 3 months (1641)

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

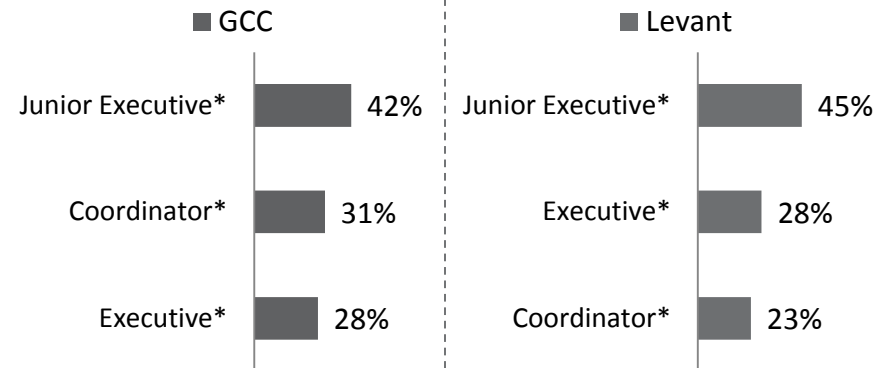


Positions hiring for

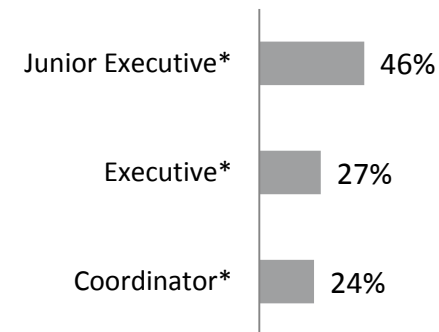
- Majority of companies will be hiring mid-career and junior positions, with maximum requirement emerging for Junior Executive across regions. Only a few of them are hiring for top management.



Top 3 career levels by region



North Africa & Egypt



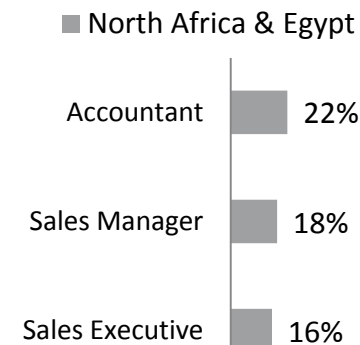
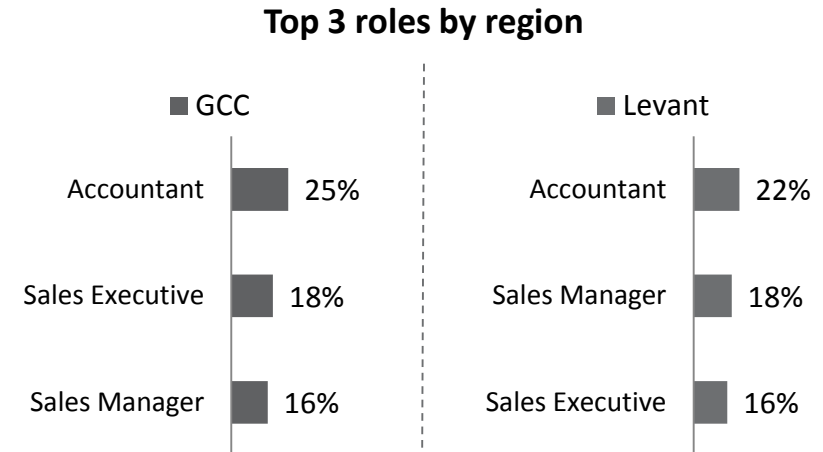
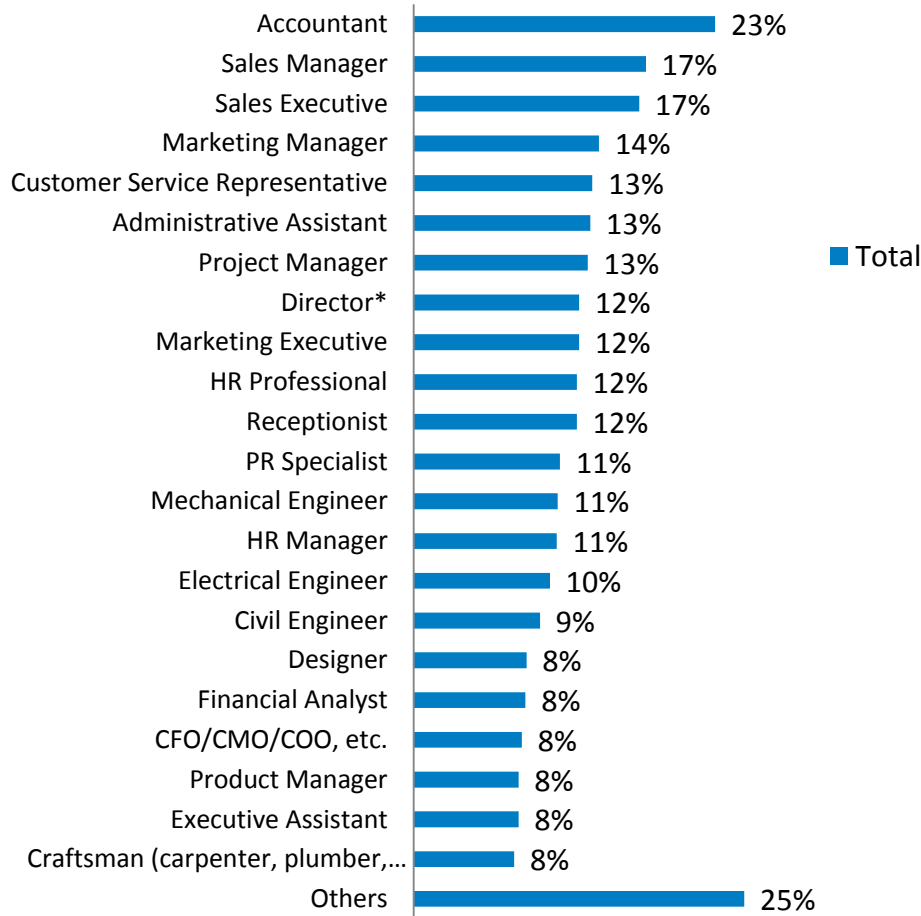
Base: Those hiring in next 3 months (1641) *for Marketing, Project, Client Servicing, IT, Sales, Finance, HR, Operations etc.

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



Specific roles hiring for

- Accountant (23%) and Sales Manager (17%) emerge as top roles most looked out for overall



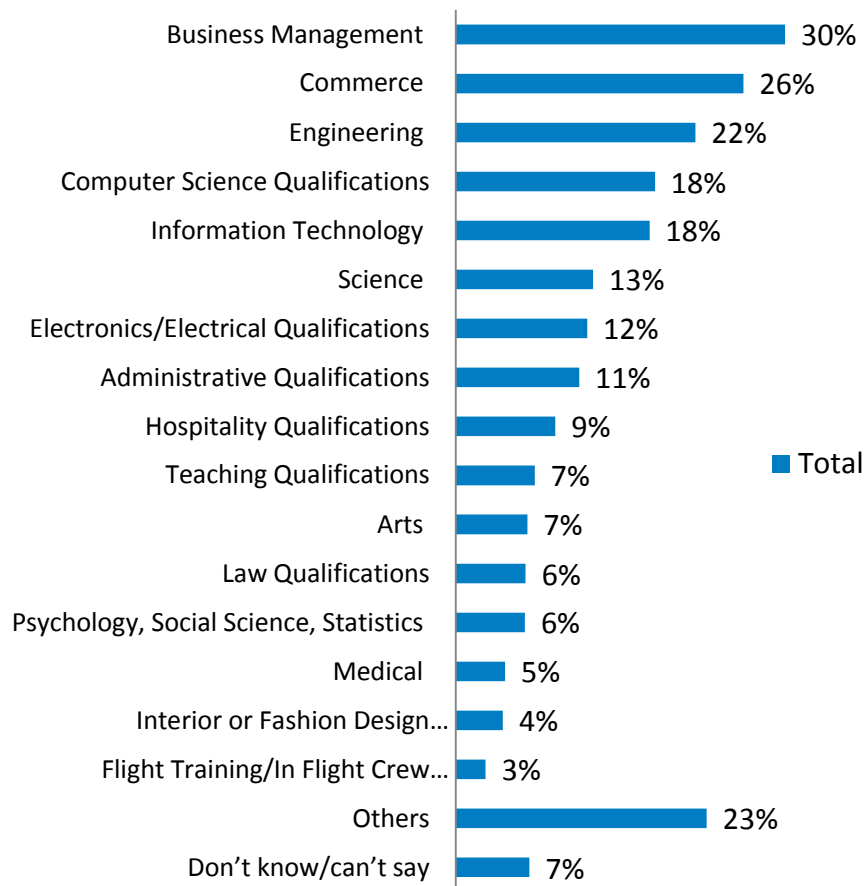
*Showing only top roles (8% and above)

Base: Those hiring in next 3 months (1641) *for Marketing, Project, Client Servicing, IT, Sales, Finance, HR, Operations etc.

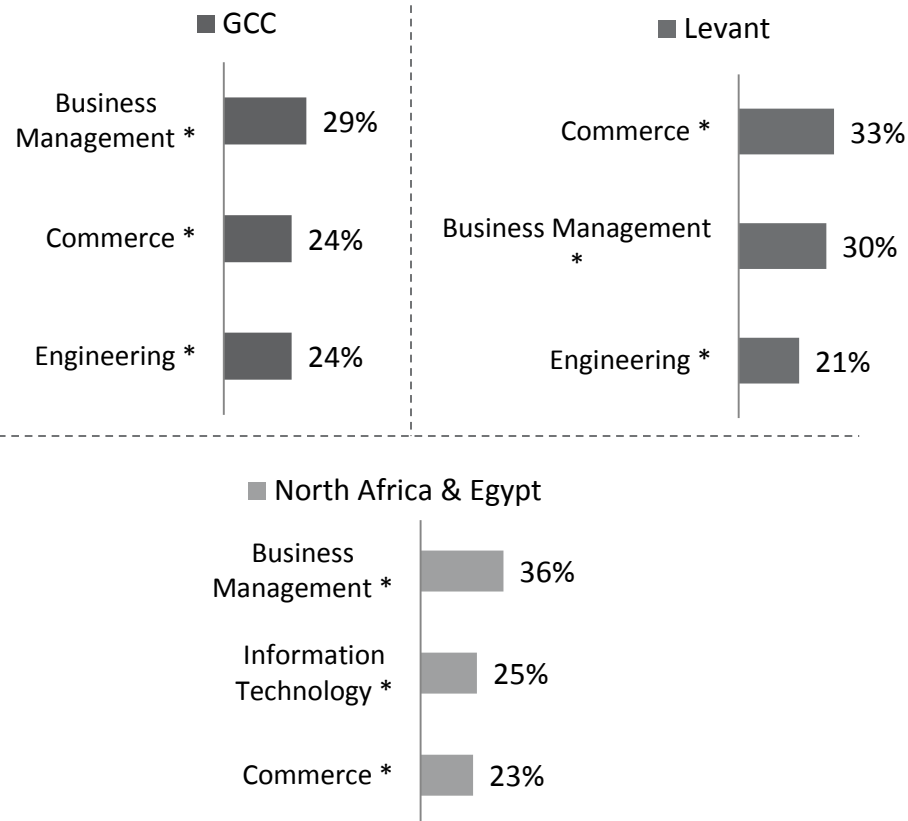
Q. Which of the following specific roles are you hiring for in the next 3 months?

Educational and academic qualifications sought in candidate

- Business Management (30%) and Commerce (26%) are most sought-after academic qualifications amongst employers in the MENA region.
- Top industries hiring for BM degree are Business Consultancy/ Business Management/ Management Consulting, banking/finance and Advertising/ Marketing/ Public Relations, while top employers for Commerce degrees emerge as Automotive, Real Estate/Construction and Engg. Design



Top 3 educational/academic qualifications by region



Base: Working (1883), GCC (803), Levant (768), North Africa (290), Others (22)

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

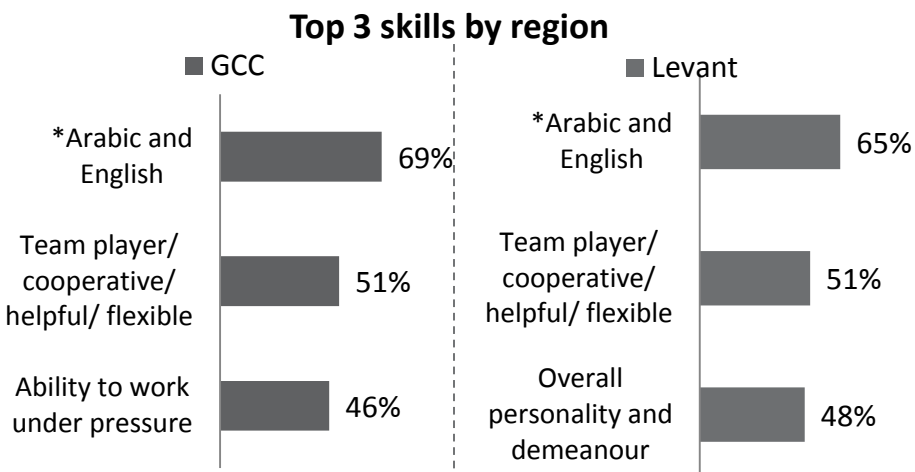
*Grad/PG

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Skills most sought in a candidate

- Good communication skills in Arabic and English (59%) emerges as the top skill that employers look for in a candidate. Being a team player (50%) and having the ability to work under pressure (46%) follow close behind.
- Industries like Media/ Journalism/ Publishing, Human Resources, Telecommunications, Education and Healthcare are observed to give a lot of importance to good Arabic & English communication skills while being a team player and working well under pressure are a requisite across all industries



*Showing only top skills (higher than 10%)

Base: Working (1883), GCC (803), Levant (768), North Africa (290), Others (22)

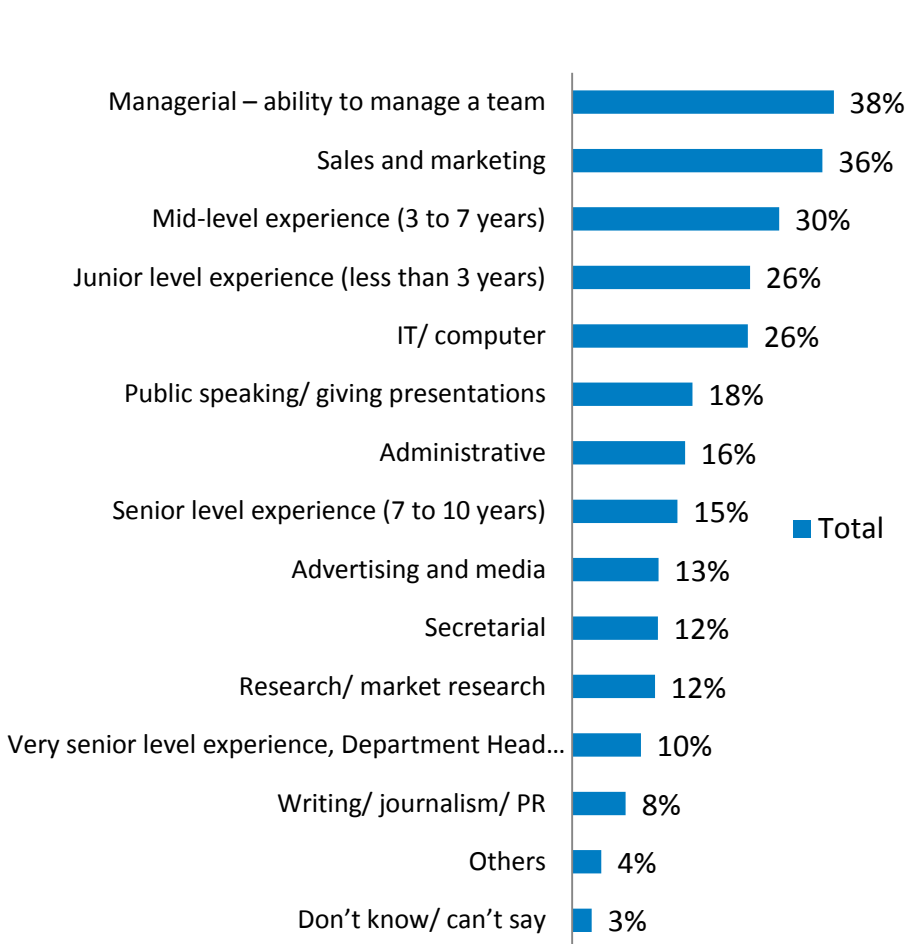
*Good communication skills

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

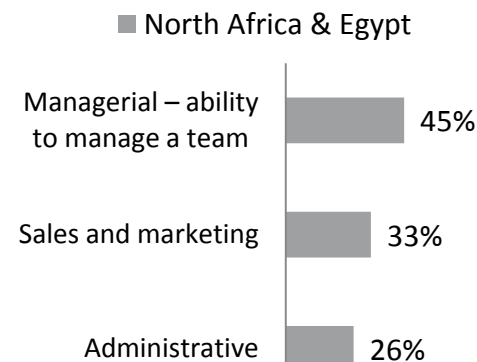
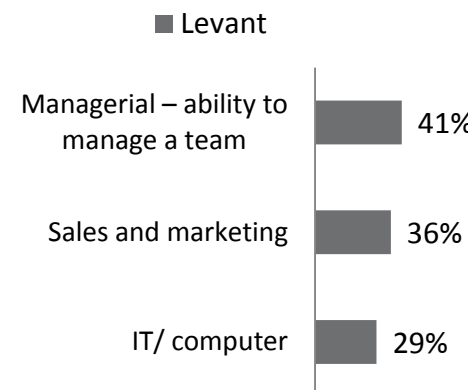
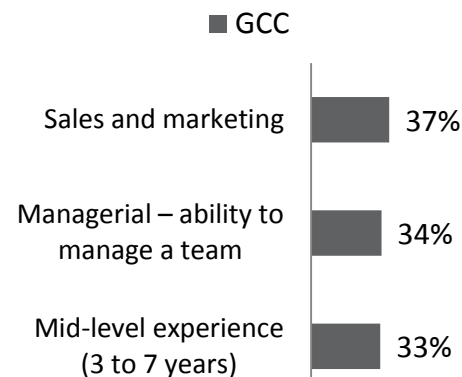


Experience needed

- Nearly 4 in 10 state that they are looking for candidates with managerial skills, while 35% are searching for those with sales and marketing skills and a third want mid-level experience.
- This trend remains fairly consistent across regions as well



Top 3 experiences looked for by region

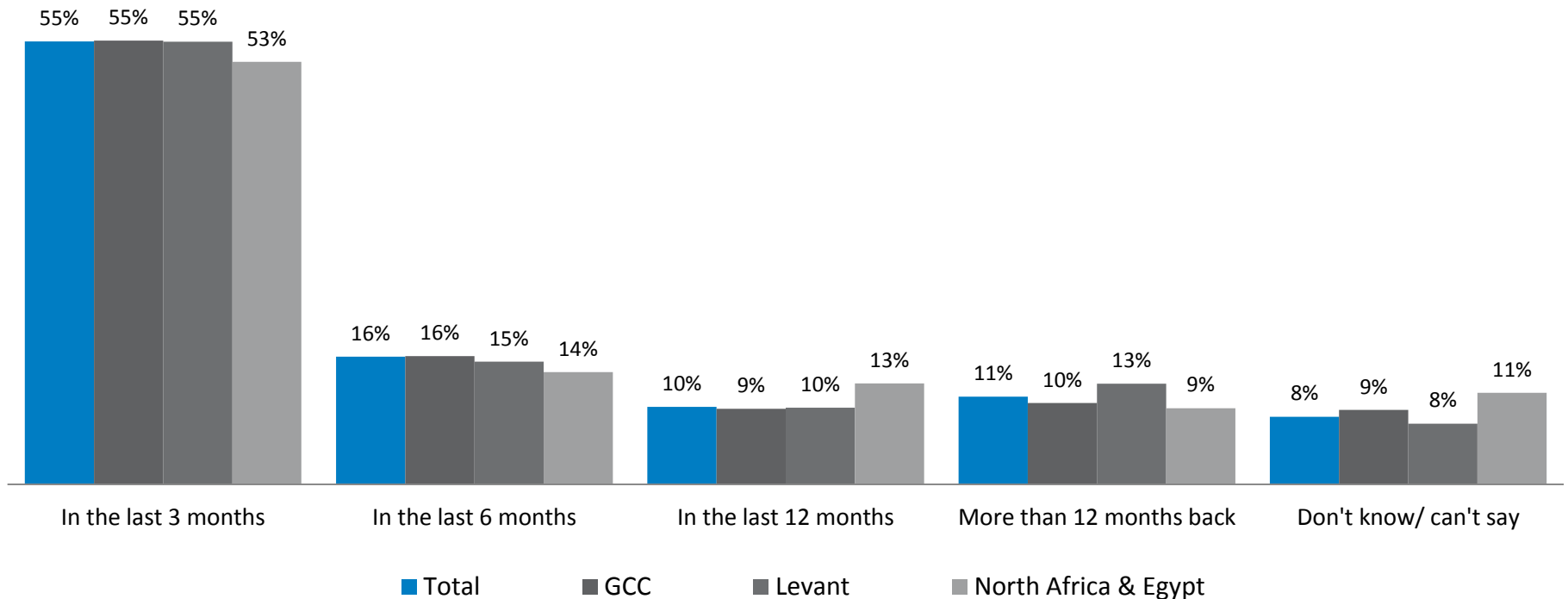


Base: Working (1883), GCC (803), Levant (768), North Africa (290), Others (22)

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

Last time company hired new employees

- Over 5 in 10 working respondents claim that their company has hired new employees in the last 6 months, with 55% having hired new employees in the last 3 months.
- Overall GCC shows the maximum number of hires for the last year

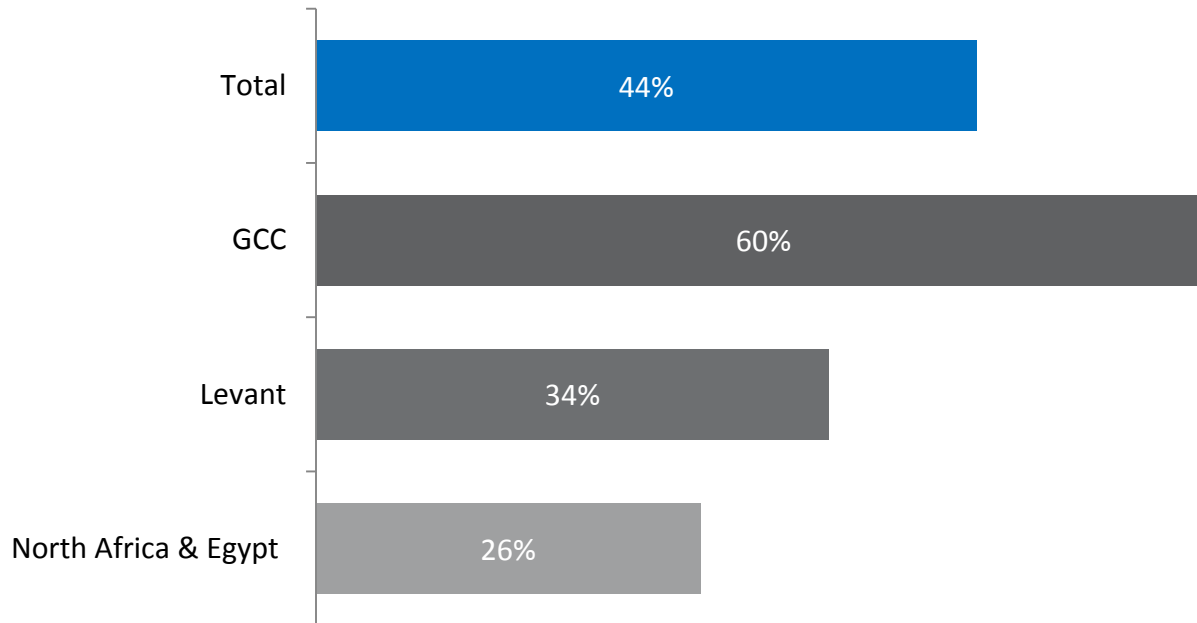


Base: Working (1883), GCC (803), Levant (768), North Africa (290), Others (22)

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

Attractiveness of job market in country of residence

- 44% believe that their country of residence is much/slightly more attractive as a job market than other MENA countries
- A high proportion of GCC residents (60%) believe that their country of residence is more attractive than other countries, as compared to those living in Levant (34%) and North Africa & Egypt (26%).



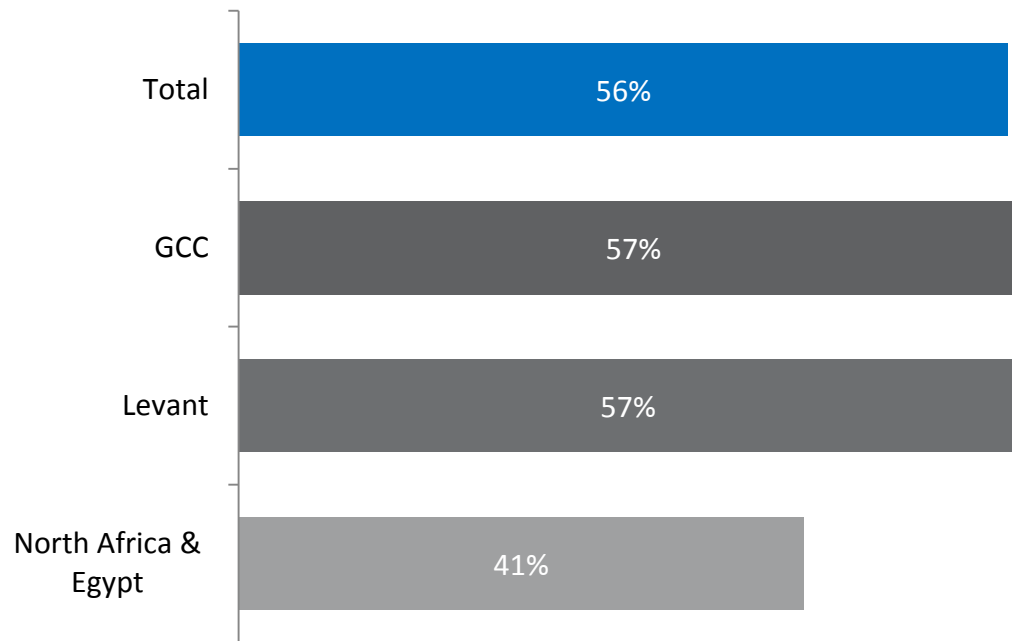
Top 2 box (%Much more attractive + %Slightly more attractive)

Base: Working (1883), GCC (803), Levant (768), North Africa (290), Others (22)

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

Attractiveness of industry as potential employer

- Just less than 6 in 10 of the 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 GCC (57%), Levant (57%) with regards to the attractiveness of own industry, while North Africa & Egypt (41%)



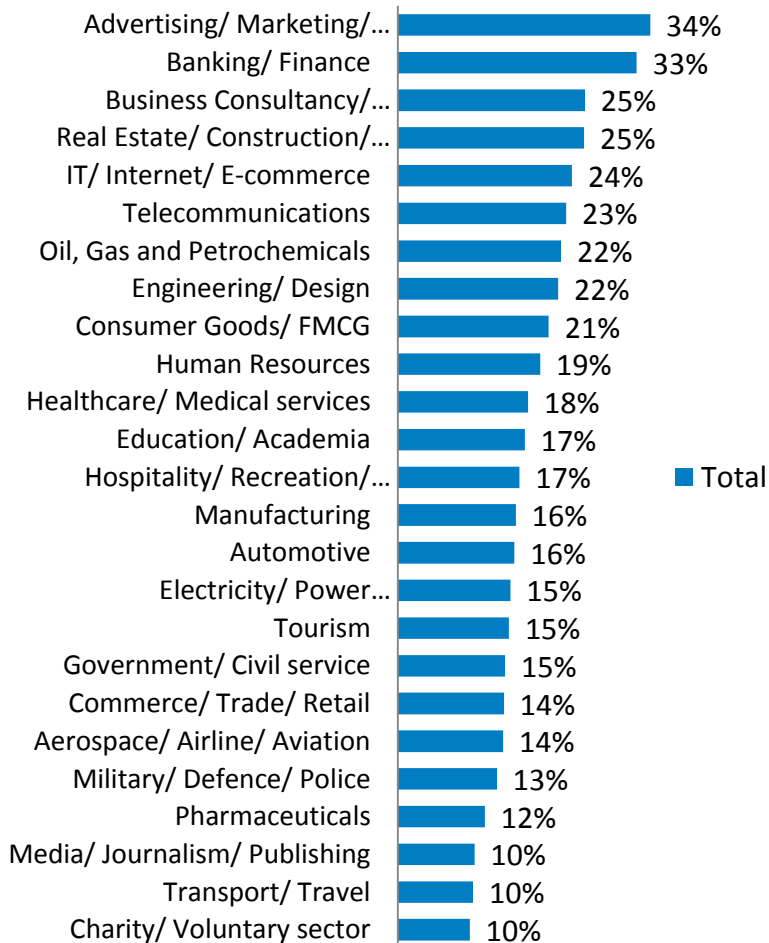
Top 2 box (%Much more attractive + %Slightly more attractive)

Base: Working (1883), GCC (803), Levant (768), North Africa (290), Others (22)

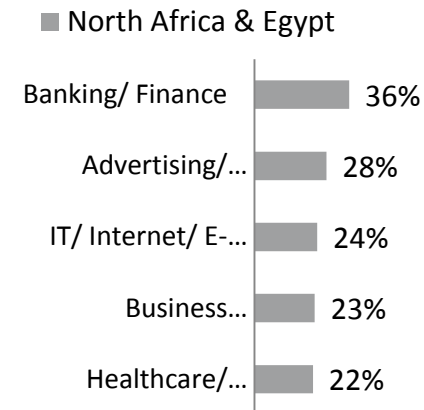
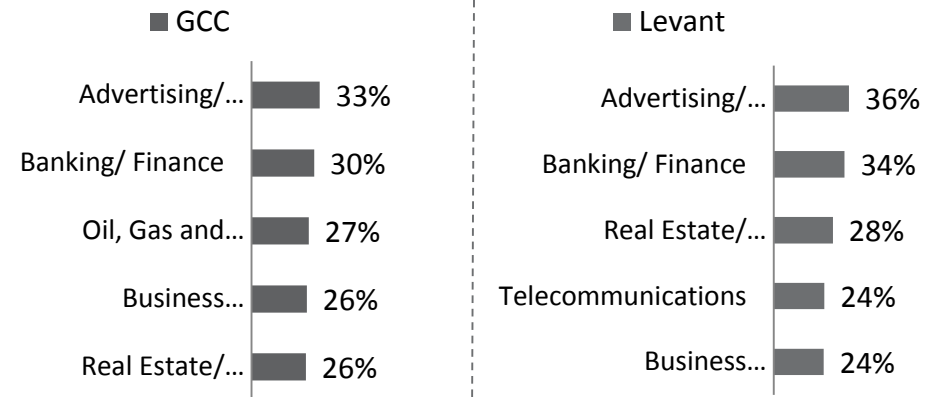
Q. How attractive is your industry as a potential employer in comparison to other industries?

Industries attracting/retaining top talent

- Advertising/Marketing (34%) emerges as the industry that attracts top talent.



Top 5 industries attracting top talent by region



*showing only top industries (higher than 10%)

Base: Working (1883), GCC (803), Levant (768), North Africa (290), Others (22)

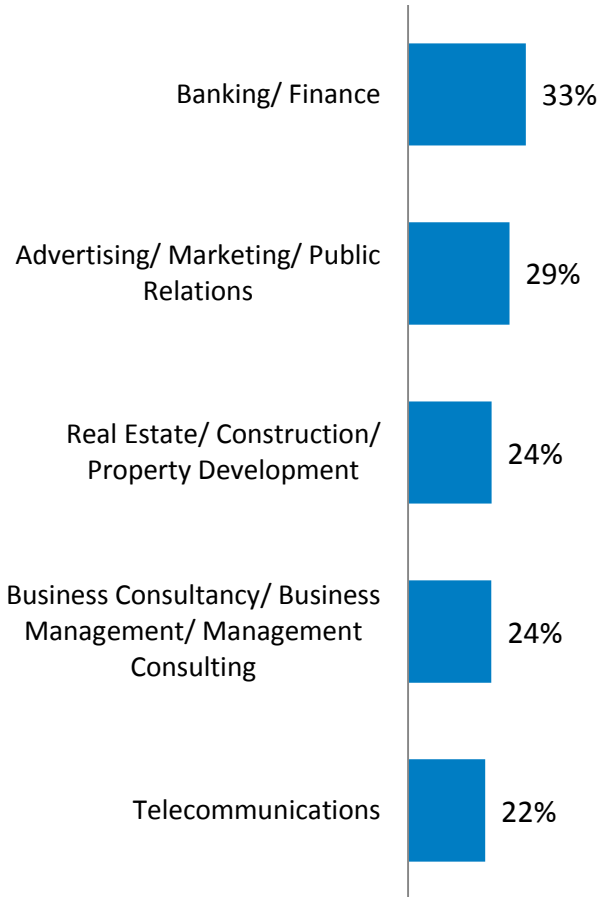
Q. Which industries would you say are attracting / retaining the top talent in your country of residence today?



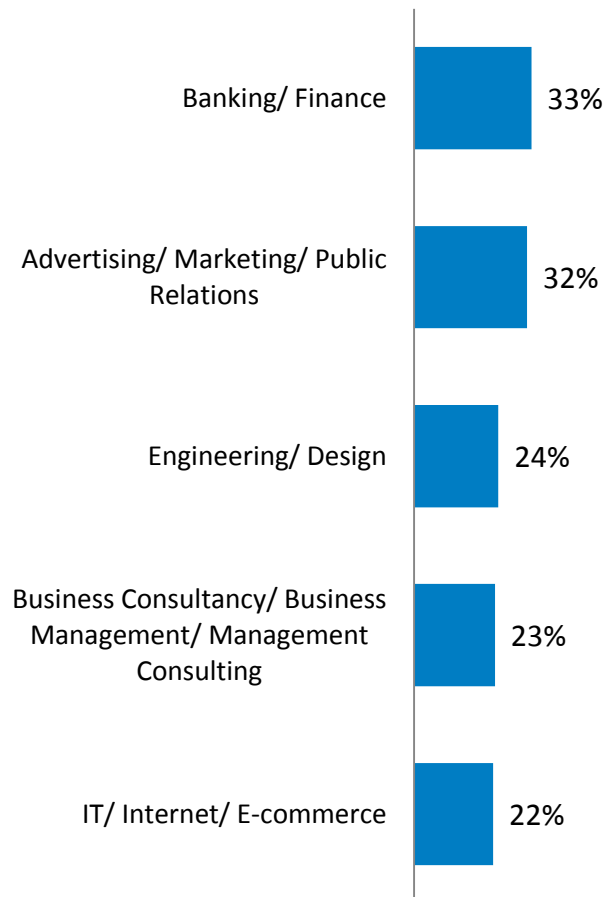
Industries attracting/retaining top talent

- Overall, Banking/Finance emerges as the main industry attracting national talent and fresh graduate talent while advertising/marketing is main for female talent.

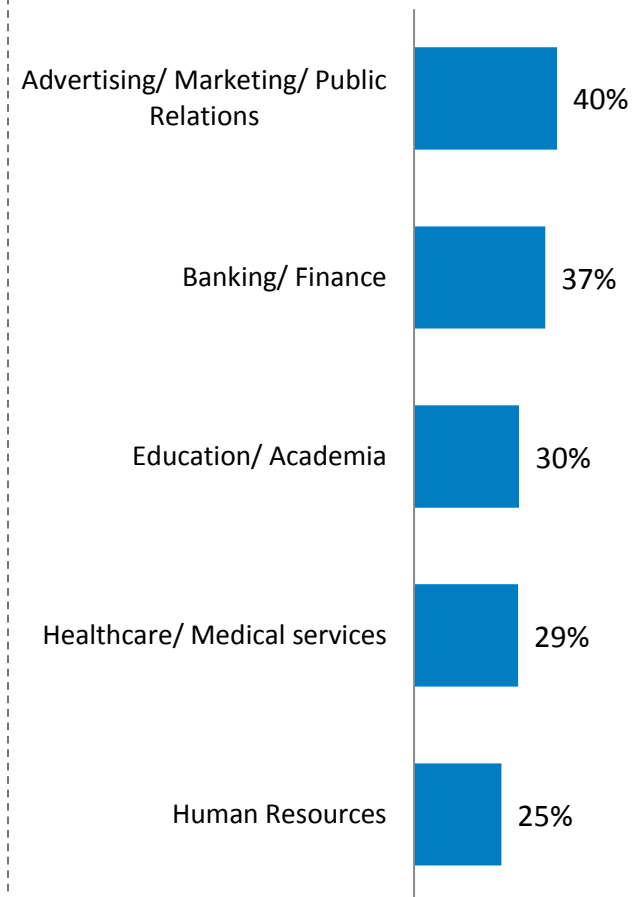
Attracting national talent



Attracting fresh graduate talent



Attracting female talent



**showing only top 5 industries*

Base: Working (1883), GCC (803), Levant (768), North Africa (290), Others (22)

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



Section 4

COUNTRY LEVEL DATA



Hiring in next 3 months

	GCC						Levant				
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Jordan	Iraq	Palestine	Syria
Base: Working	154	387	75	54	11	21	45	129	42	18	23
Definitely hiring	51%	42%	51%	54%	73%	62%	40%	34%	45%	39%	43%
Probably hiring	24%	28%	31%	30%	18%	14%	38%	36%	36%	33%	22%
Probably not hiring	7%	7%	5%	6%	-	5%	7%	10%	5%	6%	13%
Definitely not hiring	5%	5%	-	2%	-	-	2%	2%	-	6%	4%
Don't know/can't say	13%	18%	13%	9%	9%	19%	13%	18%	14%	17%	17%

	North Africa & Egypt						
	Egypt	Morocco	Algeria	Tunisia	Libya	Sudan	Pakistan
Base: Working	427	54	80	21	25	55	20
Definitely hiring	38%	33%	44%	5%	52%	47%	45%
Probably hiring	34%	20%	26%	52%	24%	29%	35%
Probably not hiring	6%	13%	4%	10%	4%	11%	5%
Definitely not hiring	2%	7%	1%	14%	8%	-	5%
Don't know/can't say	20%	26%	25%	19%	12%	13%	10%

Base: Working (1883), GCC (803), Levant (768), North Africa (290), Others (22)

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?



Hiring in next 1 year

	GCC						Levant				
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Jordan	Iraq	Palestine	Syria
Base: Working	154	387	75	54	11	21	45	129	42	18	23
Definitely hiring	55%	52%	61%	48%	82%	62%	47%	43%	55%	67%	48%
Probably hiring	31%	34%	31%	43%	18%	24%	36%	40%	31%	22%	39%
Probably not hiring	4%	4%	3%	7%	-	-	4%	5%	2%	6%	-
Definitely not hiring	2%	2%	-	-	-	-	2%	-	-	-	-
Don't know/can't say	8%	8%	5%	2%	-	14%	11%	12%	12%	6%	13%

	North Africa & Egypt						
	Egypt	Morocco	Algeria	Tunisia	Libya	Sudan	Pakistan
Base: Working	427	54	80	21	25	55	20
Definitely hiring	47%	54%	54%	24%	52%	49%	60%
Probably hiring	40%	28%	35%	48%	40%	44%	20%
Probably not hiring	3%	7%	6%	14%	-	2%	-
Definitely not hiring	1%	4%	-	5%	4%	-	-
Don't know/can't say	9%	7%	5%	10%	4%	5%	20%

Top 2 box (%Definitely hiring + %Probably hiring)

Base: Working (1883), GCC (803), Levant (768), North Africa (290), Others (22)

Q. Will you be hiring in the next 1 year either for your organization or for your clients if you are in the recruitment field?

Approximate number of jobs hiring for

	GCC						Levant				
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Jordan	Iraq	Palestine	Syria
Base: Those hiring in next 3 months	115	274	61	45	10	16	35	91	34	13	15
Less than 5 jobs	37%	39%	44%	42%	70%	38%	63%	40%	47%	62%	53%
6 – 10 jobs	24%	27%	15%	29%	10%	19%	20%	34%	18%	15%	33%
11 – 20 jobs	6%	8%	11%	4%	-	13%	-	9%	6%	8%	7%
21 to 50 jobs	10%	8%	5%	9%	-	19%	6%	7%	6%	-	-
51 to 100 jobs	4%	3%	3%	4%	10%	-	-	1%	6%	-	7%
More than 100 jobs	7%	4%	2%	7%	-	6%	-	2%	3%	15%	-
Don't know/can't say	11%	11%	20%	4%	10%	6%	11%	8%	15%	-	-

	North Africa & Egypt						
	Egypt	Morocco	Algeria	Tunisia	Libya	Sudan	Pakistan
Base: Those hiring in next 3 months	308	29	56	12	19	42	16
Less than 5 jobs	47%	31%	64%	58%	47%	45%	50%
6 – 10 jobs	25%	38%	7%	8%	16%	29%	19%
11 – 20 jobs	10%	3%	13%	-	5%	10%	13%
21 to 50 jobs	4%	7%	5%	8%	5%	5%	-
51 to 100 jobs	4%	3%	-	-	5%	-	6%
More than 100 jobs	3%	7%	4%	8%	-	2%	-
Don't know/can't say	7%	10%	7%	17%	21%	10%	13%

* Low base. Interpret with caution

Base: Those hiring in next 3 months (1641)

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



Positions hiring for (1/2)

	GCC						Levant				
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Jordan	Iraq	Palestine	Syria
Base: Those hiring in next 3 months	115	274	61	45	10	16	35	91	34	13	15
CEO	9%	8%	2%	2%	-	6%	3%	5%	3%	8%	13%
CFO/CMO/COO, etc.	11%	13%	8%	2%	-	-	6%	10%	9%	15%	13%
Managing Director	12%	9%	-	2%	-	31%	11%	10%	15%	-	27%
President	4%	4%	5%	2%	-	-	-	2%	6%	-	7%
Senior Vice President	12%	3%	-	-	-	-	-	2%	6%	8%	7%
Vice President	7%	4%	2%	2%	-	-	-	3%	6%	-	7%
Regional Director	9%	12%	-	4%	10%	-	14%	14%	12%	-	7%
Director	14%	12%	8%	13%	10%	-	23%	10%	9%	8%	7%
Manager	36%	23%	23%	20%	30%	25%	46%	15%	26%	15%	20%
Analyst	19%	24%	11%	13%	20%	13%	26%	12%	24%	23%	20%
Coordinator	30%	31%	28%	33%	30%	31%	31%	25%	26%	15%	7%
Senior Executive	30%	19%	21%	13%	10%	19%	26%	24%	21%	8%	33%
Executive	28%	28%	30%	27%	20%	31%	23%	27%	29%	23%	27%
Junior Executive	43%	38%	51%	49%	60%	50%	57%	44%	41%	62%	33%

* Low base. Interpret with caution

Base: Those hiring in next 3 months (1641) *for Marketing, Project, Client Servicing, IT, Sales, Finance, HR, Operations etc.

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



Positions hiring for (2/2)

	North Africa & Egypt						
	Egypt	Morocco	Algeria	Tunisia	Libya	Sudan	Pakistan
Base: Those hiring in next 3 months	308	29	56	12	19	42	16
CEO	6%	10%	11%	8%	5%	2%	13%
CFO/CMO/COO, etc.	7%	14%	13%	8%	21%	14%	6%
Managing Director	10%	14%	20%	25%	11%	14%	6%
President	4%	3%	7%	-	-	5%	6%
Senior Vice President	4%	-	7%	-	5%	10%	6%
Vice President	6%	10%	7%	-	-	2%	13%
Regional Director	8%	24%	14%	8%	11%	19%	6%
Director	13%	21%	11%	17%	-	14%	13%
Manager	21%	17%	13%	8%	21%	21%	63%
Analyst	17%	34%	16%	25%	11%	24%	31%
Coordinator	24%	31%	27%	17%	11%	17%	38%
Senior Executive	24%	14%	18%	25%	16%	21%	50%
Executive	30%	24%	23%	33%	16%	29%	31%
Junior Executive	45%	41%	46%	42%	37%	57%	44%

* Low base. Interpret with caution

Base: Those hiring in next 3 months (1641) *for Marketing, Project, Client Servicing, IT, Sales, Finance, HR, Operations etc.

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

Specific roles hiring for (1/2)

	GCC						Levant				
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Jordan	Iraq	Palestine	Syria
Base: Those hiring in next 3 months	115	274	61	45	10	16	35	91	34	13	15
Accountant	26%	30%	16%	11%	10%	13%	26%	12%	24%	31%	27%
Sales Manager	19%	15%	11%	22%	10%	13%	29%	15%	24%	8%	20%
Sales Executive	28%	14%	13%	22%	20%	25%	26%	12%	21%	-	20%
Marketing Manager	15%	15%	5%	7%	10%	13%	14%	13%	12%	23%	20%
Customer Service Representative	17%	13%	15%	18%	20%	19%	9%	18%	18%	-	27%
Administrative Assistant	17%	12%	13%	18%	10%	19%	20%	13%	21%	15%	13%
Project Manager	20%	11%	18%	16%	10%	13%	26%	12%	6%	15%	13%
Director (Marketing, Project, Client Servicing, IT, Sales, Finance, HR, Operations etc.)	18%	11%	7%	9%	10%	13%	17%	7%	15%	8%	27%
Marketing Executive	16%	9%	7%	9%	10%	19%	14%	7%	15%	8%	7%
HR Professional	17%	13%	10%	18%	20%	13%	6%	7%	15%	8%	13%
Receptionist	16%	12%	8%	16%	20%	38%	9%	16%	12%	8%	-
PR Specialist	11%	14%	-	9%	10%	13%	3%	12%	12%	15%	20%
Mechanical Engineer	15%	12%	15%	13%	10%	6%	9%	3%	3%	8%	7%
HR Manager	12%	11%	3%	16%	10%	13%	11%	7%	12%	8%	7%
Electrical Engineer	12%	12%	8%	16%	-	-	9%	7%	6%	8%	7%

*Showing only top roles (8% and above)

Base: Those hiring in next 3 months (1641) *for Marketing, Project, Client Servicing, IT, Sales, Finance, HR, Operations etc.

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

* Low base. Interpret with caution

Specific roles hiring for (2/2)

	North Africa & Egypt						
	Egypt	Morocco	Algeria	Tunisia	Libya	Sudan	Pakistan
Base: Those hiring in next 3 months	308	29	56	12	19	42	16
Accountant	23%	14%	21%	25%	-	29%	13%
Sales Manager	19%	24%	13%	17%	11%	19%	25%
Sales Executive	19%	14%	7%	8%	11%	12%	13%
Marketing Manager	13%	21%	9%	25%	21%	19%	25%
Customer Service Representative	14%	-	4%	8%	5%	17%	6%
Administrative Assistant	11%	10%	14%	25%	-	10%	19%
Project Manager	10%	7%	9%	33%	11%	12%	31%
Director (Marketing, Project, Client Servicing, IT, Sales, Finance, HR, Operations etc.)	12%	17%	16%	17%	16%	17%	13%
Marketing Executive	16%	17%	14%	25%	11%	10%	25%
HR Professional	11%	10%	14%	17%	11%	12%	25%
Receptionist	11%	14%	7%	8%	11%	10%	13%
PR Specialist	9%	14%	16%	17%	11%	14%	13%
Mechanical Engineer	10%	3%	14%	42%	11%	12%	13%
HR Manager	11%	7%	11%	17%	16%	17%	25%
Electrical Engineer	9%	3%	16%	25%	5%	19%	6%

*Showing only top roles (8% and above)

Base: Those hiring in next 3 months (1641) *for Marketing, Project, Client Servicing, IT, Sales, Finance, HR, Operations etc.

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

Educational and academic qualifications sought in candidate (1/2)

	GCC						Levant				
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Jordan	Iraq	Palestine	Syria
Base: Working	154	387	75	54	11	21	45	129	42	18	23
Science Graduation/Post Graduation	16%	9%	13%	11%	36%	14%	13%	15%	17%	6%	4%
Commerce Graduation/Post Graduation	28%	25%	16%	20%	9%	19%	9%	15%	17%	22%	30%
Arts Graduation/Post Graduation	8%	5%	5%	11%	18%	5%	7%	5%	2%	11%	9%
Business Management Graduation/Post Graduation	29%	30%	36%	28%	9%	5%	44%	31%	29%	33%	26%
Psychology, Social Science, Statistics Graduation/Post Graduation	7%	5%	3%	4%	-	-	9%	5%	2%	17%	4%
Information Technology Graduation/Post Graduation	16%	17%	12%	17%	18%	14%	18%	18%	24%	22%	22%
Engineering Graduation/Post Graduation	23%	23%	23%	35%	-	33%	24%	20%	17%	17%	22%
Medical Graduation/Post Graduation	6%	3%	3%	4%	9%	10%	7%	5%	7%	6%	-
Teaching Qualifications	6%	4%	5%	11%	9%	14%	2%	15%	5%	17%	4%
Administrative Qualifications	16%	10%	16%	22%	9%	19%	22%	10%	17%	6%	4%
Computer Science Qualifications	16%	18%	15%	13%	9%	5%	22%	15%	43%	39%	9%
Electronics/Electrical Qualifications	16%	11%	11%	15%	-	19%	16%	9%	12%	-	13%
Law Qualifications	7%	6%	4%	2%	18%	5%	4%	3%	12%	17%	13%
Interior or Fashion Design Qualifications	7%	5%	4%	4%	9%	5%	9%	8%	2%	-	-
Hospitality Qualifications	14%	9%	12%	15%	27%	14%	11%	9%	7%	-	4%
Flight Training/In Flight Crew Qualifications	6%	4%	4%	-	18%	5%	2%	2%	-	-	-
Others	25%	24%	21%	24%	36%	14%	38%	29%	19%	22%	22%
Don't know/can't say	3%	8%	9%	7%	-	5%	4%	9%	2%	11%	9%

* Low base. Interpret with caution

*Grad/PG

Base: Working (1883), GCC (803), Levant (768), North Africa (290), Others (22)

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

Educational and academic qualifications sought in candidate (2/2)

	North Africa & Egypt						
	Egypt	Morocco	Algeria	Tunisia	Libya	Sudan	Pakistan
Base: Working	427	54	80	21	25	55	20
Science Graduation/Post Graduation	12%	9%	18%	29%	-	15%	20%
Commerce Graduation/Post Graduation	38%	30%	28%	14%	12%	20%	30%
Arts Graduation/Post Graduation	7%	19%	9%	5%	4%	4%	10%
Business Management Graduation/Post Graduation	29%	22%	34%	29%	32%	40%	40%
Psychology, Social Science, Statistics Graduation/Post Graduation	6%	11%	16%	10%	4%	11%	-
Information Technology Graduation/Post Graduation	17%	20%	18%	19%	20%	31%	30%
Engineering Graduation/Post Graduation	19%	7%	33%	29%	20%	31%	15%
Medical Graduation/Post Graduation	5%	6%	5%	5%	-	-	-
Teaching Qualifications	6%	17%	9%	10%	4%	15%	5%
Administrative Qualifications	7%	7%	9%	10%	8%	20%	30%
Computer Science Qualifications	17%	15%	24%	24%	24%	35%	10%
Electronics/Electrical Qualifications	11%	9%	21%	5%	20%	16%	10%
Law Qualifications	6%	4%	19%	-	-	-	10%
Interior or Fashion Design Qualifications	4%	2%	-	5%	-	4%	-
Hospitality Qualifications	9%	7%	5%	10%	8%	4%	-
Flight Training/In Flight Crew Qualifications	2%	6%	-	-	8%	-	-
Others	21%	30%	15%	33%	8%	16%	15%
Don't know/can't say	7%	6%	13%	-	8%	2%	-

* Low base. Interpret with caution

* Grad/PG

Base: Working (1883), GCC (803), Levant (768), North Africa (290), Others (22)

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

Skills most sought in a candidate (1/2)

	GCC						Levant				
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Jordan	Iraq	Palestine	Syria
Base: Working	154	387	75	54	11	21	45	129	42	18	23
Good communication skills - Arabic and English	48%	76%	79%	63%	73%	67%	76%	78%	86%	61%	57%
Team player/ cooperative/ helpful/ flexible	49%	51%	51%	50%	36%	62%	69%	58%	50%	72%	43%
Ability to work under pressure	45%	47%	45%	46%	64%	48%	67%	47%	48%	44%	43%
Overall personality and demeanour	32%	46%	37%	39%	36%	43%	51%	51%	40%	61%	39%
Passionate/ desire to make a difference	33%	42%	40%	31%	55%	52%	56%	47%	50%	61%	48%
Good leadership skills	45%	41%	40%	46%	45%	43%	47%	43%	60%	44%	39%
Good personal grooming	41%	44%	36%	35%	27%	38%	44%	45%	36%	33%	39%
Trustworthy/ Honest	36%	39%	37%	41%	55%	43%	44%	50%	50%	50%	43%
Efficient/ productive	38%	42%	37%	30%	36%	38%	60%	49%	31%	50%	17%
Good negotiation skills	41%	39%	29%	44%	18%	24%	58%	36%	50%	33%	57%
Creative	35%	36%	35%	37%	45%	38%	47%	47%	40%	44%	35%
Ability to take on new challenges	37%	36%	41%	37%	36%	33%	56%	39%	33%	33%	30%
Good people management skills	36%	29%	28%	41%	18%	43%	53%	35%	36%	28%	9%
Good technical skills	34%	30%	36%	39%	45%	38%	42%	32%	26%	11%	9%
Relevant industry experience	25%	30%	24%	24%	45%	24%	27%	29%	24%	28%	17%
Good analytical skills	30%	27%	27%	28%	36%	29%	42%	23%	31%	28%	13%
Well experienced/ knowledgeable	38%	24%	27%	35%	27%	43%	40%	18%	21%	-	17%
Good contacts/ professional network	29%	20%	24%	20%	27%	19%	36%	19%	31%	17%	13%
Candidates already \$q11_text_21	37%	22%	21%	13%	36%	19%	29%	19%	31%	17%	4%
Local work experience	31%	20%	25%	20%	27%	33%	22%	20%	26%	6%	9%
Has not changed jobs frequently/ reliable	17%	15%	15%	15%	9%	10%	22%	17%	7%	6%	4%
Regional work experience	19%	12%	19%	19%	9%	29%	11%	5%	12%	6%	9%
Good communication skills - English only	43%	10%	15%	33%	27%	24%	4%	5%	5%	11%	9%
Good communication skills - French, English and Arabic	10%	7%	4%	7%	9%	5%	29%	5%	5%	6%	4%

* Low base. Interpret with caution

*Showing only top skills (higher than 10%)

Base: Working (1883), GCC (803), Levant (768), North Africa (290), Others (22)

*Good communication skills

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

Skills most sought in a candidate (2/2)

	North Africa & Egypt						
	Egypt	Morocco	Algeria	Tunisia	Libya	Sudan	Pakistan
Base: Working	427	54	80	21	25	55	20
Good communication skills - Arabic and English	73%	30%	35%	38%	60%	89%	40%
Team player/ cooperative/ helpful/ flexible	52%	37%	48%	48%	36%	64%	30%
Ability to work under pressure	49%	19%	29%	38%	32%	56%	35%
Overall personality and demeanour	50%	35%	44%	43%	32%	60%	25%
Passionate/ desire to make a difference	48%	26%	38%	29%	28%	49%	20%
Good leadership skills	41%	24%	30%	33%	48%	49%	40%
Good personal grooming	45%	22%	30%	19%	28%	60%	30%
Trustworthy/ Honest	41%	26%	39%	48%	24%	56%	30%
Efficient/ productive	46%	20%	24%	43%	28%	51%	10%
Good negotiation skills	41%	30%	24%	29%	24%	47%	25%
Creative	41%	22%	26%	14%	28%	58%	20%
Ability to take on new challenges	37%	17%	21%	38%	16%	51%	30%
Good people management skills	31%	9%	26%	14%	24%	40%	20%
Good technical skills	30%	24%	24%	24%	40%	42%	20%
Relevant industry experience	30%	22%	20%	19%	4%	40%	15%
Good analytical skills	26%	26%	19%	10%	16%	38%	35%
Well experienced/ knowledgeable	19%	22%	14%	10%	12%	22%	40%
Good contacts/ professional network	24%	22%	11%	29%	20%	27%	10%
Candidates already \$q11_text_21	21%	9%	11%	5%	8%	18%	25%
Local work experience	14%	13%	5%	14%	8%	13%	30%
Has not changed jobs frequently/ reliable	15%	7%	5%	10%	-	9%	10%
Regional work experience	9%	11%	9%	10%	-	11%	20%
Good communication skills - English only	4%	-	1%	-	8%	-	55%
Good communication skills - French, English and Arabic	7%	28%	44%	43%	12%	9%	-

* Low base. Interpret with caution

*Showing only top skills (higher than 10%)

Base: Working (1883), GCC (803), Levant (768), North Africa (290), Others (22)

*Good communication skills

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

Experience needed (1/2)

	GCC						Levant				
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Jordan	Iraq	Palestine	Syria
Base: Working	154	387	75	54	11	21	45	129	42	18	23
Managerial – ability to manage a team	32%	35%	27%	35%	9%	48%	58%	35%	33%	33%	61%
Sales and marketing	36%	39%	29%	43%	18%	38%	42%	36%	40%	17%	22%
Administrative	21%	15%	13%	30%	45%	38%	24%	16%	24%	11%	4%
Secretarial	14%	13%	8%	11%	18%	19%	16%	15%	10%	17%	9%
IT/ computer	23%	21%	21%	17%	18%	33%	20%	26%	36%	28%	43%
Public speaking/ giving presentations	14%	20%	11%	15%	27%	24%	4%	19%	24%	22%	17%
Writing/ journalism/ PR	7%	9%	3%	6%	18%	10%	-	9%	2%	22%	9%
Advertising and media	11%	13%	5%	13%	18%	10%	4%	13%	14%	6%	9%
Research/ market research	11%	12%	5%	9%	18%	24%	9%	11%	19%	6%	4%
Junior level experience (less than 3 years)	25%	22%	21%	24%	27%	19%	33%	34%	12%	28%	22%
Mid-level experience (3 to 7 years)	40%	32%	25%	33%	18%	43%	24%	27%	40%	17%	39%
Senior level experience (7 to 10 years)	27%	16%	21%	22%	18%	19%	20%	13%	19%	-	9%
Very senior level experience, Department Head or Director (more than 10 years)	12%	11%	11%	7%	-	10%	18%	8%	14%	6%	22%
Others	8%	4%	3%	4%	27%	14%	4%	5%	-	-	4%
Don't know/ can't say	1%	4%	7%	-	9%	-	4%	2%	-	6%	4%

* Low base. Interpret with caution

Base: Working (1883), GCC (803), Levant (768), North Africa (290), Others (22)

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



Experience needed (2/2)

	North Africa & Egypt						
	Egypt	Morocco	Algeria	Tunisia	Libya	Sudan	Pakistan
Base: Working	427	54	80	21	25	55	20
Managerial – ability to manage a team	41%	39%	48%	19%	44%	49%	50%
Sales and marketing	40%	35%	31%	14%	12%	33%	30%
Administrative	12%	15%	18%	5%	8%	20%	35%
Secretarial	12%	11%	13%	5%	8%	11%	20%
IT/ computer	25%	39%	29%	33%	36%	51%	10%
Public speaking/ giving presentations	19%	20%	10%	14%	8%	24%	10%
Writing/ journalism/ PR	8%	9%	8%	14%	12%	7%	5%
Advertising and media	14%	17%	13%	14%	20%	11%	5%
Research/ market research	13%	15%	13%	10%	8%	15%	15%
Junior level experience (less than 3 years)	31%	30%	23%	19%	8%	33%	5%
Mid-level experience (3 to 7 years)	29%	19%	23%	38%	28%	35%	20%
Senior level experience (7 to 10 years)	14%	6%	10%	5%	12%	5%	20%
Very senior level experience, Department Head or Director (more than 10 years)	10%	6%	9%	5%	12%	9%	10%
Others	4%	2%	-	5%	4%	-	5%
Don't know/ can't say	4%	2%	-	5%	4%	-	-

* Low base. Interpret with caution

Base: Working (1883), GCC (803), Levant (768), North Africa (290), Others (22)

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

Last time company hired new employees

	GCC						Levant				
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Jordan	Iraq	Palestine	Syria
Base: Working	154	387	75	54	11	21	45	129	42	18	23
In the last 3 months	54%	56%	51%	65%	45%	57%	64%	60%	57%	28%	26%
In the last 6 months	15%	16%	16%	17%	18%	14%	20%	12%	17%	33%	39%
In the last 12 months	10%	10%	7%	9%	9%	5%	7%	14%	5%	11%	4%
More than 12 months back	12%	9%	12%	6%	18%	14%	2%	9%	5%	17%	22%
Don't know/ Can't say	9%	9%	15%	4%	9%	10%	7%	5%	17%	11%	9%

	North Africa & Egypt						
	Egypt	Morocco	Algeria	Tunisia	Libya	Sudan	Pakistan
Base: Working	427	54	80	21	25	55	20
In the last 3 months	64%	41%	45%	62%	20%	31%	50%
In the last 6 months	13%	19%	18%	19%	16%	24%	10%
In the last 12 months	9%	9%	8%	-	8%	18%	15%
More than 12 months back	9%	15%	20%	5%	36%	20%	10%
Don't know/ Can't say	5%	17%	10%	14%	20%	7%	15%

Base: Working (1883), GCC (803), Levant (768), North Africa (290), Others (22)

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

* Low base. Interpret with caution

Attractiveness of job market in country of residence

	GCC						Levant				
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Jordan	Iraq	Palestine	Syria
Base: All	176	455	75	60	12	25	52	150	44	20	24
Much more attractive than other countries	59%	36%	28%	55%	42%	40%	21%	17%	23%	10%	8%
Slightly more attractive than other countries	13%	20%	21%	15%	8%	4%	10%	13%	14%	-	4%
Equally attractive as other countries	14%	17%	24%	22%	17%	32%	17%	19%	16%	5%	17%
Slightly less attractive than other countries	3%	13%	9%	3%	8%	16%	17%	27%	23%	20%	38%
Much less attractive than other countries	3%	4%	5%	2%	25%	-	21%	17%	16%	60%	21%
Don't know/can't say	8%	10%	12%	3%	-	8%	13%	6%	9%	5%	13%

	North Africa & Egypt						
	Egypt	Morocco	Algeria	Tunisia	Libya	Sudan	Pakistan
Base: All	474	75	113	21	26	59	22
Much more attractive than other countries	25%	32%	21%	24%	23%	2%	14%
Slightly more attractive than other countries	11%	11%	14%	5%	4%	14%	9%
Equally attractive as other countries	15%	17%	16%	10%	8%	5%	18%
Slightly less attractive than other countries	23%	15%	22%	24%	42%	37%	32%
Much less attractive than other countries	18%	7%	19%	29%	19%	32%	5%
Don't know/can't say	9%	19%	7%	10%	4%	10%	23%

Base: Working (1883), GCC (803), Levant (768), North Africa (290), Others (22)

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

Attractiveness of industry as potential employer

	GCC						Levant				
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Jordan	Iraq	Palestine	Syria
Base: Working	154	387	75	54	11	21	45	129	42	18	23
Much more attractive than other businesses	43%	33%	37%	41%	27%	29%	36%	33%	36%	28%	26%
Slightly more attractive than other businesses	19%	24%	19%	20%	9%	19%	13%	23%	17%	17%	13%
Equally attractive as other businesses	25%	24%	25%	24%	18%	29%	31%	26%	26%	28%	39%
Slightly less attractive than other businesses	5%	9%	4%	7%	18%	5%	7%	9%	14%	22%	9%
Much less attractive than other businesses	4%	3%	3%	-	9%	-	4%	5%	5%	6%	9%
Don't know/can't say	5%	7%	12%	7%	18%	19%	9%	4%	2%	-	4%

	North Africa & Egypt						
	Egypt	Morocco	Algeria	Tunisia	Libya	Sudan	Pakistan
Base: Working	427	54	80	21	25	55	20
Much more attractive than other businesses	32%	46%	30%	33%	32%	27%	25%
Slightly more attractive than other businesses	24%	15%	25%	24%	28%	31%	5%
Equally attractive as other businesses	26%	20%	24%	19%	20%	13%	45%
Slightly less attractive than other businesses	11%	7%	15%	10%	16%	18%	5%
Much less attractive than other businesses	4%	6%	5%	-	-	5%	5%
Don't know/can't say	4%	6%	1%	14%	4%	5%	15%

Base: Working (1883), GCC (803), Levant (768), North Africa (290), Others (22)

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

Industries attracting/retaining top talent (1/2)

	GCC						Levant				
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Jordan	Iraq	Palestine	Syria
Base: All	176	455	75	60	12	25	52	150	44	20	24
Advertising/ Marketing/ Public Relations	30%	37%	24%	27%	25%	20%	38%	41%	32%	20%	33%
Banking/ Finance	29%	31%	27%	32%	25%	32%	50%	35%	36%	20%	29%
Business Consultancy/ Business Management/ Management Consulting	22%	29%	24%	20%	17%	28%	38%	27%	18%	35%	21%
Real Estate/ Construction/ Property Development	31%	23%	21%	37%	25%	32%	29%	12%	14%	20%	29%
IT/ Internet/ E-commerce	23%	29%	24%	17%	-	20%	15%	21%	27%	20%	17%
Telecommunications	20%	26%	17%	20%	8%	16%	15%	20%	18%	40%	25%
Oil, Gas and Petrochemicals	20%	27%	27%	42%	17%	52%	6%	6%	41%	5%	-
Engineering/ Design	25%	21%	24%	35%	8%	32%	21%	23%	20%	10%	25%
Consumer Goods/ FMCG	19%	20%	17%	17%	17%	20%	27%	13%	27%	15%	8%
Human Resources	15%	23%	17%	23%	-	16%	13%	21%	23%	5%	8%
Healthcare/ Medical services	19%	19%	13%	33%	42%	28%	21%	27%	23%	5%	8%
Education/ Academia	15%	15%	9%	28%	25%	12%	19%	26%	34%	25%	21%
Hospitality/ Recreation/ Entertainment	27%	18%	12%	30%	25%	36%	25%	17%	16%	5%	8%
Manufacturing	18%	16%	11%	20%	8%	16%	12%	11%	11%	10%	-
Automotive	15%	16%	13%	12%	17%	28%	6%	16%	18%	-	4%
Electricity/ Power Generation/ Water	16%	17%	13%	17%	8%	16%	6%	9%	18%	10%	4%
Tourism	21%	14%	8%	20%	25%	28%	23%	14%	16%	-	-
Government/ Civil service	13%	15%	9%	25%	25%	20%	10%	15%	20%	30%	17%
Commerce/ Trade/ Retail	14%	18%	12%	15%	-	16%	15%	9%	18%	10%	13%
Aerospace/ Airline/ Aviation	19%	16%	9%	22%	17%	16%	4%	11%	16%	-	8%
Military/ Defence/ Police	7%	10%	4%	18%	17%	20%	8%	15%	23%	5%	4%
Pharmaceuticals	8%	10%	8%	8%	-	12%	21%	11%	27%	-	17%
Media/ Journalism/ Publishing	9%	10%	5%	10%	8%	12%	13%	11%	14%	10%	4%
Transport/ Travel	18%	9%	13%	17%	8%	16%	15%	8%	11%	-	-
Charity/ Voluntary sector	6%	9%	3%	10%	-	16%	12%	15%	9%	10%	25%

*showing only top industries (higher than 10%)

Base: Working (1883), GCC (803), Levant (768), North Africa (290), Others (22)

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

* Low base. Interpret with caution

Industries attracting/retaining top talent (2/2)

	North Africa & Egypt						
	Egypt	Morocco	Algeria	Tunisia	Libya	Sudan	Pakistan
Base: All	474	75	113	21	26	59	22
Advertising/ Marketing/ Public Relations	41%	29%	32%	10%	23%	25%	18%
Banking/ Finance	39%	20%	17%	33%	8%	53%	36%
Business Consultancy/ Business Management/ Management Consulting	23%	25%	25%	29%	15%	27%	18%
Real Estate/ Construction/ Property Development	31%	27%	27%	14%	4%	25%	14%
IT/ Internet/ E-commerce	23%	16%	19%	38%	23%	32%	27%
Telecommunications	24%	19%	22%	29%	19%	34%	14%
Oil, Gas and Petrochemicals	22%	5%	33%	14%	31%	25%	-
Engineering/ Design	21%	11%	19%	24%	15%	29%	23%
Consumer Goods/ FMCG	24%	21%	23%	14%	27%	20%	18%
Human Resources	21%	19%	14%	10%	19%	19%	23%
Healthcare/ Medical services	13%	5%	18%	14%	23%	17%	23%
Education/ Academia	15%	13%	21%	10%	23%	22%	18%
Hospitality/ Recreation/ Entertainment	13%	16%	6%	14%	4%	14%	9%
Manufacturing	18%	16%	21%	24%	19%	20%	14%
Automotive	16%	23%	18%	33%	19%	15%	5%
Electricity/ Power Generation/ Water	15%	12%	26%	19%	4%	24%	5%
Tourism	15%	25%	14%	19%	15%	8%	-
Government/ Civil service	13%	16%	17%	-	4%	17%	14%
Commerce/ Trade/ Retail	14%	15%	20%	10%	8%	14%	-
Aerospace/ Airline/ Aviation	18%	7%	8%	19%	15%	5%	-
Military/ Defence/ Police	18%	8%	29%	14%	8%	10%	5%
Pharmaceuticals	16%	4%	13%	10%	8%	10%	9%
Media/ Journalism/ Publishing	14%	7%	6%	10%	12%	8%	9%
Transport/ Travel	9%	5%	9%	10%	8%	17%	5%
Charity/ Voluntary sector	9%	8%	15%	-	8%	17%	5%

*showing only top industries (higher than 10%)

Base: Working (1883), GCC (803), Levant (768), North Africa (290), Others (22)

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

Industries attracting/retaining top National talent (1/2)

	GCC						Levant				
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Jordan	Iraq	Palestine	Syria
Base: All	176	455	75	60	12	25	52	150	44	20	24
Banking/ Finance	34%	35%	32%	33%	25%	24%	46%	33%	27%	35%	25%
Advertising/ Marketing/ Public Relations	28%	32%	21%	18%	17%	20%	33%	26%	25%	15%	25%
Real Estate/ Construction/ Property Development	31%	21%	24%	35%	25%	32%	19%	14%	18%	20%	25%
Business Consultancy/ Business Management/ Management Consulting	18%	26%	19%	20%	8%	24%	40%	23%	32%	30%	25%
Telecommunications	20%	24%	17%	18%	25%	20%	10%	15%	20%	15%	25%
Oil, Gas and Petrochemicals	19%	26%	31%	30%	33%	28%	10%	7%	41%	5%	13%
IT/ Internet/ E-commerce	16%	25%	16%	17%	8%	20%	19%	22%	34%	10%	17%
Engineering/ Design	22%	16%	19%	33%	-	24%	13%	23%	30%	15%	33%
Education/ Academia	18%	15%	17%	27%	8%	20%	15%	27%	32%	40%	21%
Human Resources	14%	23%	16%	30%	8%	8%	15%	17%	25%	15%	13%
Consumer Goods/ FMCG	18%	14%	15%	18%	8%	16%	17%	16%	23%	10%	13%
Government/ Civil service	22%	22%	20%	32%	25%	12%	13%	14%	20%	15%	4%
Healthcare/ Medical services	19%	18%	16%	33%	25%	16%	21%	21%	20%	5%	13%
Military/ Defence/ Police	14%	14%	12%	18%	25%	24%	10%	15%	25%	5%	8%
Tourism	23%	13%	9%	17%	25%	28%	31%	17%	20%	-	4%
Automotive	17%	18%	9%	15%	-	20%	6%	14%	16%	-	8%
Hospitality/ Recreation/ Entertainment	20%	14%	19%	22%	25%	28%	23%	13%	16%	-	-
Aerospace/ Airline/ Aviation	18%	19%	8%	23%	17%	16%	6%	14%	11%	-	8%
Manufacturing	14%	16%	7%	17%	8%	4%	12%	11%	18%	15%	17%
Electricity/ Power Generation/ Water	16%	15%	15%	20%	8%	16%	4%	11%	16%	5%	17%
Commerce/ Trade/ Retail	13%	13%	12%	15%	8%	16%	12%	7%	14%	15%	8%
Pharmaceuticals	7%	11%	7%	7%	-	16%	13%	14%	18%	10%	33%
Charity/ Voluntary sector	8%	12%	3%	18%	8%	12%	8%	15%	16%	5%	25%
Media/ Journalism/ Publishing	12%	10%	8%	10%	-	8%	13%	11%	14%	5%	8%
Transport/ Travel	18%	9%	5%	20%	17%	36%	12%	5%	18%	-	8%

showing only top industries (higher than 10%)

Base: Working (1883), GCC (803), Levant (768), North Africa (290), Others (22)

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

* Low base. Interpret with caution

Industries attracting/retaining top National talent (2/2)

	North Africa & Egypt						
	Egypt	Morocco	Algeria	Tunisia	Libya	Sudan	Pakistan
Base: All	474	75	113	21	26	59	22
Banking/ Finance	37%	20%	19%	29%	8%	53%	32%
Advertising/ Marketing/ Public Relations	34%	21%	26%	5%	15%	32%	23%
Real Estate/ Construction/ Property Development	26%	24%	23%	33%	-	29%	23%
Business Consultancy/ Business Management/ Management Consulting	22%	28%	20%	19%	8%	31%	32%
Telecommunications	24%	19%	17%	48%	19%	34%	18%
Oil, Gas and Petrochemicals	23%	5%	28%	14%	23%	22%	9%
IT/ Internet/ E-commerce	18%	12%	14%	38%	27%	42%	18%
Engineering/ Design	20%	13%	17%	38%	12%	24%	9%
Education/ Academia	14%	11%	29%	24%	23%	22%	14%
Human Resources	16%	11%	11%	10%	19%	15%	18%
Consumer Goods/ FMCG	19%	20%	24%	19%	19%	15%	23%
Government/ Civil service	12%	11%	19%	5%	-	19%	14%
Healthcare/ Medical services	12%	11%	15%	38%	12%	17%	14%
Military/ Defence/ Police	23%	13%	23%	14%	8%	12%	9%
Tourism	14%	27%	11%	29%	12%	8%	5%
Automotive	15%	21%	17%	19%	12%	15%	14%
Hospitality/ Recreation/ Entertainment	18%	13%	6%	19%	-	10%	14%
Aerospace/ Airline/ Aviation	19%	5%	7%	14%	15%	8%	-
Manufacturing	18%	12%	15%	19%	4%	15%	18%
Electricity/ Power Generation/ Water	12%	12%	15%	24%	8%	24%	9%
Commerce/ Trade/ Retail	13%	19%	18%	19%	8%	12%	14%
Pharmaceuticals	17%	8%	12%	24%	4%	7%	5%
Charity/ Voluntary sector	8%	11%	14%	5%	19%	24%	9%
Media/ Journalism/ Publishing	13%	12%	12%	14%	4%	10%	9%
Transport/ Travel	9%	4%	9%	19%	15%	10%	5%

showing only top industries (higher than 10%)

Base: Working (1883), GCC (803), Levant (768), North Africa (290), Others (22)

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

Industries attracting/retaining top Graduate talent (1/2)

	GCC						Levant				
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Jordan	Iraq	Palestine	Syria
Base: All	176	455	75	60	12	25	52	150	44	20	24
Banking/ Finance	34%	32%	24%	38%	42%	32%	48%	39%	20%	30%	25%
Advertising/ Marketing/ Public Relations	30%	33%	24%	35%	25%	8%	35%	37%	25%	35%	33%
Engineering/ Design	29%	20%	31%	37%	33%	44%	27%	26%	16%	10%	38%
Business Consultancy/ Business Management/ Management Consulting	24%	23%	21%	23%	50%	16%	37%	23%	18%	25%	38%
IT/ Internet/ E-commerce	24%	24%	19%	18%	33%	16%	23%	24%	25%	20%	17%
Real Estate/ Construction/ Property Development	27%	18%	20%	38%	17%	24%	25%	9%	16%	15%	29%
Telecommunications	21%	20%	8%	23%	33%	24%	23%	19%	16%	20%	25%
Human Resources	18%	22%	21%	35%	25%	16%	21%	19%	25%	15%	17%
Oil, Gas and Petrochemicals	24%	19%	28%	32%	33%	44%	10%	6%	32%	-	17%
Education/ Academia	22%	15%	11%	30%	25%	24%	21%	22%	30%	30%	13%
Hospitality/ Recreation/ Entertainment	24%	15%	17%	28%	42%	24%	21%	19%	14%	-	8%
Healthcare/ Medical services	22%	18%	9%	23%	42%	12%	17%	19%	9%	5%	17%
Consumer Goods/ FMCG	18%	14%	8%	25%	8%	12%	17%	11%	23%	15%	17%
Military/ Defence/ Police	9%	12%	9%	20%	17%	28%	8%	15%	23%	-	17%
Government/ Civil service	18%	17%	16%	27%	25%	20%	6%	15%	20%	10%	8%
Tourism	23%	13%	7%	18%	25%	16%	23%	14%	16%	5%	8%
Commerce/ Trade/ Retail	14%	14%	12%	18%	25%	16%	12%	9%	16%	20%	17%
Aerospace/ Airline/ Aviation	23%	17%	7%	22%	33%	8%	6%	10%	11%	-	17%
Automotive	15%	15%	8%	18%	17%	16%	12%	13%	16%	-	13%
Manufacturing	18%	13%	8%	25%	8%	8%	12%	12%	11%	5%	8%
Electricity/ Power Generation/ Water	19%	13%	8%	18%	17%	16%	6%	10%	18%	-	-
Pharmaceuticals	10%	8%	4%	13%	8%	16%	13%	16%	20%	-	21%
Media/ Journalism/ Publishing	16%	11%	8%	12%	25%	8%	6%	9%	18%	5%	13%
Charity/ Voluntary sector	7%	12%	3%	20%	17%	8%	4%	13%	11%	10%	21%

showing only top industries (higher than 10%)

Base: Working (1883), GCC (803), Levant (768), North Africa (290), Others (22)

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

* Low base. Interpret with caution

Industries attracting/retaining top Graduate talent (2/2)

	North Africa & Egypt						
	Egypt	Morocco	Algeria	Tunisia	Libya	Sudan	Pakistan
Base: All	474	75	113	21	26	59	22
Banking/ Finance	34%	32%	26%	33%	12%	46%	41%
Advertising/ Marketing/ Public Relations	35%	25%	27%	24%	23%	34%	36%
Engineering/ Design	24%	7%	17%	33%	15%	32%	18%
Business Consultancy/ Business Management/ Management Consulting	19%	23%	23%	29%	27%	25%	32%
IT/ Internet/ E-commerce	21%	9%	18%	48%	27%	39%	23%
Real Estate/ Construction/ Property Development	24%	16%	18%	19%	4%	12%	23%
Telecommunications	21%	13%	18%	43%	27%	36%	14%
Human Resources	18%	15%	14%	29%	31%	19%	18%
Oil, Gas and Petrochemicals	20%	4%	31%	14%	31%	17%	14%
Education/ Academia	13%	11%	28%	29%	31%	22%	18%
Hospitality/ Recreation/ Entertainment	15%	15%	8%	29%	4%	7%	5%
Healthcare/ Medical services	12%	9%	12%	33%	27%	19%	5%
Consumer Goods/ FMCG	15%	12%	19%	19%	12%	22%	18%
Military/ Defence/ Police	17%	12%	27%	10%	23%	15%	14%
Government/ Civil service	10%	9%	17%	14%	12%	15%	18%
Tourism	14%	21%	10%	38%	8%	8%	9%
Commerce/ Trade/ Retail	16%	11%	16%	19%	12%	22%	9%
Aerospace/ Airline/ Aviation	14%	9%	8%	19%	15%	8%	9%
Automotive	13%	21%	12%	24%	8%	14%	14%
Manufacturing	15%	16%	11%	19%	8%	10%	18%
Electricity/ Power Generation/ Water	10%	13%	21%	24%	23%	19%	9%
Pharmaceuticals	15%	7%	10%	29%	12%	14%	14%
Media/ Journalism/ Publishing	13%	4%	13%	19%	4%	7%	23%
Charity/ Voluntary sector	9%	9%	17%	-	4%	25%	14%

showing only top industries (higher than 10%)

Base: Working (1883), GCC (803), Levant (768), North Africa (290), Others (22)

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

* Low base. Interpret with caution

Industries attracting/retaining top Female talent (1/2)

	GCC						Levant				
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Jordan	Iraq	Palestine	Syria
Base: All	176	455	75	60	12	25	52	150	44	20	24
Advertising/ Marketing/ Public Relations	45%	40%	47%	35%	42%	24%	40%	39%	34%	35%	29%
Banking/ Finance	38%	34%	32%	35%	67%	40%	60%	43%	34%	15%	33%
Education/ Academia	25%	29%	27%	50%	42%	28%	40%	37%	43%	35%	29%
Healthcare/ Medical services	34%	34%	27%	45%	25%	32%	42%	29%	32%	15%	17%
Human Resources	30%	26%	20%	35%	42%	24%	31%	29%	23%	15%	21%
Hospitality/ Recreation/ Entertainment	30%	19%	23%	32%	42%	16%	21%	23%	20%	20%	17%
Telecommunications	22%	21%	20%	18%	33%	28%	23%	23%	23%	25%	21%
Tourism	21%	18%	12%	22%	33%	16%	40%	20%	27%	15%	8%
Media/ Journalism/ Publishing	23%	18%	20%	22%	33%	8%	21%	24%	25%	10%	13%
Business Consultancy/ Business Management/ Management Consulting	23%	19%	23%	23%	25%	20%	33%	21%	25%	20%	25%
Charity/ Voluntary sector	11%	22%	7%	15%	25%	24%	19%	28%	23%	5%	25%
Domestic Services	16%	16%	11%	28%	33%	28%	8%	14%	11%	20%	25%
Aerospace/ Airline/ Aviation	23%	14%	11%	23%	25%	8%	10%	12%	16%	-	13%
IT/ Internet/ E-commerce	18%	19%	16%	12%	42%	12%	15%	17%	23%	10%	13%
Government/ Civil service	15%	15%	17%	30%	33%	16%	13%	10%	20%	25%	21%
Pharmaceuticals	15%	10%	12%	17%	17%	8%	21%	19%	27%	10%	21%
Engineering/ Design	17%	11%	20%	25%	17%	28%	8%	17%	11%	5%	8%
Consumer Goods/ FMCG	18%	14%	15%	10%	17%	12%	10%	7%	11%	5%	13%
Real Estate/ Construction/ Property Development	20%	9%	9%	17%	8%	16%	12%	6%	9%	5%	25%
Market Research	13%	14%	8%	12%	33%	8%	10%	13%	11%	-	8%
Commerce/ Trade/ Retail	12%	13%	11%	17%	17%	16%	12%	6%	16%	15%	8%

showing only top industries (higher than 10%)

Base: Working (1883), GCC (803), Levant (768), North Africa (290), Others (22)

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

* Low base. Interpret with caution

Industries attracting/retaining top Female talent (2/2)

	North Africa & Egypt						
	Egypt	Morocco	Algeria	Tunisia	Libya	Sudan	Pakistan
Base: All	474	75	113	21	26	59	22
Advertising/ Marketing/ Public Relations	45%	29%	30%	19%	15%	63%	32%
Banking/ Finance	40%	25%	26%	33%	19%	54%	45%
Education/ Academia	22%	21%	35%	43%	27%	47%	36%
Healthcare/ Medical services	24%	11%	25%	33%	31%	34%	32%
Human Resources	24%	13%	19%	24%	12%	17%	41%
Hospitality/ Recreation/ Entertainment	30%	15%	18%	38%	15%	22%	32%
Telecommunications	24%	24%	24%	38%	8%	22%	18%
Tourism	27%	35%	17%	52%	15%	22%	9%
Media/ Journalism/ Publishing	25%	16%	21%	19%	19%	27%	14%
Business Consultancy/ Business Management/ Management Consulting	16%	17%	26%	19%	12%	19%	23%
Charity/ Voluntary sector	23%	12%	9%	-	19%	31%	23%
Domestic Services	22%	21%	17%	19%	19%	24%	14%
Aerospace/ Airline/ Aviation	21%	15%	9%	19%	15%	12%	18%
IT/ Internet/ E-commerce	13%	9%	10%	29%	27%	20%	36%
Government/ Civil service	14%	4%	16%	24%	12%	24%	14%
Pharmaceuticals	14%	9%	10%	33%	15%	17%	9%
Engineering/ Design	12%	11%	12%	24%	12%	12%	18%
Consumer Goods/ FMCG	14%	19%	9%	14%	8%	14%	18%
Real Estate/ Construction/ Property Development	14%	11%	12%	24%	-	7%	18%
Market Research	10%	3%	4%	33%	-	7%	5%
Commerce/ Trade/ Retail	9%	12%	9%	14%	-	7%	9%

showing only top industries (higher than 10%)

Base: Working (1883), GCC (803), Levant (768), North Africa (290), Others (22)

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



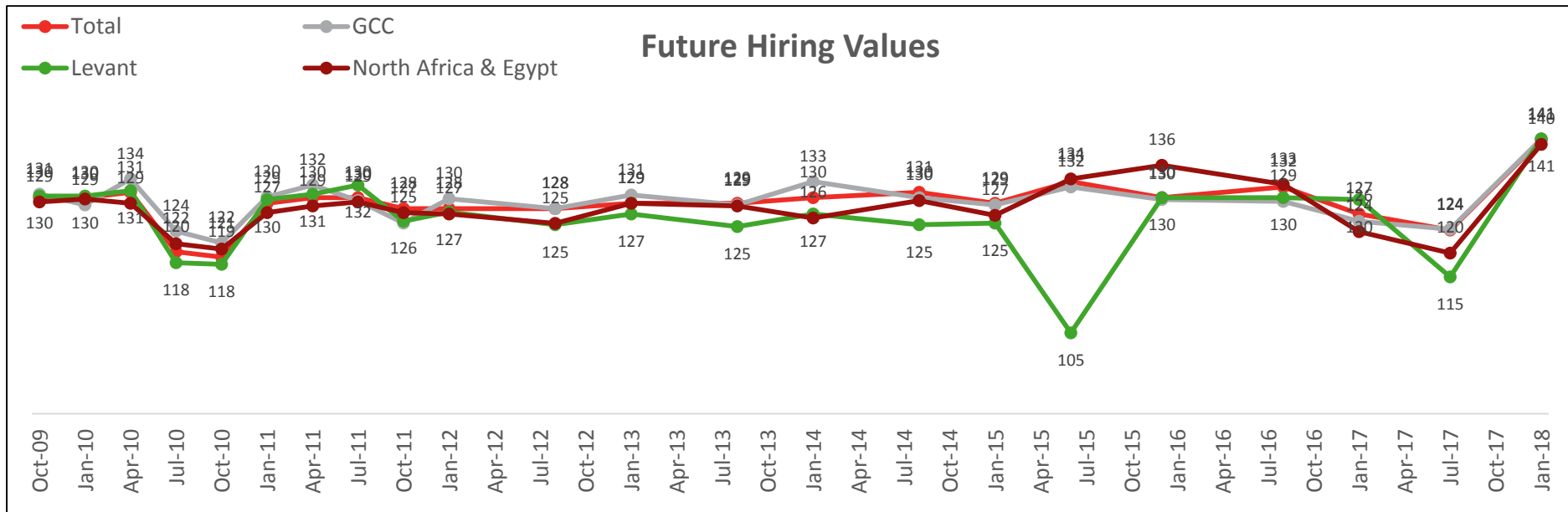
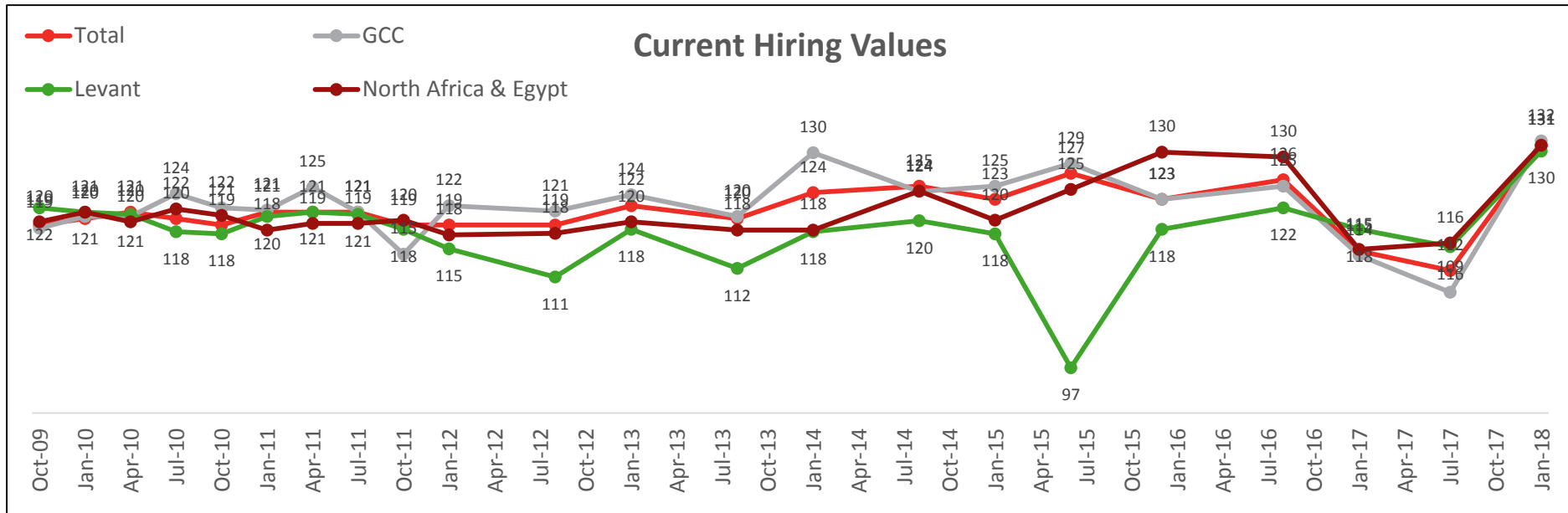
Section 4

INDEX CALCULATIONS

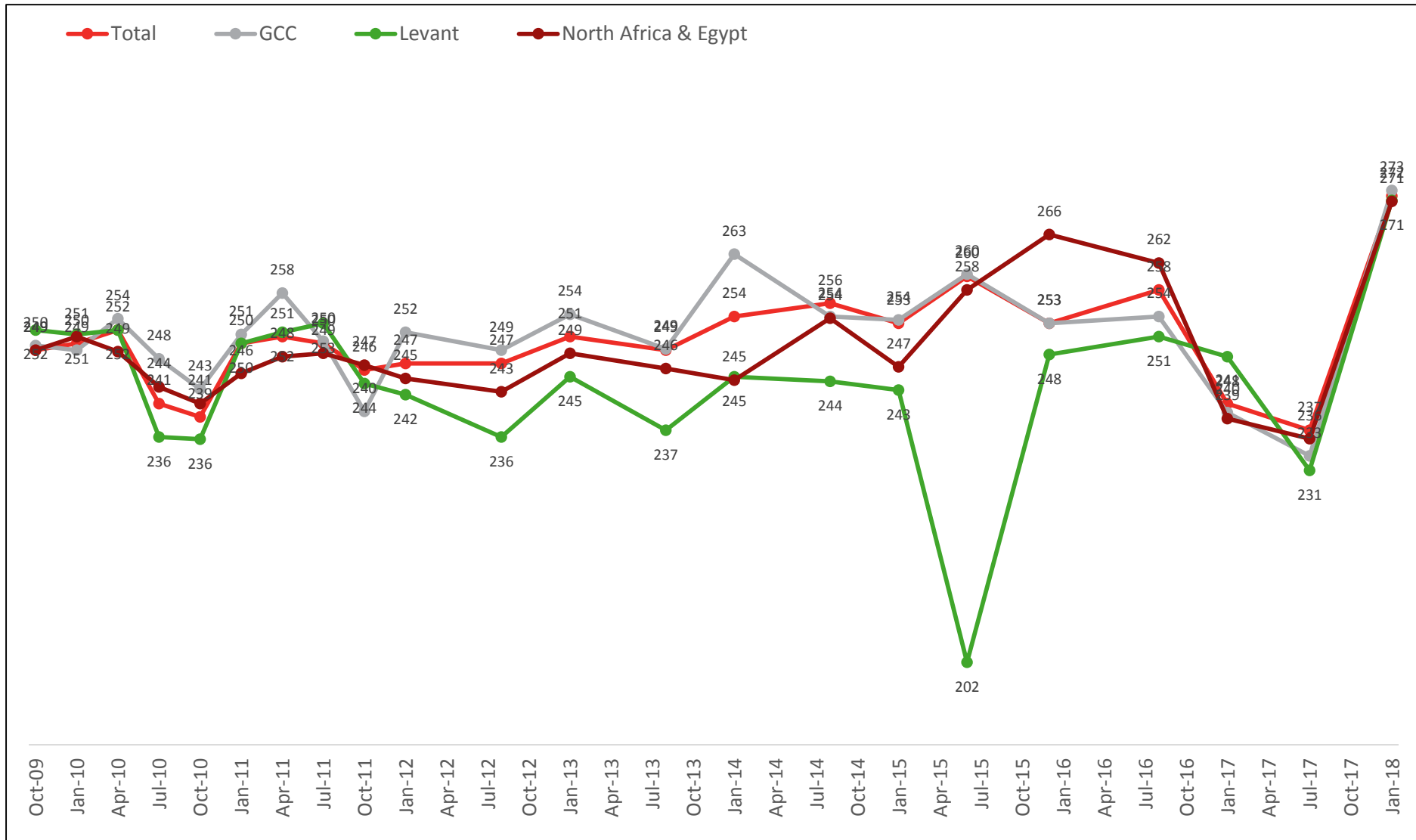
Calculation of Indices and Benchmarking

- 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).
- The index is calculated according to the following formula: $Index\ Value = (Current\ period\ value / Base\ period\ value) * 100$
- Current period's value for each question is calculated as:
$$(((Number\ of\ optimistic\ answers - Number\ of\ pessimistic\ answers) / Achieved\ sample) * 100) + 100$$
- 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.

Current & Future Hiring Values

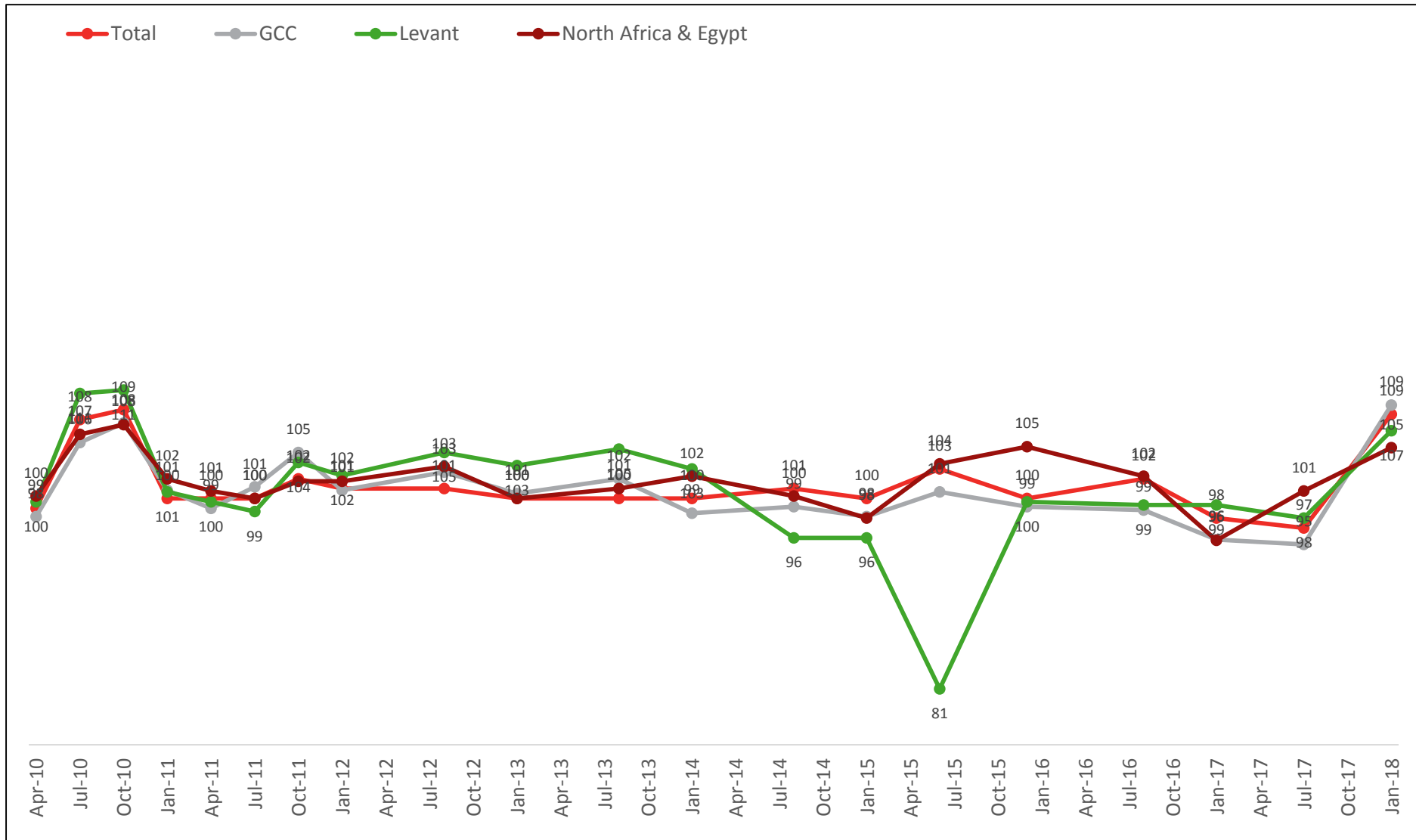


Current + Future Hiring Values

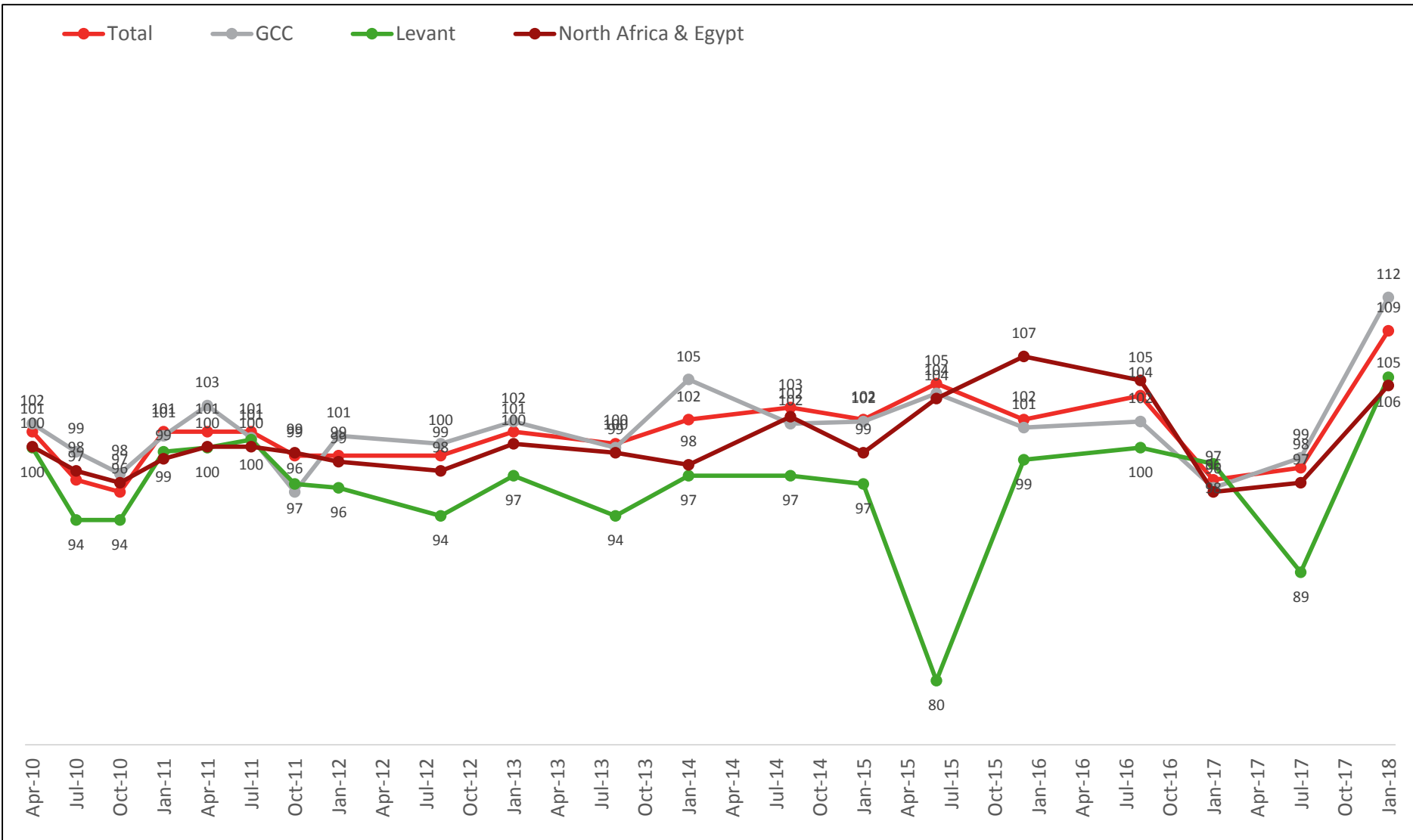




Hiring Expectancy Index



Job Index



Current Hiring Values

Year	Period	Total	Algeria	Bahrain	Egypt	Jordan	Kuwait	Lebanon	Morocco	Oman	Qatar	Saudi Arabia	Tunisia	UAE
2009	Oct 2009	119	124	109	118	117	120	128	113	122	122	124	123	114
2010	Jan 2010	120	120	124	119	118	122	124	122	123	116	125	123	112
	Apr 2010	121	125	115	118	114	115	128	121	118	130	127	114	117
	Jul 2010	120	130	132	117	113	125	125	121	126	123	120	118	117
	Oct 2010	119	126	126	119	116	120	115	125	130	117	123	112	114
2011	Jan 2011	121	121	120	119	121	118	120	119	122	123	126	114	119
	Apr 2011	121	123	117	117	115	122	130	117	134	129	127	120	120
	Jul 2011	121	124	115	117	119	116	117	112	130	123	125	124	117
	Oct 2011	119	126	94	115	117	119	122	126	118	116	126	112	114
2012	Jan 2012	119	122	123	116	116	118	120	116	124	125	124	116	118
	Aug 2012	119	116	121	115	118	119	114	118	117	127	125	122	118
2013	Jan 2013	122	126	123	117	124	123	123	120	125	121	130	115	120
	Aug 2013	120	119	105	118	119	122	113	111	122	124	127	125	122
2014	Jan 2014	124	122	126	118	121	134	117	121	137	129	131	112	124
	Aug 2014	125	123	114	121	127	124	123	123	122	125	132	130	128
2015	Jan 2015	123	122	129	120	120	122	118	121	127	125	124	116	123
	Jun 2015	127	123	117	129	120	127	121	113	137	133	131	133	126
	Dec 2015	123	125	133	125	121	122	117	121	122	118	123	150	120
2016	Aug 2016	126	126	117	128	127	125	120	132	125	133	126	132	124
2017	Jan 2017	115	115	120	117	118	116	119	118	106	117	112	111	115
	July 2017	112	114	98	116	119	122	103	116	107	109	106	119	110
2018	Jan 2018	131	133	145	132	129	138	134	117	136	138	130	117	131

Future Hiring Values

Year	Period	Total	Algeria	Bahrain	Egypt	Jordan	Kuwait	Lebanon	Morocco	Oman	Qatar	Saudi Arabia	Tunisia	UAE
2009	Oct 2009	130	132	129	129	129	131	131	127	135	130	133	129	126
2010	Jan 2010	130	131	127	128	130	129	130	129	130	129	134	131	123
	Apr 2010	131	133	138	128	128	129	132	127	135	134	136	128	129
	Jul 2010	120	130	132	117	113	125	125	121	126	123	120	118	117
	Oct 2010	119	126	126	119	116	120	115	125	130	117	123	112	114
2011	Jan 2011	129	130	130	128	129	129	128	124	129	132	133	127	128
	Apr 2011	130	130	129	128	127	130	134	128	139	133	133	128	130
	Jul 2011	130	131	130	127	132	125	135	126	132	130	132	133	128
	Oct 2011	128	134	117	125	129	126	125	126	124	126	135	124	124
2012	Jan 2012	128	131	133	125	126	126	130	126	130	133	131	126	126
	Aug 2012	128	126	132	127	128	129	130	121	115	132	132	127	128
2013	Jan 2013	129	131	128	126	132	133	127	128	130	128	135	131	129
	Aug 2013	129	134	115	127	127	134	123	122	129	132	133	131	129
2014	Jan 2014	130	130	123	125	132	134	123	127	144	133	135	123	129
	Aug 2014	131	126	118	129	132	127	127	128	134	130	138	135	133
2015	Jan 2015	129	126	126	131	127	130	128	132	130	128	130	118	128
	Jun 2015	133	134	117	134	132	133	133	133	142	135	135	133	130
	Dec 2015	130	133	129	129	131	133	126	146	130	128	127	136	131
2016	Aug 2016	132	131	117	137	137	131	129	129	113	141	137	133	137
2017	Jan 2017	127	116	121	129	124	132	135	129	124	124	124	121	129
	July 2017	124	121	120	128	126	128	120	124	124	129	118	106	126
2018	Jan 2018	141	141	150	142	139	145	138	135	143	142	140	126	140

Current Hiring + Future Hiring Values

Year	Period	Total	Algeria	Bahrain	Egypt	Jordan	Kuwait	Lebanon	Morocco	Oman	Qatar	Saudi Arabia	Tunisia	UAE
2009	Oct 2009	249	257	239	247	246	251	259	240	258	252	257	252	241
2010	Jan 2010	250	252	251	247	248	251	254	251	253	245	259	254	235
	Apr 2010	252	258	253	246	242	243	260	249	253	263	264	242	246
	Jul 2010	241	259	264	235	227	249	250	243	253	246	240	237	234
	Oct 2010	239	252	251	238	231	241	231	250	260	233	246	224	228
2011	Jan 2011	250	251	250	247	250	246	248	243	251	255	259	241	247
	Apr 2011	251	253	247	246	242	253	264	245	273	262	260	248	250
	Jul 2011	250	254	244	244	251	241	252	238	262	253	257	258	245
	Oct 2011	246	260	211	240	246	245	247	251	242	242	261	236	238
2012	Jan 2012	247	253	256	241	242	244	249	243	254	257	255	242	244
	Aug 2012	247	242	253	242	245	248	245	239	231	259	257	248	246
2013	Jan 2013	251	257	252	243	256	255	249	248	256	249	265	246	249
	Aug 2013	249	253	220	244	246	257	236	232	251	256	260	256	251
2014	Jan 2014	254	252	249	243	253	268	239	248	281	263	266	235	253
	Aug 2014	256	249	232	250	258	251	250	251	255	255	270	265	261
2015	Jan 2015	253	248	255	251	248	252	246	253	257	253	254	234	250
	Jun 2015	260	256	233	263	253	260	254	246	279	267	266	267	257
	Dec 2015	253	258	263	254	252	254	243	267	252	247	251	286	251
2016	Aug 2016	258	257	233	265	263	256	249	261	238	273	263	265	261
2017	Jan 2017	241	231	240	245	242	248	254	247	230	241	236	232	243
	July 2017	237	236	218	243	245	250	223	239	231	238	225	225	237
2018	Jan 2018	272	274	295	274	269	283	272	252	279	280	270	243	271

Hiring Expectancy Index

Year	Period	Total	Algeria	Bahrain	Egypt	Jordan	Kuwait	Lebanon	Morocco	Oman	Qatar	Saudi Arabia	Tunisia	UAE
2010	Apr 2010	99	100	94	101	101	102	100	100	100	97	98	100	98
	Jul 2010	108	102	98	110	114	105	105	105	107	105	111	109	108
	Oct 2010	109	105	103	108	112	109	114	102	104	111	108	115	111
2011	Jan 2011	100	102	100	101	100	102	103	103	105	99	100	102	99
	Apr 2011	100	102	100	101	101	101	98	99	98	97	100	101	98
	Jul 2011	100	101	100	101	98	105	97	101	102	100	101	97	99
	Oct 2011	102	99	111	103	100	104	105	101	109	103	99	104	102
2012	Jan 2012	101	101	97	103	102	104	101	101	104	98	102	102	100
	Aug 2012	101	105	98	101	101	102	101	105	118	98	101	102	99
2013	Jan 2013	100	101	101	102	98	99	104	99	104	102	99	98	98
	Aug 2013	100	99	112	102	102	98	107	105	105	98	101	98	98
2014	Jan 2014	100	101	105	103	98	98	107	100	94	97	99	105	98
	Aug 2014	101	95	91	100	102	97	97	101	99	100	103	105	105
2015	Jan 2015	100	95	97	102	98	99	98	103	96	99	97	92	101
	Jun 2015	103	101	90	104	102	101	102	105	105	104	101	104	103
	Dec 2015	100	101	100	100	101	101	96	115	96	99	95	105	104
2016	Aug 2016	102	99	90	106	106	100	98	101	83	109	103	103	108
2017	Jan 2017	98	88	93	100	96	100	103	101	92	95	93	94	102
	July 2017	97	99	82	99	101	105	87	98	101	93	95	107	96
2018	Jan 2018	109	107	116	110	108	110	105	106	106	109	105	98	111

Year	Period	Total	Algeria	Bahrain	Egypt	Jordan	Kuwait	Lebanon	Morocco	Oman	Qatar	Saudi Arabia	Tunisia	UAE
2010	Apr 2010	101	100	106	100	98	97	100	103	98	105	102	96	102
	Jul 2010	97	101	111	95	92	99	97	101	98	98	93	94	97
	Oct 2010	96	98	105	96	94	96	89	104	101	93	96	89	94
2011	Jan 2011	101	98	105	100	102	98	96	101	97	101	101	96	102
	Apr 2011	101	99	103	100	98	101	102	102	106	104	101	98	104
	Jul 2011	101	99	102	99	102	96	97	99	102	101	100	102	102
	Oct 2011	99	101	88	97	100	98	95	105	94	96	101	94	99
2012	Jan 2012	99	99	107	98	99	97	96	101	98	102	99	96	101
	Aug 2012	99	94	106	98	100	99	95	100	90	103	100	99	102
2013	Jan 2013	101	100	105	99	104	102	96	103	99	99	103	98	103
	Aug 2013	100	99	92	99	100	102	91	97	97	102	101	102	104
2014	Jan 2014	102	98	104	99	103	107	92	103	109	104	103	93	105
	Aug 2014	103	97	97	102	105	100	97	105	99	101	105	105	108
2015	Jan 2015	102	97	107	102	101	100	95	105	100	101	99	93	104
	Jun 2015	105	100	98	107	103	103	98	102	108	106	103	106	107
	Dec 2015	102	101	110	103	102	101	94	111	98	98	97	114	104
2016	Aug 2016	104	100	98	107	107	102	96	109	92	109	102	105	108
2017	Jan 2017	97	90	101	99	98	99	98	103	89	96	92	92	101
	July 2017	98	104	99	99	102	97	89	96	100	104	95	88	98
2018	Jan 2018	109	107	124	111	109	113	105	105	108	111	105	97	113



Section 5

RESPONDENT PROFILE



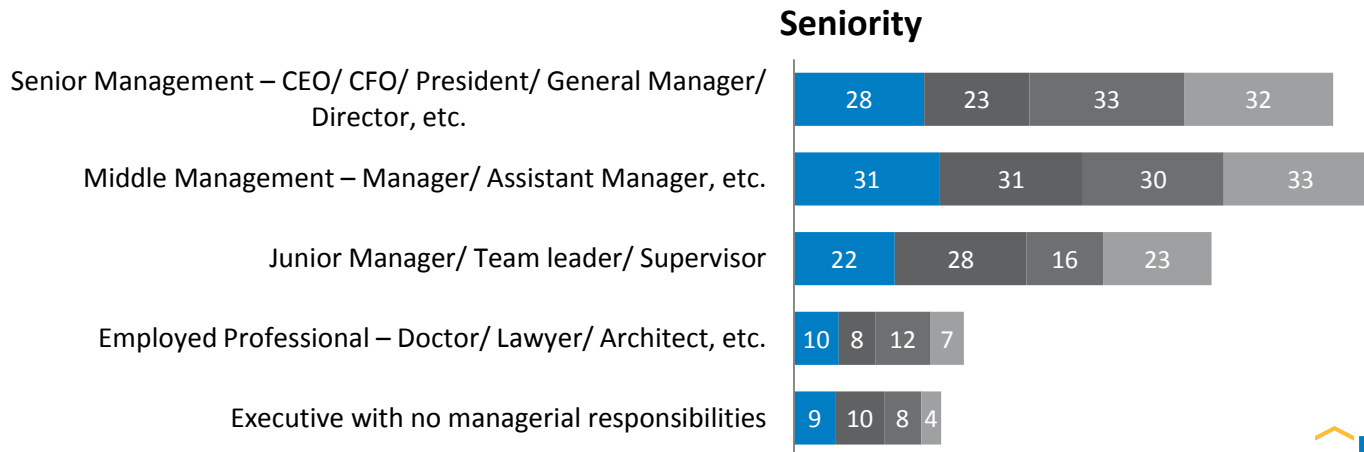
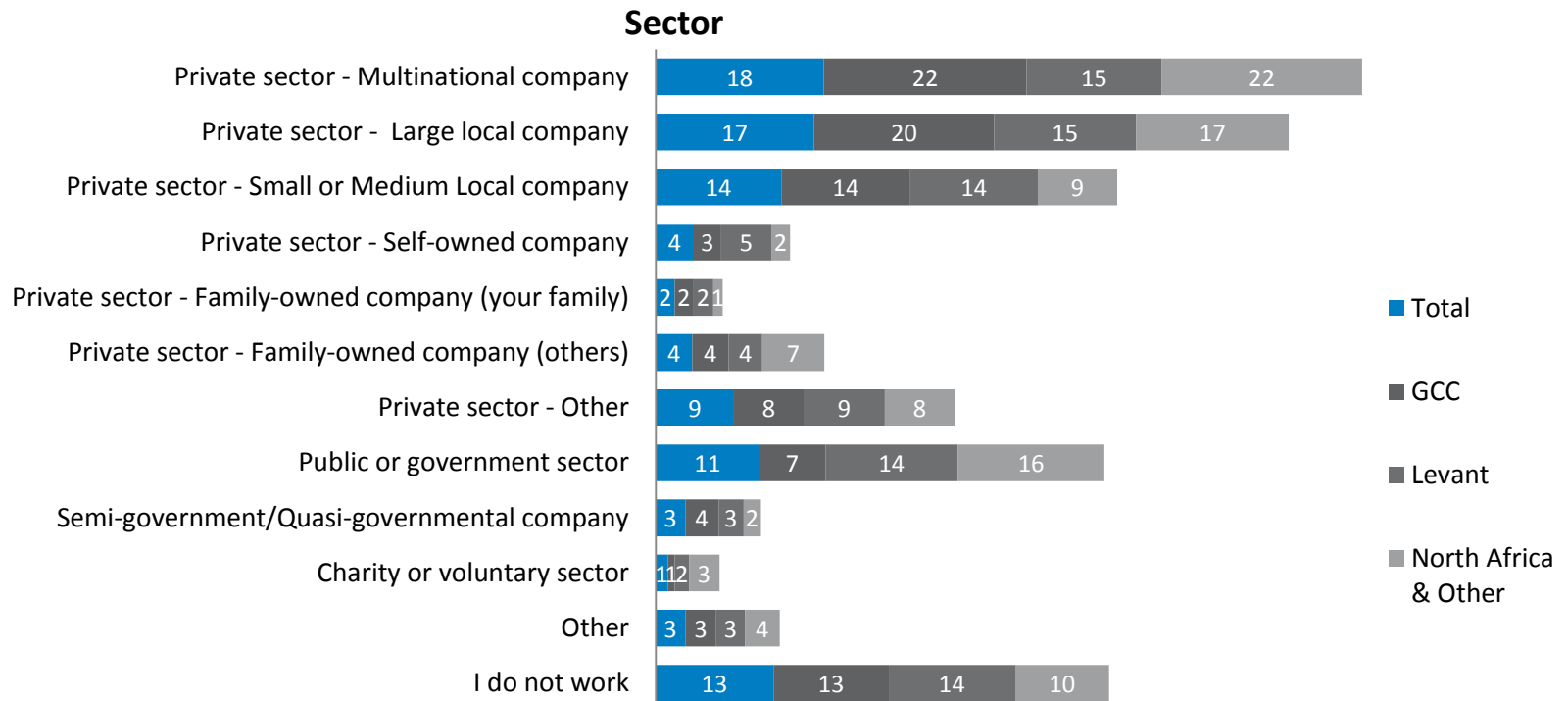
Sample Definition

- **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, Jordan, Iraq, Palestine*, Syria*
 - **North Africa:** Egypt, Morocco, Algeria, Tunisia*, Libya*, Sudan
 - **Others:** Pakistan*
- **Data Collection**
 - All data was collected online. Fieldwork was done between December 5th 2017 and January 28th 2018. The total number of successful online interviews achieved is 1,883. Of these, 1,641 were of working status.

**Low sample for current wave (less than 50 interviews)*

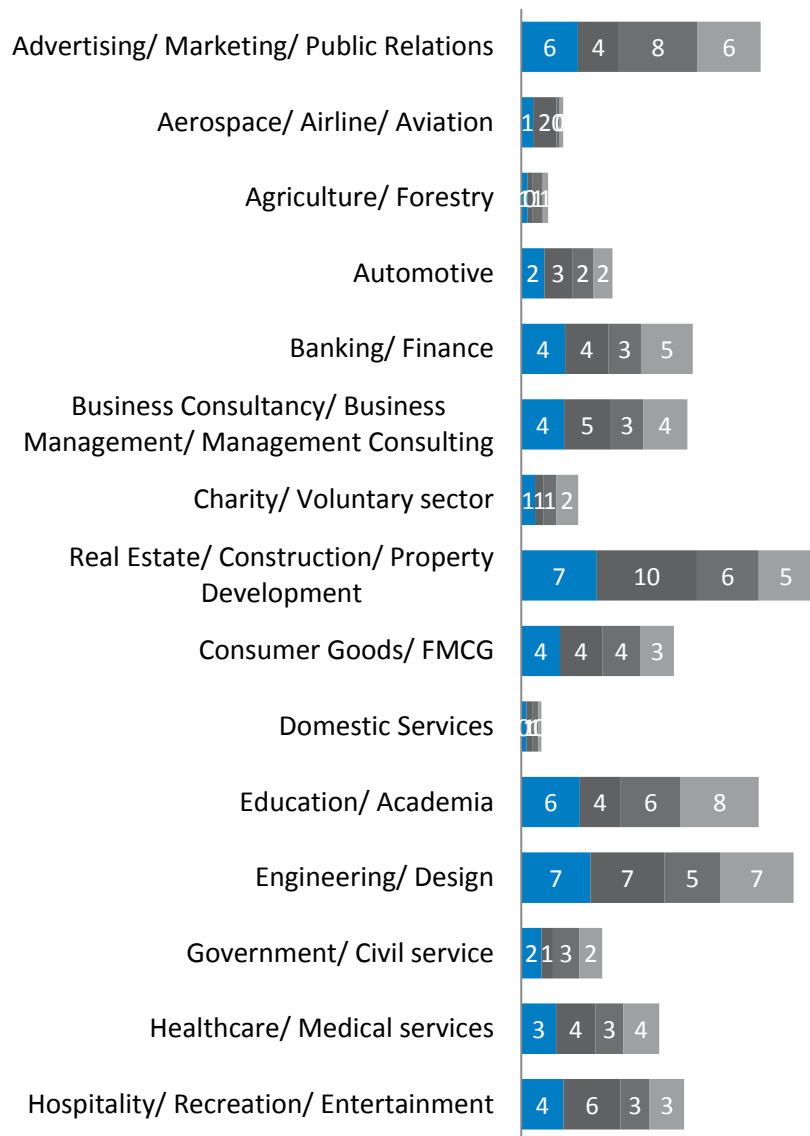
Respondent Profile | By Sector & Seniority

Numbers are in %

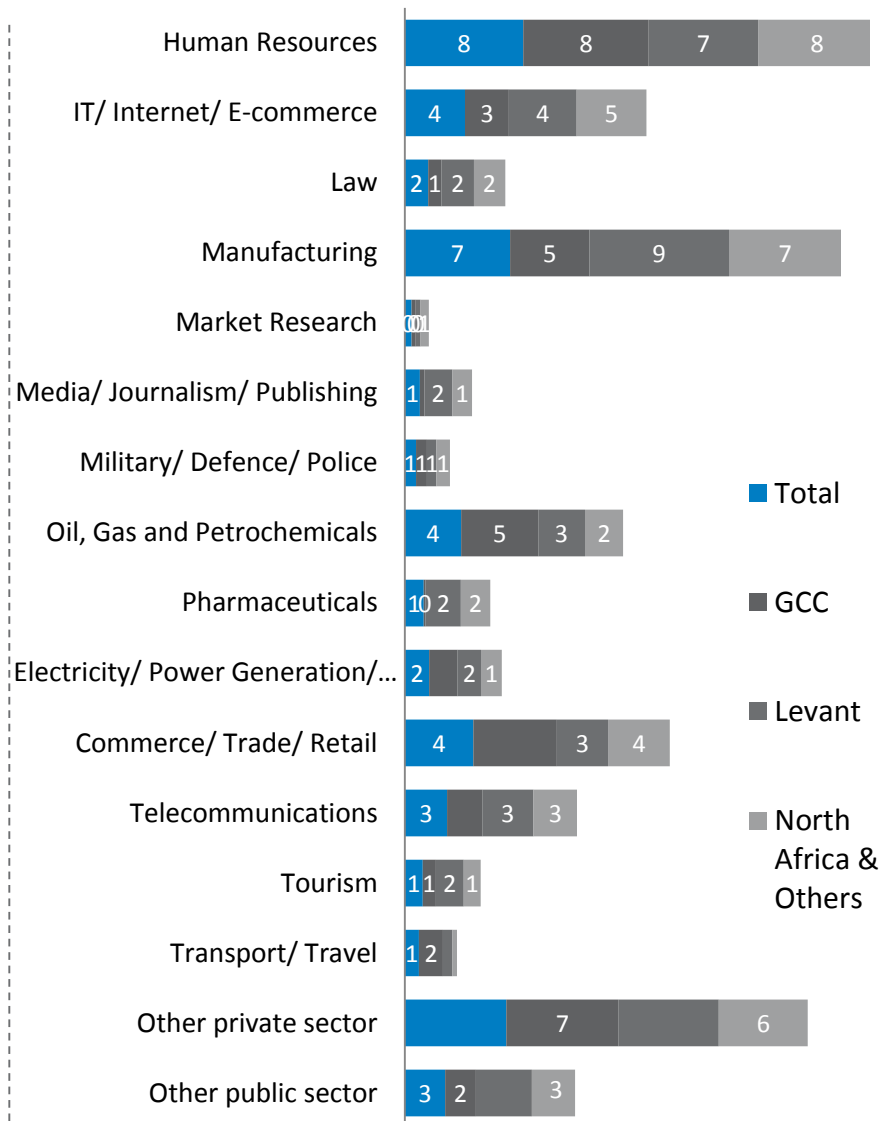


Respondent Profile | By Industry

Numbers are in %



Industry



Base: Working (1883), GCC (803), Levant (768), North Africa (290), Others (22)

Respondent Profile | By Sector (1/2)

	GCC						Levant				
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Jordan	Iraq	Palestine	Syria
Base: All	176	455	75	60	12	25	52	150	44	20	24
Private sector - Multinational company	20%	22%	23%	28%	8%	24%	17%	21%	16%	-	4%
Private sector - Large Local company	16%	20%	29%	18%	-	12%	10%	15%	20%	10%	21%
Private sector - Small or Medium Local company	14%	14%	16%	12%	25%	16%	19%	13%	11%	5%	8%
Private sector – Self owned company	6%	1%	5%	5%	17%	4%	4%	3%	2%	10%	8%
Private sector- Family owned company (your family)	-	3%	3%	-	-	-	-	3%	2%	5%	-
Private sector- Family owned company (others)	2%	5%	-	3%	8%	-	17%	1%	2%	5%	4%
Private sector - Other	10%	6%	9%	7%	17%	8%	8%	13%	7%	15%	4%
Public or Government sector	10%	5%	9%	10%	17%	12%	2%	10%	20%	35%	33%
Semi-government/Quasi-governmental company	5%	4%	3%	2%	-	4%	-	5%	5%	5%	4%
Charity or voluntary sector	-	1%	-	2%	-	-	4%	1%	2%	-	8%
Other	5%	3%	3%	3%	-	4%	6%	2%	7%	-	-
I do not work	13%	15%	-	10%	8%	16%	13%	14%	5%	10%	4%

* Low base. Interpret with caution

Respondent Profile | By Sector (2/2)

	North Africa & Egypt						
	Egypt	Morocco	Algeria	Tunisia	Libya	Sudan	Pakistan
Base: All	474	75	113	21	26	59	22
Private sector - Multinational company	18%	16%	9%	5%	4%	10%	27%
Private sector - Large Local company	21%	4%	6%	10%	12%	8%	18%
Private sector - Small or Medium Local company	16%	9%	9%	24%	4%	14%	5%
Private sector – Self owned company	7%	1%	-	5%	12%	7%	-
Private sector- Family owned company (your family)	2%	3%	2%	10%	-	2%	-
Private sector- Family owned company (others)	5%	1%	-	-	4%	5%	9%
Private sector - Other	9%	15%	7%	5%	-	7%	5%
Public or Government sector	7%	8%	36%	24%	46%	24%	18%
Semi-government/Quasi-governmental company	1%	3%	-	10%	12%	12%	-
Charity or voluntary sector	1%	3%	1%	-	-	3%	5%
Other	3%	9%	1%	10%	4%	2%	5%
I do not work	10%	28%	29%	-	4%	7%	9%

* Low base. Interpret with caution

Respondent Profile | By Seniority (1/2)

	GCC						Levant				
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Jordan	Iraq	Palestine	Syria
Base: Working	154	387	75	54	11	21	45	129	42	18	23
Senior Management – CEO/ CFO/ President/ General Manager/ Director, etc.	15%	26%	29%	13%	27%	10%	27%	24%	33%	33%	52%
Middle Management – Manager/ Assistant Manager, etc.	31%	32%	24%	31%	18%	29%	51%	35%	38%	28%	17%
Junior Manager/ Team leader/ Supervisor	36%	24%	24%	35%	36%	52%	11%	20%	17%	22%	4%
Employed Professional – Doctor/ Lawyer/ Architect, etc.	6%	10%	7%	2%	-	-	4%	11%	5%	6%	22%
Executive with no managerial responsibilities	11%	8%	16%	19%	18%	10%	7%	10%	7%	11%	4%

* Low base. Interpret with caution

Respondent Profile | By Seniority (2/2)

	North Africa & Egypt						
	Egypt	Morocco	Algeria	Tunisia	Libya	Sudan	Pakistan
Base: Working	427	54	80	21	25	55	20
Senior Management – CEO/ CFO/ President/ General Manager/ Director, etc.	40%	15%	14%	19%	48%	25%	35%
Middle Management – Manager/ Assistant Manager, etc.	33%	22%	21%	29%	16%	42%	30%
Junior Manager/ Team leader/ Supervisor	14%	24%	24%	19%	28%	13%	30%
Employed Professional – Doctor/ Lawyer/ Architect, etc.	9%	15%	24%	24%	8%	15%	5%
Executive with no managerial responsibilities	5%	24%	18%	10%	-	5%	-

Respondent Profile | By Industry (1/2)

	GCC									Levant	
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Jordan	Iraq	Palestine	Syria
Base: Working	154	387	75	54	11	21	45	129	42	18	23
Advertising/ Marketing/ Public Relations	4%	4%	4%	6%	9%	-	7%	5%	5%	-	-
Aerospace/ Airline/ Aviation	3%	3%	1%	-	-	-	-	-	2%	-	-
Agriculture/ Forestry	-	1%	-	-	9%	-	-	-	-	-	-
Automotive	5%	2%	3%	-	-	-	2%	2%	-	-	-
Banking/ Finance	7%	3%	8%	-	9%	-	7%	7%	5%	11%	9%
Business Consultancy/ Business Management/ Management Consulting	3%	5%	7%	-	-	5%	7%	4%	7%	6%	9%
Charity/ Voluntary sector	-	1%	-	2%	-	-	7%	3%	2%	-	-
Real Estate/ Construction/ Property Development	8%	10%	13%	9%	-	14%	7%	5%	2%	-	4%
Consumer Goods/ FMCG	5%	4%	4%	6%	-	-	2%	2%	5%	6%	4%
Domestic Services	-	-	4%	-	9%	-	-	-	-	-	-
Education/ Academia	3%	4%	3%	6%	9%	10%	4%	12%	5%	6%	13%
Engineering/ Design	6%	7%	8%	11%	-	10%	9%	9%	5%	11%	17%
Government/ Civil service	1%	1%	1%	7%	-	-	-	2%	-	11%	4%
Healthcare/ Medical services	3%	5%	1%	4%	18%	-	2%	7%	-	-	4%
Hospitality/ Recreation/ Entertainment	6%	5%	5%	4%	9%	5%	7%	5%	-	-	-
Human Resources	5%	9%	5%	11%	9%	10%	2%	10%	7%	11%	9%
IT/ Internet/ E-commerce	3%	3%	5%	-	-	-	4%	4%	7%	11%	-
Law	1%	1%	1%	-	9%	-	-	2%	-	11%	4%
Manufacturing	5%	6%	1%	6%	-	-	9%	5%	5%	11%	-
Market Research	-	-	-	4%	-	-	4%	-	-	-	-
Media/ Journalism/ Publishing	1%	0%	-	-	-	-	-	1%	2%	-	-
Military/ Defence/ Police	1%	1%	1%	-	9%	-	-	-	5%	6%	-
Oil, Gas and Petrochemicals	6%	3%	7%	7%	-	14%	-	1%	10%	-	-
Pharmaceuticals	-	-	-	2%	-	-	-	1%	5%	-	4%
Electricity/ Power Generation/ Water	3%	2%	1%	2%	-	-	2%	2%	-	-	-
Commerce/ Trade/ Retail	3%	6%	7%	6%	-	10%	7%	3%	12%	-	-
Telecommunications	3%	3%	-	-	-	-	-	2%	2%	-	13%
Tourism	2%	1%	-	-	-	-	-	-	2%	-	-
Transport/ Travel	4%	1%	-	-	-	5%	-	-	-	-	-
Other private sector	6%	8%	7%	6%	-	14%	7%	5%	5%	-	4%
Other public sector	3%	2%	1%	4%	-	5%	4%	2%	-	-	-

Respondent Profile | By Industry (2/2)

	North Africa & Egypt						
	Egypt	Morocco	Algeria	Tunisia	Libya	Sudan	Pakistan
Base: Working	427	54	80	21	25	55	20
Advertising/ Marketing/ Public Relations	8%	11%	9%	5%	4%	5%	-
Aerospace/ Airline/ Aviation	0%	-	-	-	4%	-	-
Agriculture/ Forestry	1%	4%	1%	-	4%	-	-
Automotive	1%	7%	-	10%	-	4%	-
Banking/ Finance	3%	-	-	10%	-	9%	5%
Business Consultancy/ Business Management/ Management Consulting	3%	2%	3%	5%	4%	9%	10%
Charity/ Voluntary sector	1%	-	3%	-	-	4%	-
Real Estate/ Construction/ Property Development	8%	4%	4%	-	-	4%	-
Consumer Goods/ FMCG	4%	6%	3%	10%	4%	2%	5%
Domestic Services	0%	4%	-	-	-	-	-
Education/ Academia	5%	7%	8%	10%	4%	7%	15%
Engineering/ Design	5%	6%	6%	-	4%	7%	5%
Government/ Civil service	1%	-	5%	-	16%	5%	10%
Healthcare/ Medical services	3%	2%	4%	5%	-	2%	-
Hospitality/ Recreation/ Entertainment	4%	-	1%	-	-	2%	-
Human Resources	8%	7%	3%	5%	8%	7%	5%
IT/ Internet/ E-commerce	4%	7%	4%	-	4%	7%	15%
Law	2%	6%	5%	-	-	-	-
Manufacturing	11%	7%	5%	5%	4%	5%	10%
Market Research	0%	-	-	-	-	-	5%
Media/ Journalism/ Publishing	2%	-	1%	5%	4%	2%	-
Military/ Defence/ Police	0%	-	1%	-	4%	2%	-
Oil, Gas and Petrochemicals	2%	-	9%	5%	16%	2%	-
Pharmaceuticals	3%	-	1%	-	-	-	-
Electricity/ Power Generation/ Water	1%	-	6%	-	-	4%	-
Commerce/ Trade/ Retail	4%	4%	3%	10%	4%	-	5%
Telecommunications	4%	6%	4%	5%	-	-	5%
Tourism	3%	-	-	-	4%	-	-
Transport/ Travel	1%	-	-	-	4%	-	-
Other private sector	8%	4%	3%	5%	-	7%	5%
Other public sector	1%	7%	11%	10%	4%	4%	-

* Low base. Interpret with caution



Thank you