

# The Bayt.com Middle East Job Index Survey

August 2022





# 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)

- Levant (55%), North Africa & Egypt (54%) regions are among the regions that have the highest intention of hiring in the next 3 months.
- Large local companies (63%) and multinational companies (63%) in the private sector are among the companies that have the highest intention of hiring in the next 3 months.
- Overall, for private sectors, hiring trends in the next 3 months look presumably high with top industries being Consumer Good/ FMCG (66%), Business Consultancy/ Business Management/ Management Consulting (63%) and Human Resources (63%).
- Levant (69%) and GCC (66%) regions are among the regions that have the highest intention of hiring in a year's time.
- Across sectors, a slightly higher probability for hiring with large local companies (71%) can be observed in a year's time, followed by multinational companies (70%).
- Business Consultancy/ Business Management/ Management Consulting (84%) emerges as the top industry claiming to hire the most in the next one year. This is followed by Commerce/Trade/Retail (82%) and Consumer Goods/ FMCG (81%).



## Key findings (2/3)

- 50% of the companies that plan to hire in the next 3 months will be hiring for a maximum of 5 jobs, while 20% of the companies will be hiring for about 6 to 10 jobs.
- The companies will be mainly hiring entry level staff especially Junior Executive (43%) which is the topmost hired position across regions.
- Accountant (17%), Sales Manager (14%) and Sales Executive (14%) are the top roles to be hired in the next 3 months in MENA region.
- Business Management (25%), Engineering (21%) and Commerce (20%) are the most sought-after academic qualifications amongst employers in the MENA region.
- Good communication skills in Arabic and English (62%) emerges as the top skill that employers look for in a candidate. Being a team player (42%), ability to work under pressure (37%), good leadership skills (35%), and being trustworthy/ honest (34%) follow.
- 35% of respondents state that they are looking for candidates with managerial experience, while 29% are searching for those with sales and marketing experience and 26% want candidates with mid-level experience.



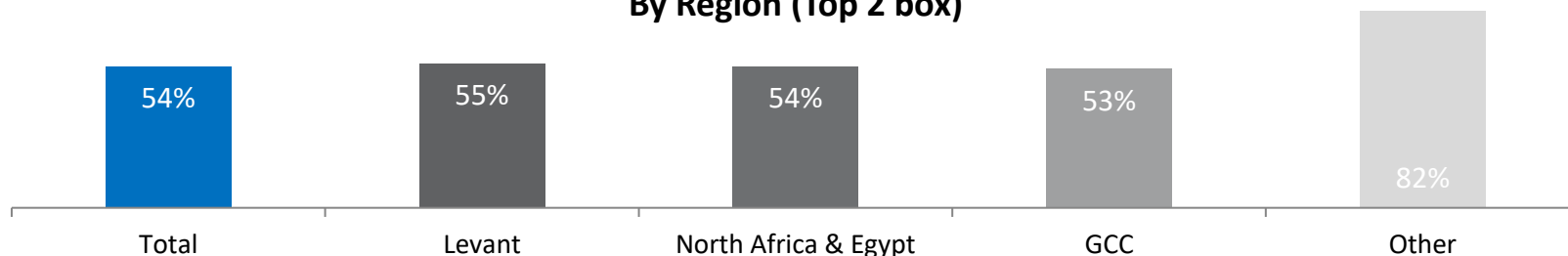
## Key findings (3/3)

- More than half the respondents (56%) claim that their company has hired new employees in the last 6 months, with 39% having hired new employees in the last 3 months.
- 44% believe that their country of residence is more attractive as a job market than other MENA countries.
- A large proportion of GCC residents (61%) believe that their country of residence is more attractive than other countries, as compared to those living in North Africa & Egypt (33%) and Levant (24%).
- 46% of the respondents believe that their industry is more attractive as a potential employer in comparison to other industries.
- Banking/ Finance (32%), Advertising/ Marketing/ Public Relations (27%) and Real Estate/ Construction/ Property Development (25%) emerge as the industries that attract or retain top talent.
- Overall, Banking/Finance emerges as the main industry attracting the national talent while Advertising/ Marketing/ Public Relations is the main industry attracting fresh graduate talent as well as female talent.

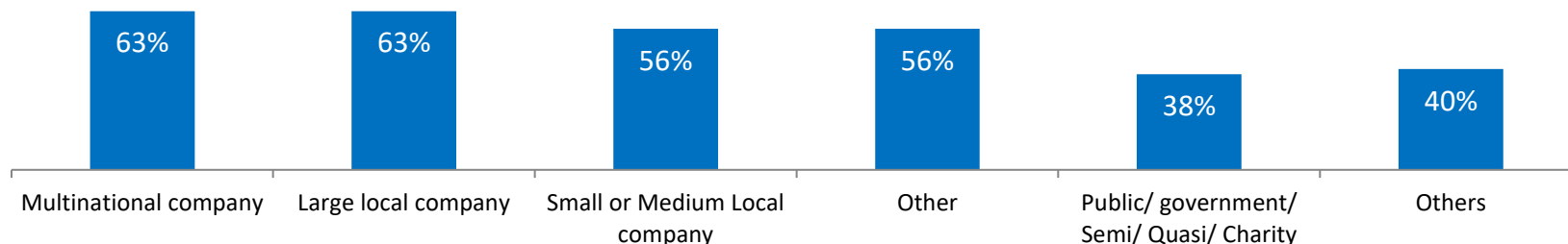
# Hiring in the next three months

- Levant (55%), North Africa & Egypt (54%) regions are among the regions that have the highest intention of hiring in the next 3 months.
- Large local companies (63%) and multinational companies (63%) in the private sector are among the companies that have the highest intention of hiring in the next 3 months.

By Region (Top 2 box)



By Sector (Top 2 box)



Base	148	105	136	183	138	35
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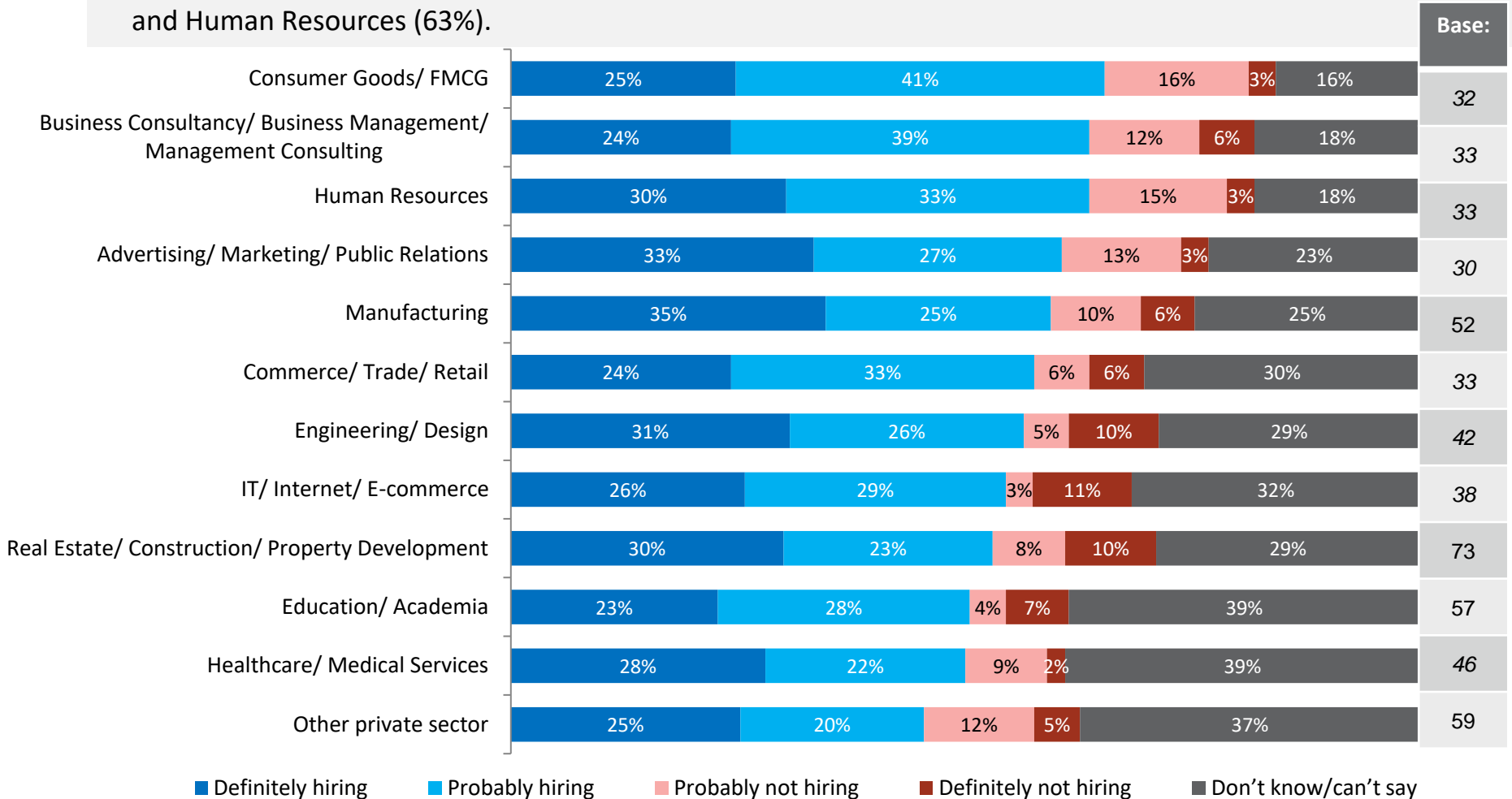
Base: Working (745), GCC (326), North Africa (266), Levant (142), Other (11)

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

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

- Overall, for private sectors, hiring trends in the next 3 months look presumably high with top industries being Consumer Good/ FMCG (66%), Business Consultancy/ Business Management/ Management Consulting (63%) and Human Resources (63%).



*\*Showing only top industries (with base > 30)*

**Base: Working (745), GCC (326), North Africa (266), Levant (142), Other (11)**

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 %

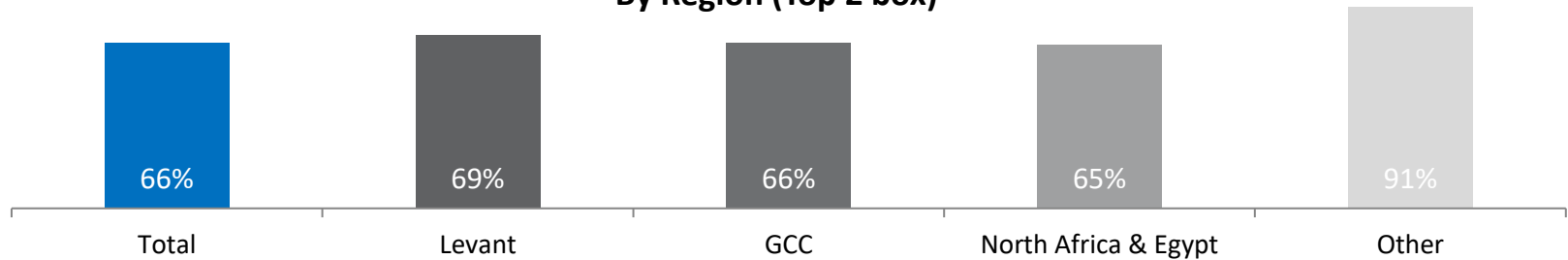




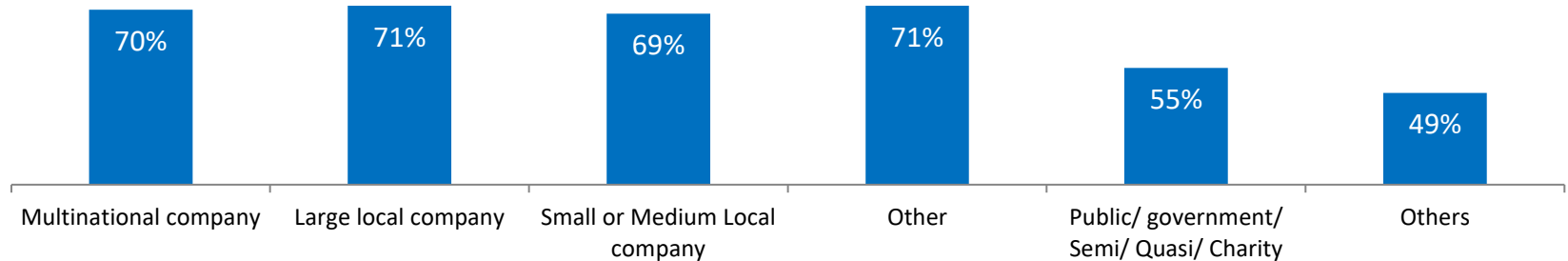
# Hiring in the next year

- Levant (69%) and GCC (66%) regions are among the regions that have the highest intention of hiring in a year's time.
- Across sectors, a slightly higher probability for hiring with large local companies (71%) can be observed in a year's time, followed by multinational companies (70%).

By Region (Top 2 box)



By Sector (Top 2 box)



Base	148	105	136	183	138	35
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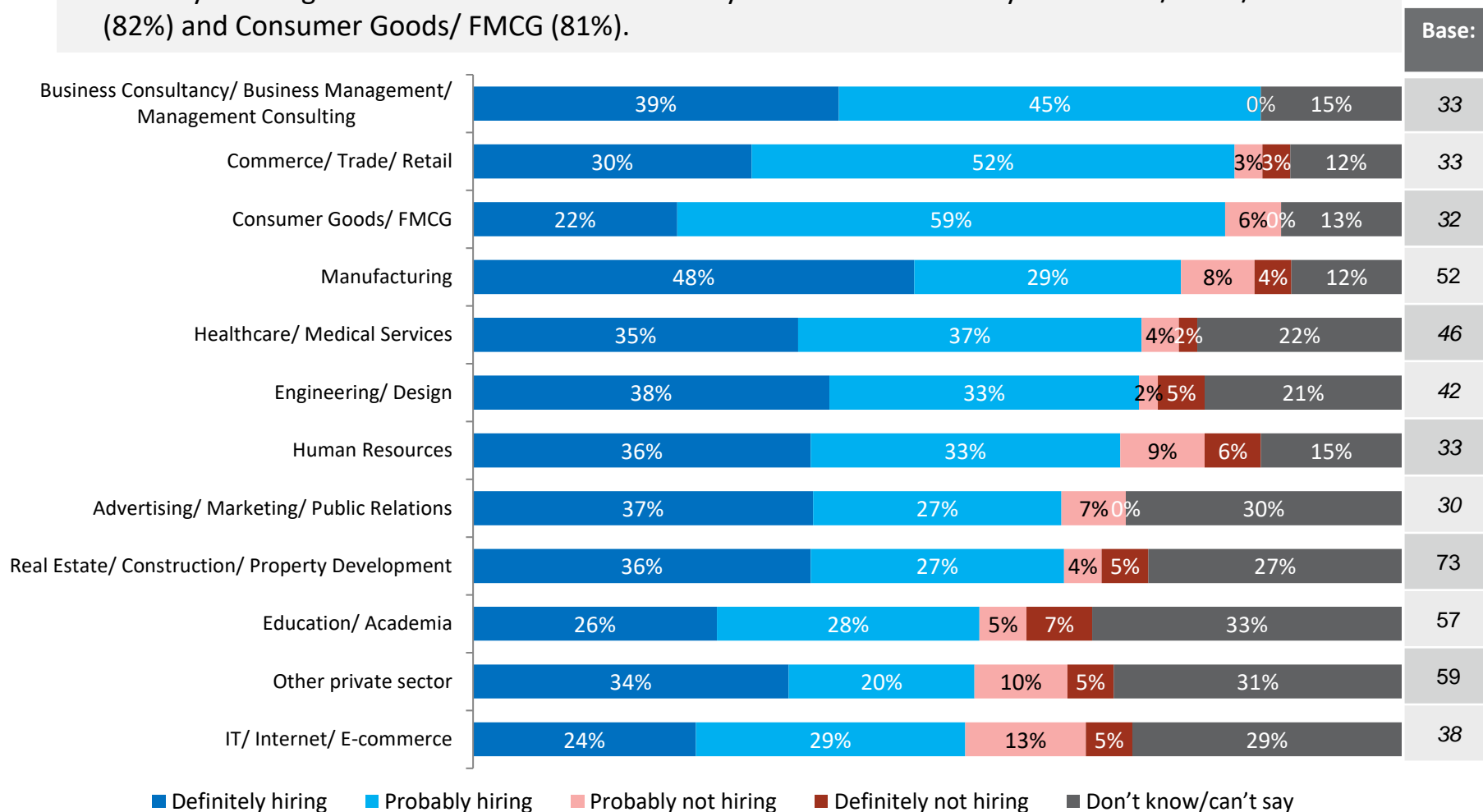
Top 2 box (%Definitely hiring + %Probably hiring)

Base: Working (745), GCC (326), North Africa (266), Levant (142), Other (11)

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?

# Hiring in the next year – By industry

- Business Consultancy/ Business Management/ Management Consulting (84%) emerges as the top industry claiming to hire the most in the next one year. This is followed by Commerce/Trade/Retail (82%) and Consumer Goods/ FMCG (81%).



\*Showing only top industries (with base > 30)

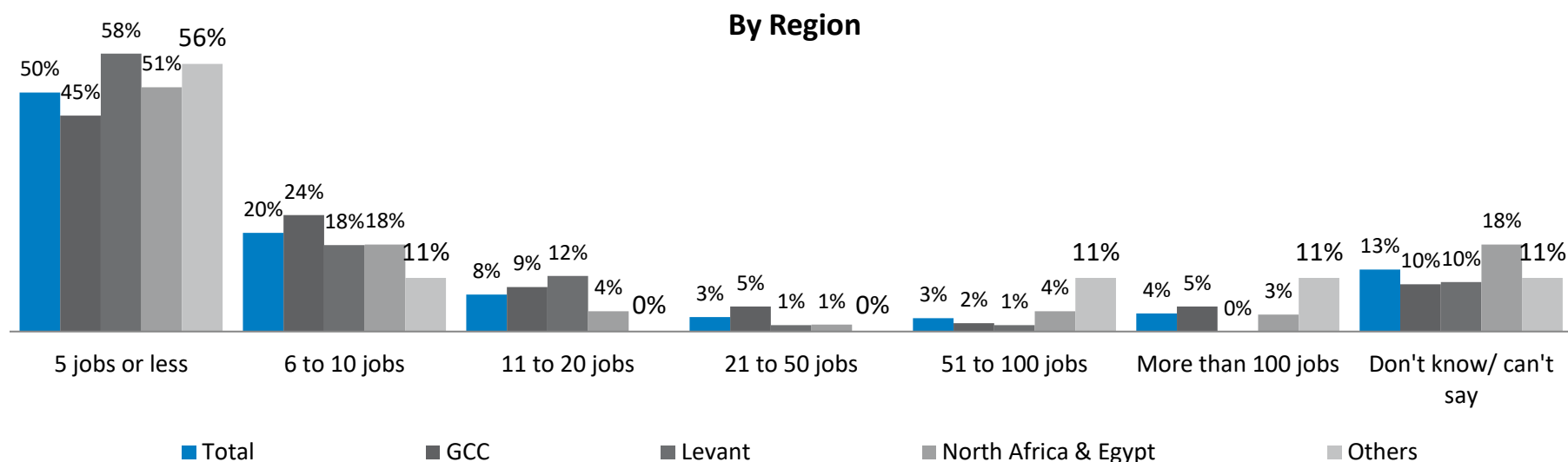
**Base: Working (745), GCC (326), North Africa (266), Levant (142), Other (11)**

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?

All figures are %

# Approximate number of jobs hiring for

- 50% of the companies that plan to hire in the next 3 months will be hiring for a maximum of 5 jobs, while 20% of the companies will be hiring for about 6 to 10 jobs.



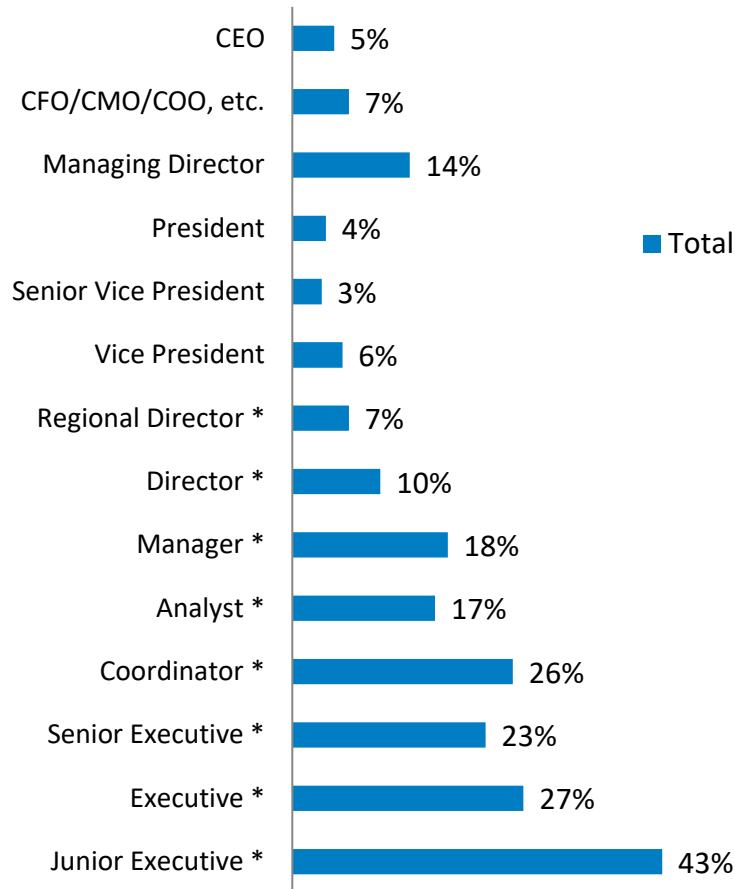
**Base: Those hiring in next 3 months (405), GCC (174), North Africa (144), Levant (78), Others (9)**

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

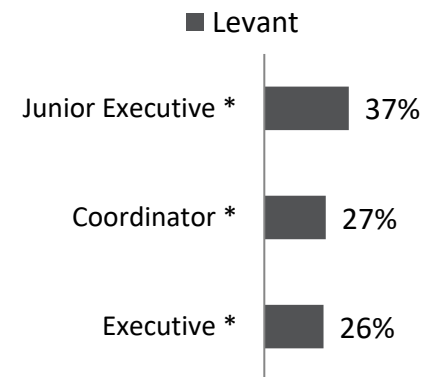
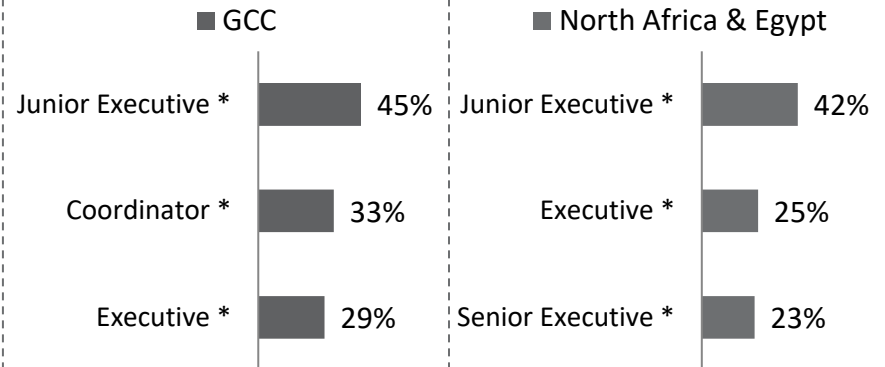


# Positions hiring for

- The companies will be mainly hiring entry level staff especially Junior Executive (43%) which is the topmost hired position across regions.



## Top 3 career levels by region



\*for Marketing, Project, Client Servicing, IT, Sales, Finance, HR, Operations etc.

**Base: Those hiring in next 3 months (405), GCC (174), North Africa (144), Levant (78), Others (9)**

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

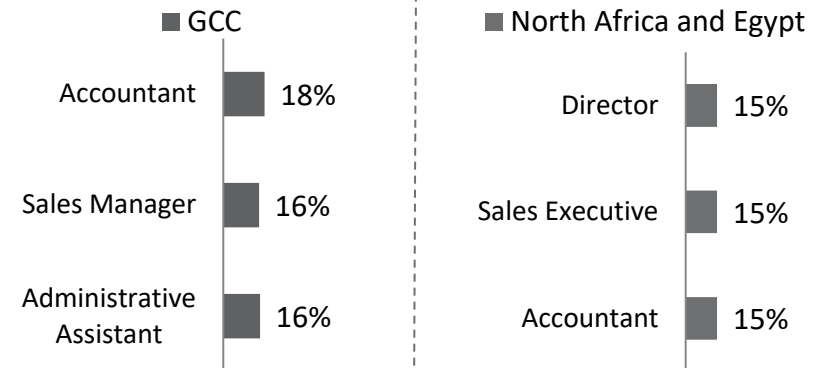


# Specific roles hiring for

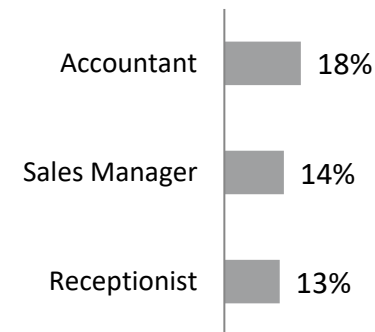
- Accountant (17%), Sales Manager (14%) and Sales Executive (14%) are the top roles to be hired in the next 3 months in MENA region.



## Top 3 roles by region



## Levant



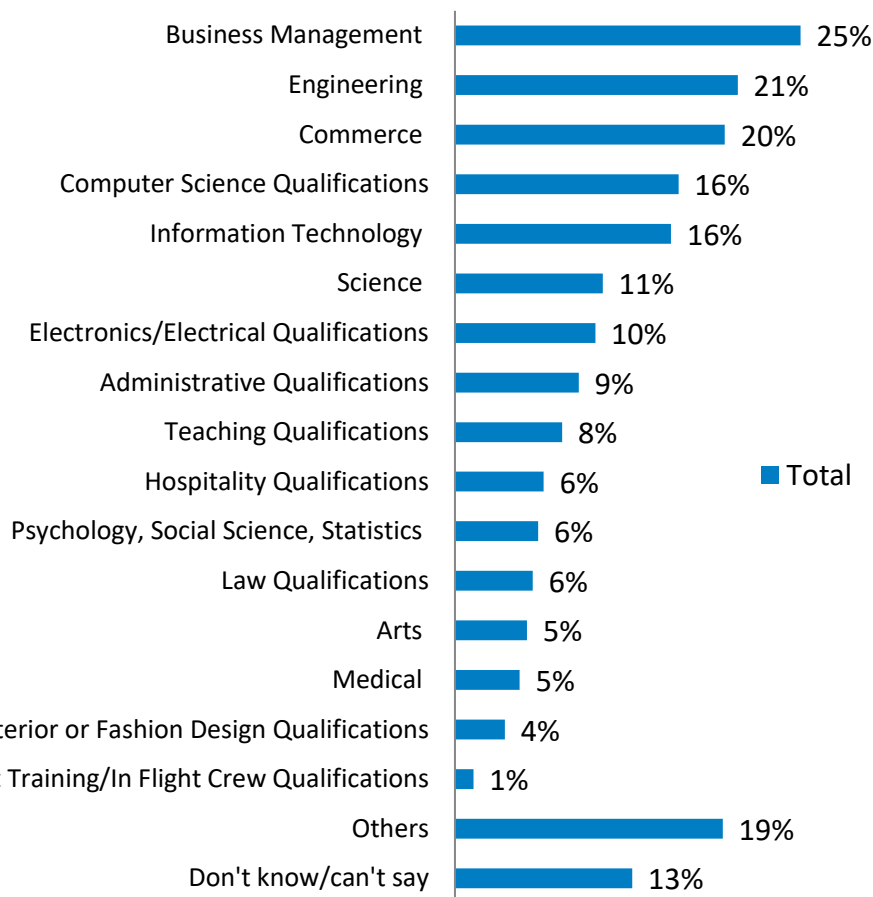
*\*Showing only top roles (8% and above)*

**Base: Those hiring in next 3 months (405), GCC (174), North Africa (144), Levant (78), Others (9)**

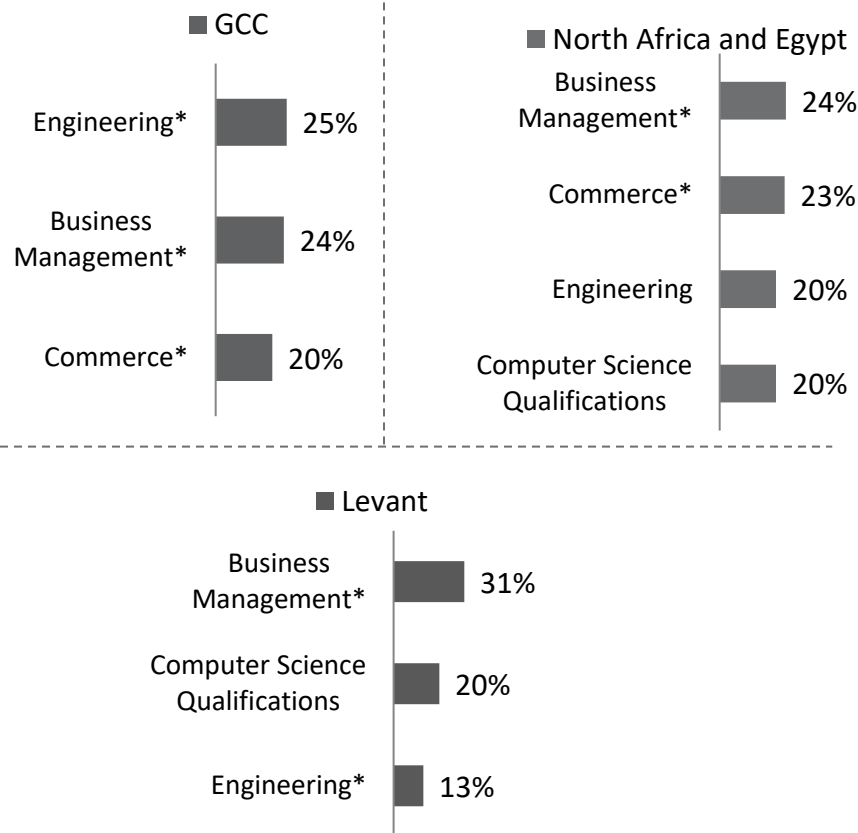
Q. Which of the following specific roles are you hiring for in the next 3 months?

# Educational and academic qualifications sought in a candidate

- Business Management (25%), Engineering (21%) and Commerce (20%) are the most sought-after academic qualifications amongst employers in the MENA region.



## Top 3 educational/academic qualifications by region



Base: Working (745), GCC (326), North Africa (266), Levant (142), Other (11)

\*Grad/PG

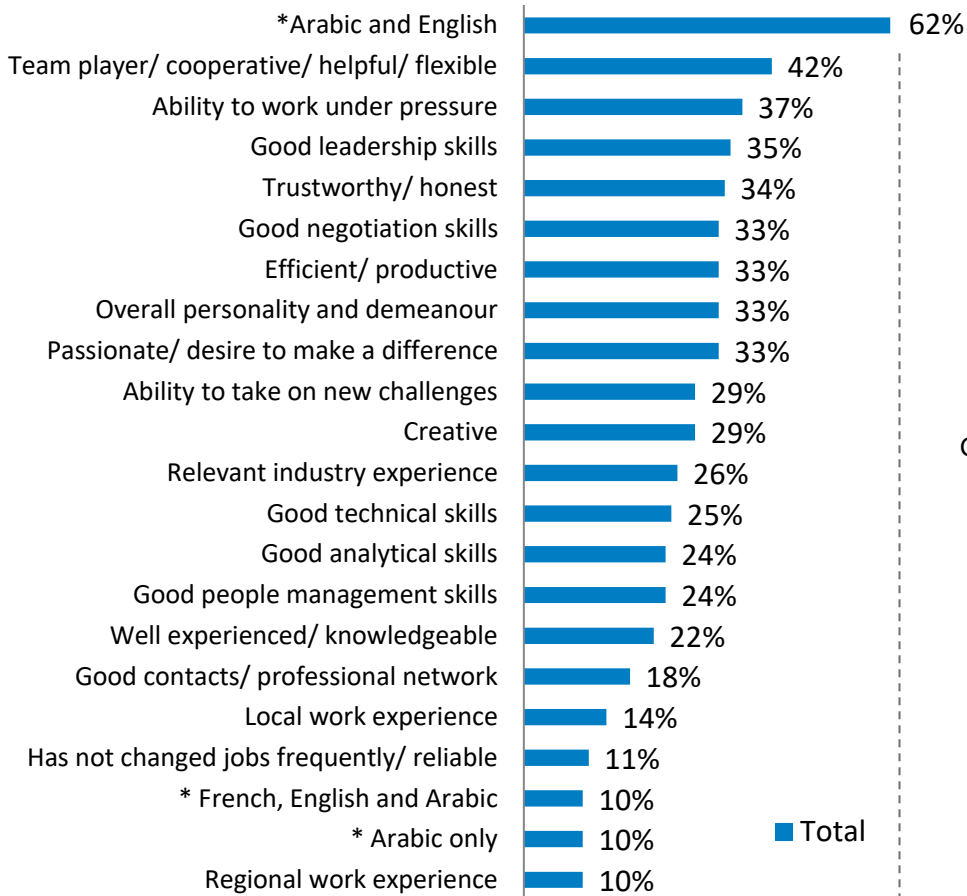
**bayt**  
The Middle East's #1 Job Site

**YouGov**  
What the world thinks

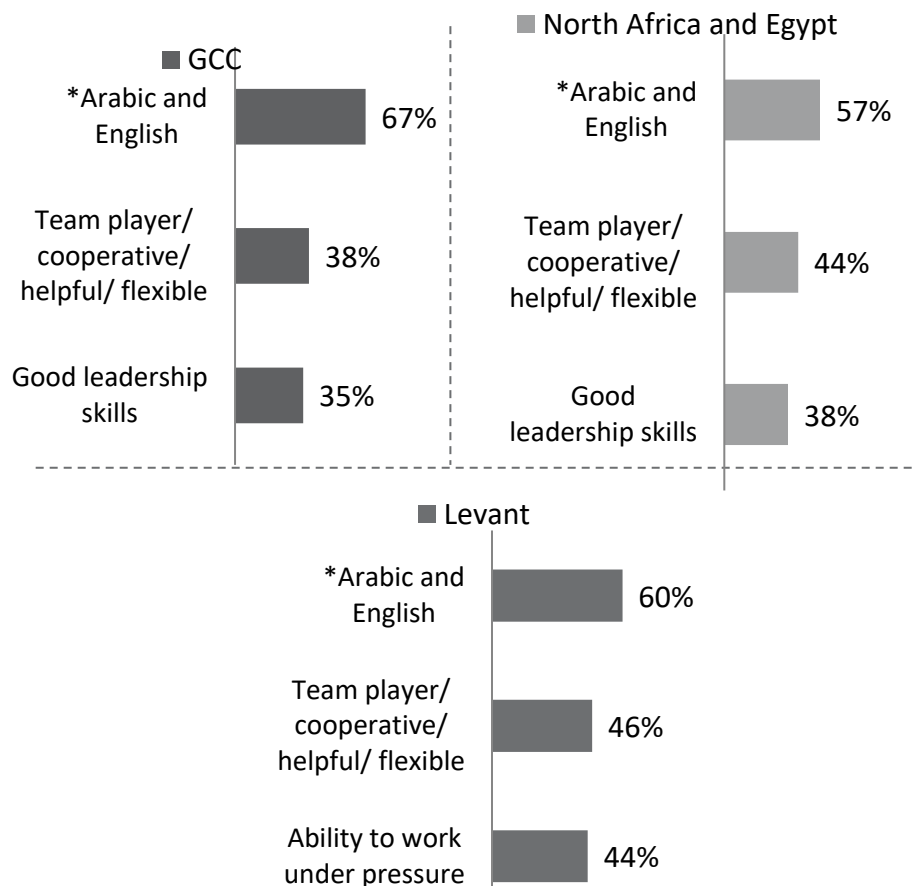
Q. Which educational and academic qualifications do you look for when hiring new employees? (Please select all that apply)

# Skills most sought in a candidate

- Good communication skills in Arabic and English (62%) emerges as the top skill that employers look for in a candidate. Being a team player (42%), ability to work under pressure (37%), good leadership skills (35%), and being trustworthy/ honest (34%) follow.



## Top 3 skills by region



\*Showing only top skills (10% and above)

Base: Working (745), GCC (326), North Africa (266), Levant (142), Other (11)

\*Good communication skills

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



# Experience needed

- 35% of respondents state that they are looking for candidates with managerial experience, while 29% are searching for those with sales and marketing experience and 26% want candidates with mid-level experience.

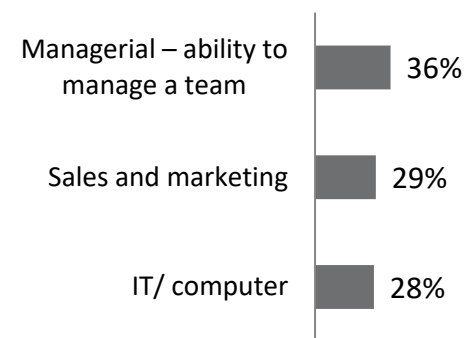


## Top 3 experiences looked for by region

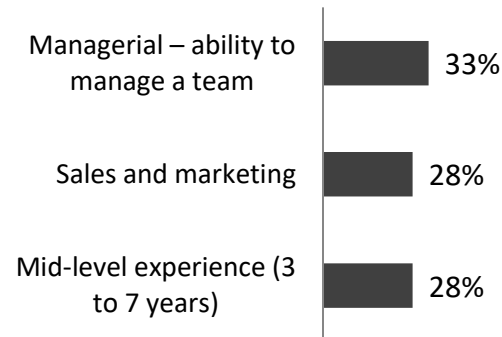
■ GCC



■ North Africa and Egypt



■ Levant



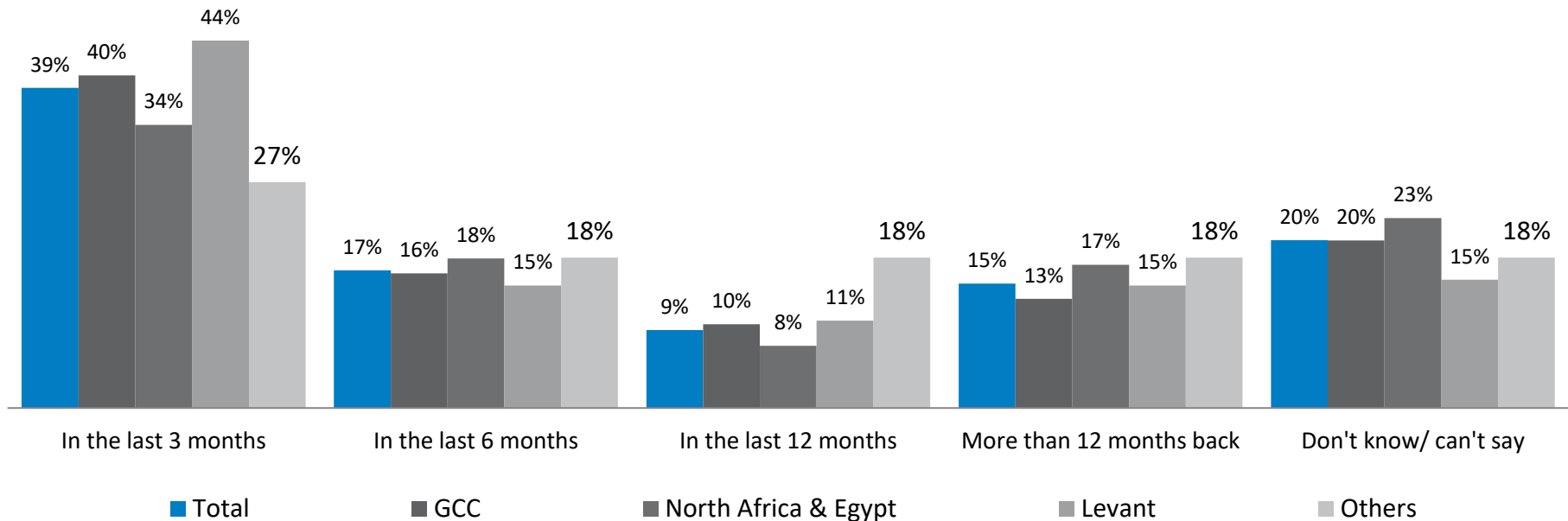
Base: Working (745), GCC (326), North Africa (266), Levant (142), Other (11)

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



## Last time company hired new employees

- More than half the respondents (56%) claim that their company has hired new employees in the last 6 months, with 39% having hired new employees in the last 3 months.

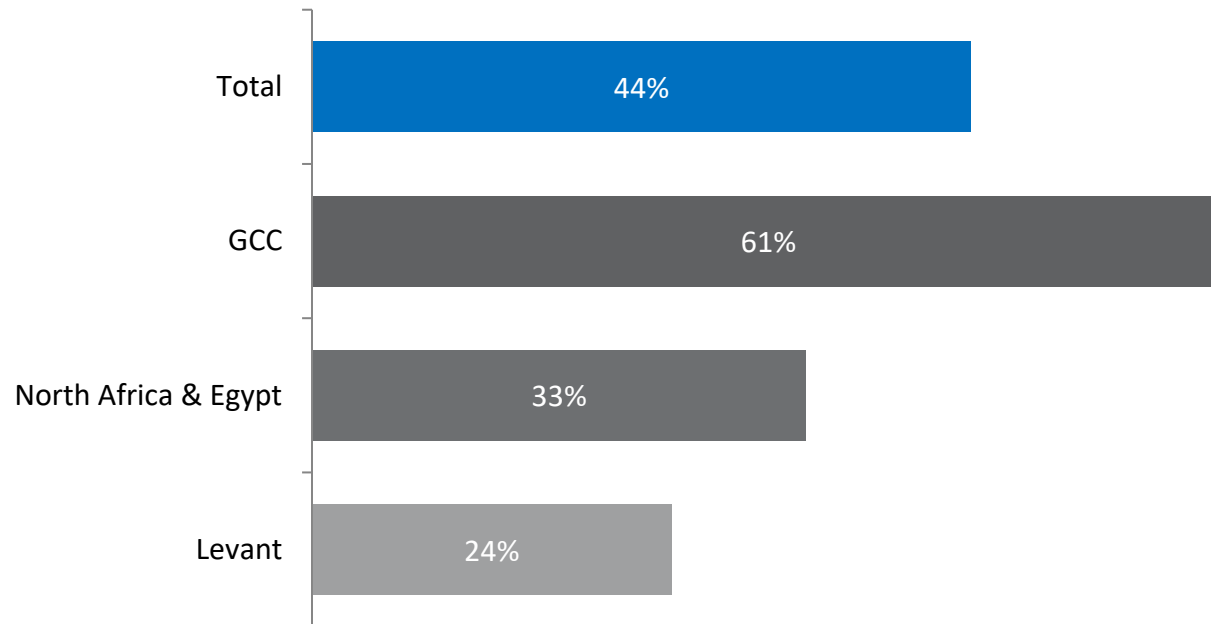


**Base: Working (745), GCC (326), North Africa (266), Levant (142), Other (11)**

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 more attractive as a job market than other MENA countries.
- A large proportion of GCC residents (61%) believe that their country of residence is more attractive than other countries, as compared to those living in North Africa & Egypt (33%) and Levant (24%).



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

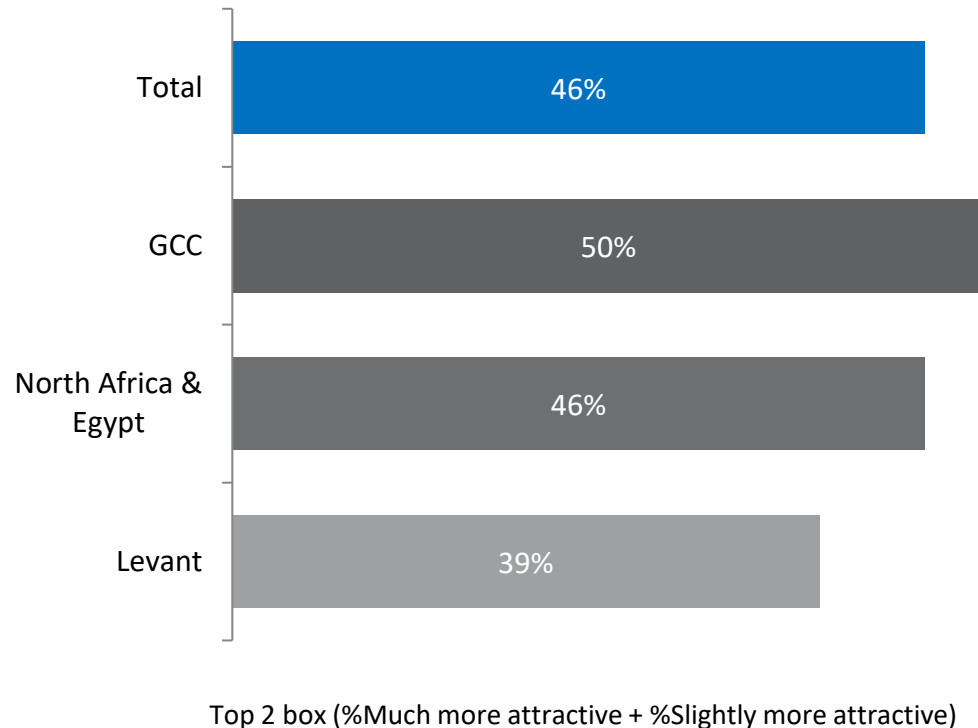
**Base: All (889), GCC (400), North Africa (305), Levant (172), Others (12)**

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

*\*As "Other" region has low base, it has not been shown on this slide*

# Attractiveness of industry as potential employer

- 46% of the respondents believe that their industry is more attractive as a potential employer in comparison to other industries.



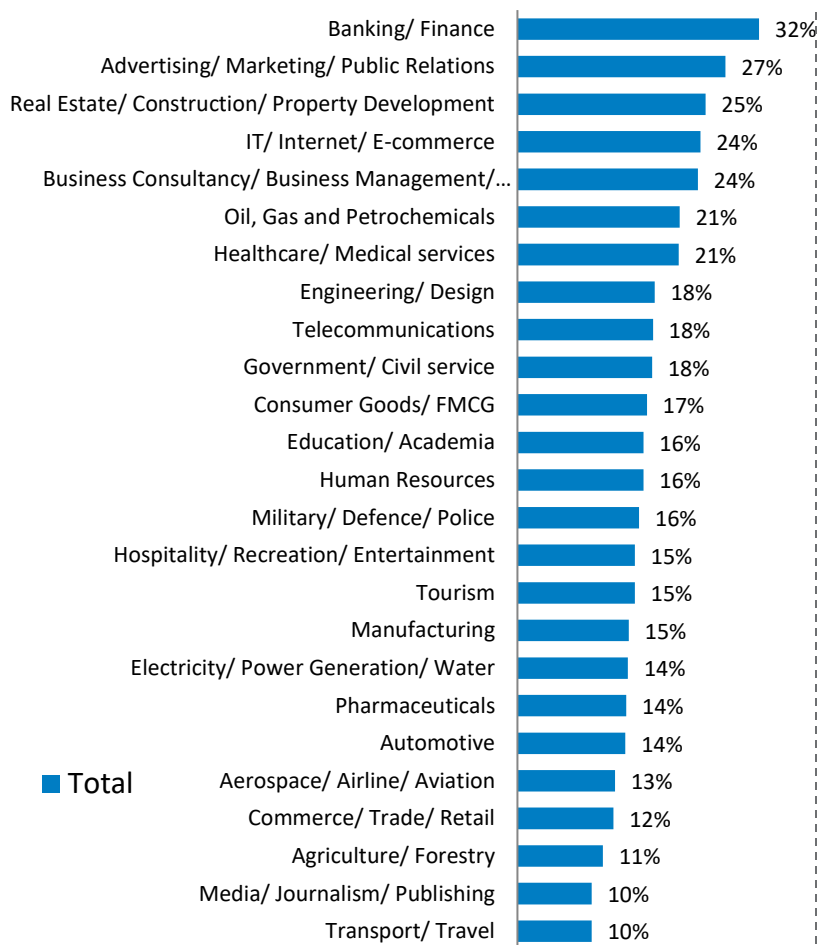
**Base: Working (745), GCC (326), North Africa (266), Levant (142), Other (11)**

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

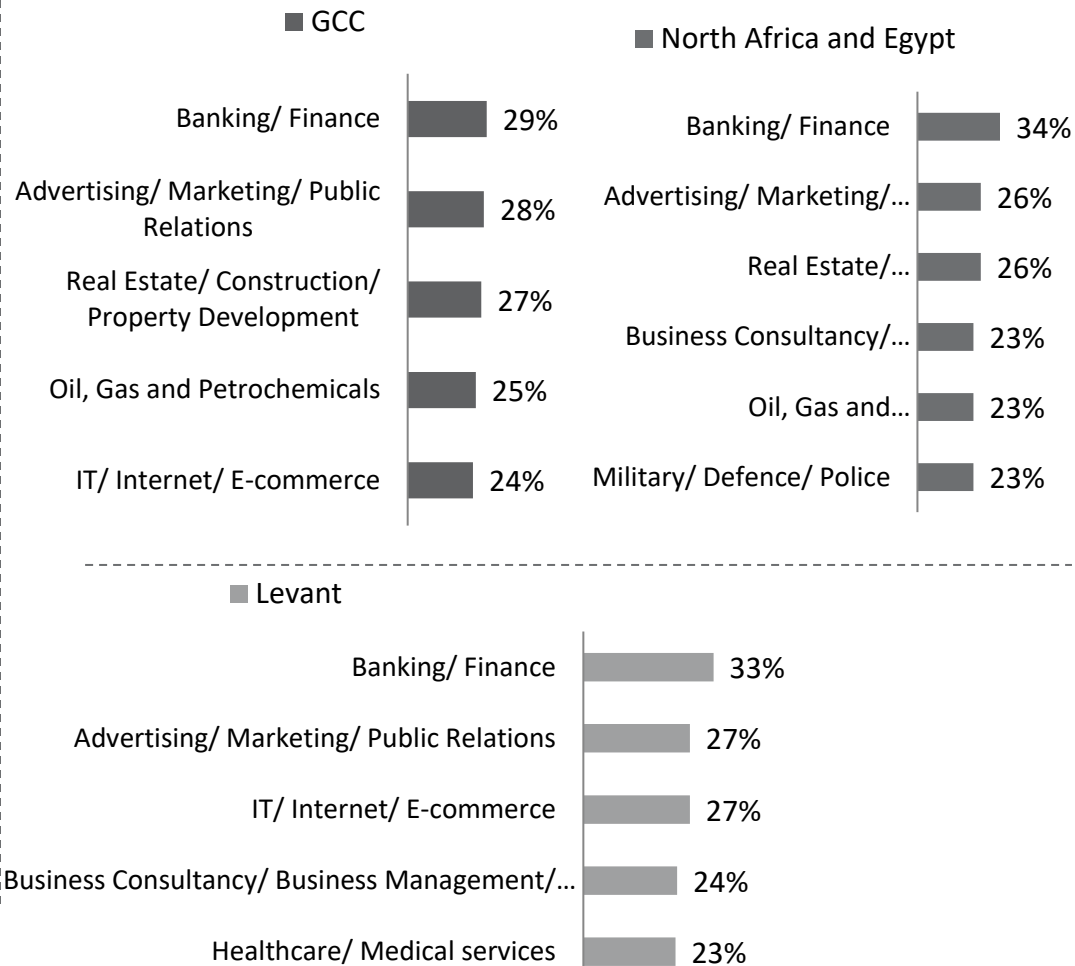
*\*As "Other" region has low base, it has not been shown on this slide*

# Industries attracting/retaining top talent

- Banking/ Finance (32%), Advertising/ Marketing/ Public Relations (27%) and Real Estate/ Construction/ Property Development (25%) emerge as the industries that attract or retain top talent.



## Top 5 industries attracting top talent by region



\*showing only top industries (10% and above)

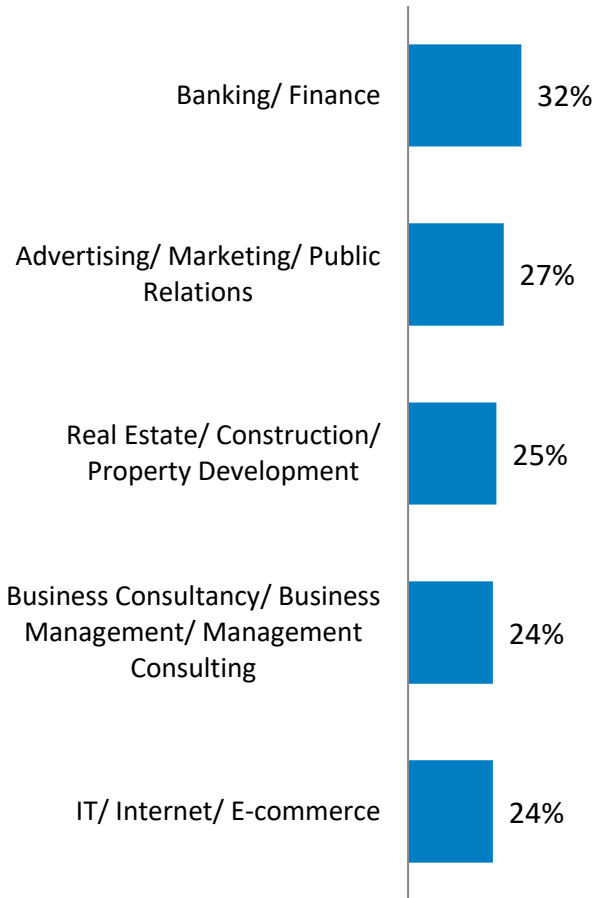
Base: All (889), GCC (400), North Africa (305), Levant (172), Others (12)

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

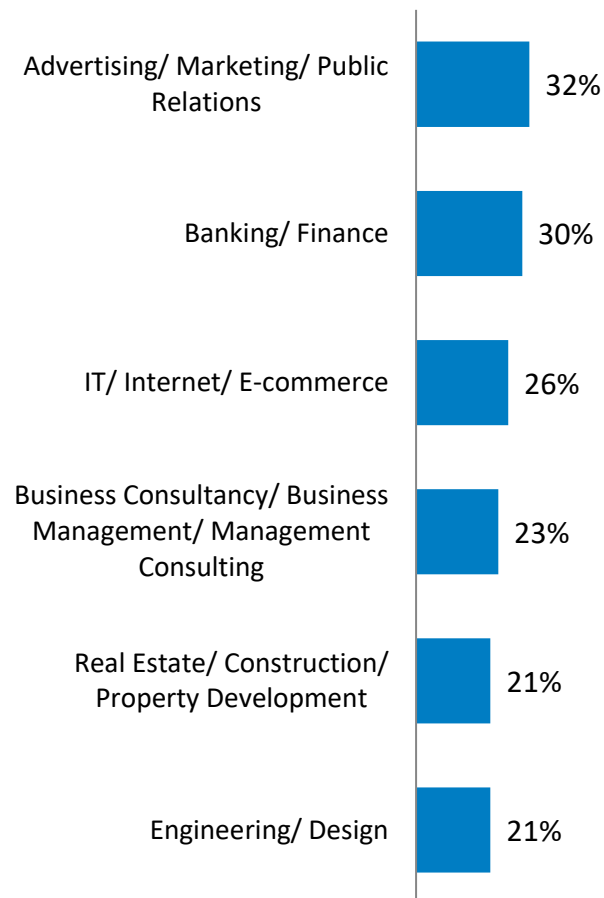
# Industries attracting/retaining top talent

- Overall, Banking/Finance emerges as the main industry attracting the national talent while Advertising/ Marketing/ Public Relations is the main industry attracting fresh graduate talent as well as female talent.

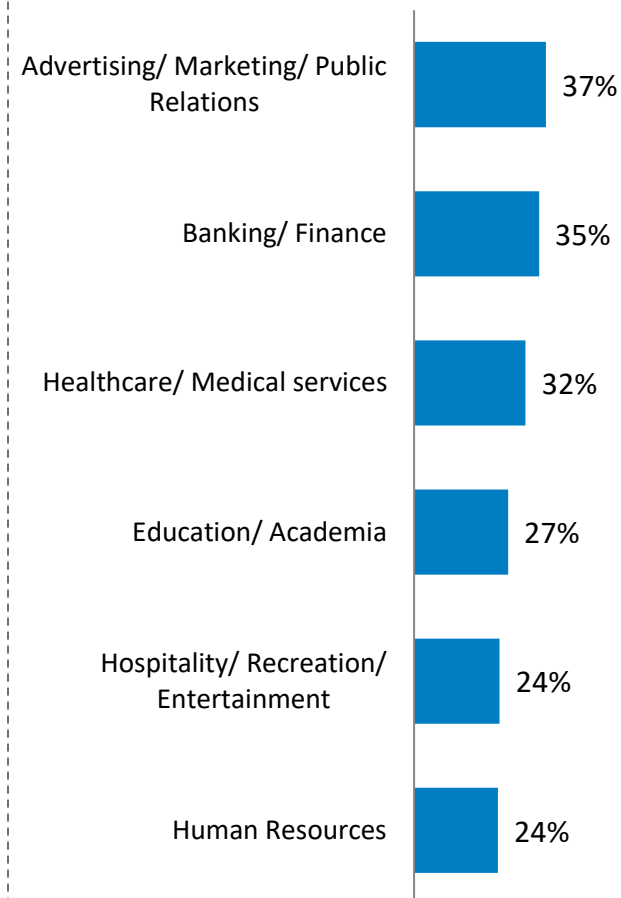
## Attracting national talent



## Attracting fresh graduate talent



## Attracting female talent



*\*showing only top 5 industries*

**Base: All (889), GCC (400), North Africa (305), Levant (172), Others (12)**

Q. Which industries would you say are attracting / retaining the top national/ graduate/ female 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
<b>Base: Working</b>	79	185	20*	27*	5*	10*	62	74	1*	2*	3*
Definitely hiring	28%	34%	40%	19%	20%	40%	29%	26%	-	-	33%
Probably hiring	28%	19%	25%	26%	20%	10%	34%	22%	100%	50%	33%
Probably not hiring	13%	6%	5%	11%	40%	10%	10%	7%	-	-	33%
Definitely not hiring	6%	6%	5%	4%	-	10%	5%	9%	-	-	-
Don't know/can't say	25%	35%	25%	41%	20%	30%	23%	36%	-	50%	-

	North Africa & Egypt						Other
	Algeria	Egypt	Libya	Morocco	Sudan	Tunisia	Other
<b>Base: Working</b>	36	159	5*	21*	31	14*	11*
Definitely hiring	25%	26%	-	19%	26%	21%	64%
Probably hiring	25%	31%	40%	24%	32%	21%	18%
Probably not hiring	11%	11%	-	5%	13%	14%	9%
Definitely not hiring	8%	6%	20%	10%	3%	14%	-
Don't know/can't say	31%	25%	40%	43%	26%	29%	9%

**Base: Working (745), GCC (326), North Africa (266), Levant (142), Other (11)**

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?

\* Low base. Interpret with caution



# Hiring in next 1 year

	GCC						Levant				
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Jordan	Iraq	Palestine	Syria
<b>Base: Working</b>	79	185	20*	27*	5*	10*	62	74	1*	2*	3*
Definitely hiring	32%	42%	45%	19%	20%	10%	37%	26%	100%	50%	67%
Probably hiring	38%	25%	35%	26%	40%	40%	35%	39%	-	-	33%
Probably not hiring	10%	5%	5%	7%	-	20%	6%	7%	-	-	-
Definitely not hiring	5%	4%	5%	-	-	10%	2%	7%	-	-	-
Don't know/can't say	15%	24%	10%	48%	40%	20%	19%	22%	-	50%	-

	North Africa & Egypt						
	Algeria	Egypt	Libya	Morocco	Sudan	Tunisia	Other
<b>Base: Working</b>	36	159	5*	21*	31	14*	11*
Definitely hiring	31%	31%	-	29%	32%	21%	73%
Probably hiring	28%	40%	40%	14%	39%	21%	18%
Probably not hiring	11%	6%	-	5%	-	7%	-
Definitely not hiring	3%	4%	20%	-	-	21%	-
Don't know/can't say	28%	20%	40%	52%	29%	29%	9%

**Base: Working (745), GCC (326), North Africa (266), Levant (142), Other (11)**

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?

\* Low base. Interpret with caution



# 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	44	98	13*	12*	2*	5*	39	35	1*	1*	2*
5 jobs or less	50%	43%	46%	50%	50%	20%	54%	60%	100%	100%	50%
6 to 10 jobs	25%	27%	8%	33%	-	-	18%	20%	-	-	-
11 to 20 jobs	7%	8%	15%	17%	-	20%	13%	11%	-	-	-
21 to 50 jobs	2%	6%	15%	-	-	-	3%	-	-	-	-
51 to 100 jobs	-	1%	8%	-	-	20%	3%	-	-	-	-
More than 100 jobs	5%	6%	-	-	-	20%	-	-	-	-	-
Don't know/ can't say	11%	9%	8%	-	50%	20%	10%	9%	-	-	50%

	North Africa & Egypt						
	Algeria	Egypt	Libya	Morocco	Sudan	Tunisia	Other
Base: Those hiring in next 3 months	18*	91	2*	9*	18*	6*	9*
5 jobs or less	50%	54%	-	22%	56%	50%	56%
6 to 10 jobs	6%	18%	-	44%	28%	-	11%
11 to 20 jobs	-	4%	-	22%	-	-	-
21 to 50 jobs	-	2%	-	-	-	-	-
51 to 100 jobs	6%	4%	-	-	6%	-	11%
More than 100 jobs	17%	-	-	11%	-	17%	11%
Don't know/ can't say	22%	18%	100%	-	11%	33%	11%

\* Low base. Interpret with caution

Base: Those hiring in next 3 months (405), GCC (174), North Africa (144), Levant (78), Others (9)

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	44	98	13*	12*	2*	5*	39	35	1*	1*	2*
CEO	2%	9%	-	-	-	-	-	6%	-	-	-
CFO/CMO/COO, etc.	2%	9%	-	-	-	20%	5%	14%	-	-	-
Managing Director	16%	21%	-	8%	-	-	5%	17%	-	-	50%
President	2%	7%	-	-	-	-	-	6%	-	-	-
Senior Vice President	7%	5%	-	8%	-	-	-	6%	-	-	-
Vice President	5%	10%	-	-	-	-	-	9%	-	-	-
Regional Director *	2%	9%	8%	-	-	20%	8%	6%	-	-	-
Director *	5%	14%	15%	-	-	20%	5%	11%	-	-	50%
Manager *	18%	19%	23%	42%	-	40%	18%	14%	-	-	-
Analyst *	18%	18%	15%	8%	-	-	26%	17%	-	-	-
Coordinator *	23%	34%	46%	42%	100%	20%	26%	29%	100%	-	-
Senior Executive *	25%	22%	46%	17%	-	-	18%	29%	-	-	-
Executive *	23%	34%	31%	17%	50%	20%	23%	31%	-	-	-
Junior Executive *	52%	42%	54%	33%	50%	40%	41%	31%	100%	100%	-

\*for Marketing, Project, Client Servicing, IT, Sales, Finance, HR, Operations etc.

\* Low base. Interpret with caution

Base: Those hiring in next 3 months (405), GCC (174), North Africa (144), Levant (78), Others (9)

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						
	Algeria	Egypt	Libya	Morocco	Sudan	Tunisia	Other
<b>Base: Those hiring in next 3 months</b>	<b>18*</b>	<b>91</b>	<b>2*</b>	<b>9*</b>	<b>18*</b>	<b>6*</b>	<b>9*</b>
CEO	11%	5%	-	11%	-	-	-
CFO/CMO/COO, etc.	6%	4%	-	11%	17%	-	-
Managing Director	-	15%	-	-	17%	17%	-
President	6%	3%	-	11%	-	17%	-
Senior Vice President	-	3%	-	-	-	-	-
Vice President	-	9%	-	11%	-	-	-
Regional Director*	6%	9%	-	11%	-	-	-
Director*	-	12%	-	11%	17%	17%	-
Manager*	6%	18%	-	22%	11%	17%	33%
Analyst*	11%	15%	-	33%	17%	17%	-
Coordinator*	28%	14%	50%	22%	17%	17%	22%
Senior Executive*	28%	25%	-	22%	6%	33%	11%
Executive*	22%	26%	-	33%	22%	17%	33%
Junior Executive*	67%	37%	50%	44%	44%	33%	89%

\*for Marketing, Project, Client Servicing, IT, Sales, Finance, HR, Operations etc.

**Base: Those hiring in next 3 months (405), GCC (174), North Africa (144), Levant (78), Others (9)**

\* Low base. Interpret with caution

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
<b>Base: Those hiring in next 3 months</b>	44	98	13*	12*	2*	5*	39	35	1*	1*	2*
Accountant	18%	16%	15%	25%	-	40%	31%	6%	-	-	-
Sales Manager	11%	15%	15%	33%	-	20%	18%	9%	-	-	50%
Sales Executive	20%	14%	8%	17%	-	-	13%	9%	-	-	-
Administrative Assistant	16%	13%	23%	25%	50%	-	5%	14%	-	-	-
Director (Marketing, Project, Client Servicing, IT, Sales, Finance, HR, Operations etc.)	16%	10%	8%	-	-	20%	5%	6%	-	-	50%
Customer Service Representative	9%	10%	15%	25%	-	-	8%	11%	100%	-	-
Project Manager	16%	17%	-	17%	-	-	8%	11%	-	-	-
Receptionist	7%	11%	23%	8%	-	-	-	26%	100%	-	-
Marketing Manager	7%	12%	-	33%	-	20%	8%	14%	-	-	-
Civil Engineer	18%	12%	8%	17%	-	20%	-	9%	-	-	-
Managing Director	7%	9%	-	-	-	-	5%	11%	-	-	50%
Marketing Executive	9%	10%	8%	8%	-	-	8%	9%	-	-	-
HR Professional	5%	7%	-	-	-	-	13%	6%	-	-	50%
Mechanical Engineer	11%	9%	8%	25%	-	20%	5%	6%	-	-	-

\*Showing only top roles (8% and above)

**Base: Those hiring in next 3 months (405), GCC (174), North Africa (144), Levant (78), Others (9)**

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

## Specific roles hiring for (2/2)

	North Africa & Egypt						
	Algeria	Egypt	Libya	Morocco	Sudan	Tunisia	Other
<b>Base: Those hiring in next 3 months</b>	18*	91	2*	9*	18*	6*	9*
Accountant	17%	14%	-	11%	28%	-	11%
Sales Manager	-	12%	-	44%	11%	-	11%
Sales Executive	6%	18%	-	22%	11%	-	-
Administrative Assistant	22%	8%	-	22%	-	-	22%
Director (Marketing, Project, Client Servicing, IT, Sales, Finance, HR, Operations etc.)	-	16%	-	-	22%	33%	-
Customer Service Representative	6%	13%	-	33%	6%	-	11%
Project Manager	11%	8%	-	-	-	-	22%
Receptionist	17%	7%	-	33%	6%	-	11%
Marketing Manager	-	11%	-	11%	11%	-	-
Civil Engineer	6%	9%	-	-	-	-	-
Managing Director	-	14%	-	-	11%	17%	-
Marketing Executive	-	11%	-	-	17%	-	-
HR Professional	6%	11%	-	-	6%	17%	11%
Mechanical Engineer	11%	5%	50%	-	-	-	-

*\*Showing only top roles (8% and above)*

**Base: Those hiring in next 3 months (405), GCC (174), North Africa (144), Levant (78), Others (9)**

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

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

	GCC						Levant				
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Jordan	Iraq	Palestine	Syria
<b>Base: Working</b>	79	185	20	27	5	10	62	74	1	2	3
Business Management	22%	25%	25%	22%	40%	10%	45%	19%	-	-	67%
Engineering	22%	24%	20%	33%	60%	20%	5%	22%	-	-	-
Commerce	19%	20%	25%	19%	20%	10%	13%	12%	-	-	-
Computer Science Qualifications	14%	15%	-	4%	-	10%	16%	24%	-	-	-
Information Technology	13%	17%	10%	4%	40%	10%	10%	14%	-	50%	-
Science	14%	8%	5%	4%	-	-	10%	7%	-	50%	33%
Electronics/Electrical Qualifications	10%	12%	10%	15%	-	20%	6%	5%	-	50%	-
Administrative Qualifications	9%	9%	10%	11%	-	-	15%	8%	-	-	-
Teaching Qualifications	11%	6%	-	11%	-	10%	13%	11%	-	-	33%
Hospitality Qualifications	9%	5%	5%	26%	-	10%	11%	3%	100%	-	-
Psychology, Social Science, Statistics	3%	5%	5%	-	-	10%	5%	4%	-	-	-
Law Qualifications	4%	7%	10%	-	-	-	3%	4%	-	-	-
Arts	4%	5%	5%	4%	-	-	5%	1%	-	-	-
Medical	5%	5%	5%	7%	-	10%	8%	-	-	-	-
Interior or Fashion Design Qualifications	4%	4%	-	4%	20%	-	2%	7%	-	-	-
Flight Training/In Flight Crew Qualifications	3%	2%	-	4%	-	-	-	3%	-	-	-
Others	25%	19%	35%	15%	-	30%	23%	23%	-	-	-
Don't know/can't say	14%	14%	10%	15%	20%	10%	8%	12%	-	-	-

\* Low base. Interpret with caution

**Base: Working (745), GCC (326), North Africa (266), Levant (142), Other (11)**

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 a candidate (2/2)

	North Africa & Egypt						
	Algeria	Egypt	Libya	Morocco	Sudan	Tunisia	Other
<b>Base: Working</b>	36	159	5	21	31	14	11
Business Management	8%	31%	-	5%	32%	7%	9%
Engineering	14%	26%	-	5%	6%	14%	18%
Commerce	14%	29%	-	14%	26%	-	27%
Computer Science Qualifications	17%	17%	20%	10%	35%	36%	9%
Information Technology	17%	18%	20%	5%	26%	43%	27%
Science	25%	13%	-	10%	6%	21%	36%
Electronics/Electrical Qualifications	14%	9%	-	14%	10%	7%	27%
Administrative Qualifications	17%	6%	20%	14%	6%	7%	9%
Teaching Qualifications	11%	3%	-	14%	6%	21%	9%
Hospitality Qualifications	3%	3%	-	14%	-	14%	9%
Psychology, Social Science, Statistics	14%	6%	-	10%	19%	21%	-
Law Qualifications	19%	5%	-	5%	6%	7%	-
Arts	14%	6%	-	5%	10%	21%	-
Medical	3%	4%	-	-	6%	21%	-
Interior or Fashion Design Qualifications	6%	3%	-	5%	3%	-	-
Flight Training/In Flight Crew Qualifications	-	1%	-	-	3%	-	-
Others	19%	15%	20%	29%	16%	7%	-
Don't know/can't say	14%	14%	20%	29%	3%	14%	9%

\* Low base. Interpret with caution

**Base: Working (745), GCC (326), North Africa (266), Levant (142), Other (11)**

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

# Skills most sought after in a candidate (1/2)

	GCC						Levant				
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Jordan	Iraq	Palestine	Syria
<b>Base: Working</b>	79	185	20	27	5	10	62	74	1	2	3
Arabic and English	51%	74%	80%	67%	40%	80%	48%	68%	100%	50%	100%
Team player/ cooperative/ helpful/ flexible	42%	38%	50%	26%	-	40%	44%	50%	100%	50%	-
Ability to work under pressure	33%	31%	55%	44%	20%	30%	40%	50%	100%	-	-
Good leadership skills	34%	33%	35%	52%	40%	30%	23%	38%	-	100%	-
Trustworthy/ honest	32%	33%	30%	30%	20%	10%	26%	50%	-	-	-
Good negotiation skills	27%	30%	30%	44%	20%	20%	31%	32%	-	-	-
Efficient/ productive	27%	36%	35%	22%	40%	20%	39%	38%	-	-	-
Overall personality and demeanour	33%	30%	20%	19%	-	20%	29%	46%	100%	-	-
Passionate/ desire to make a difference	28%	34%	25%	22%	-	10%	34%	41%	-	-	-
Ability to take on new challenges	24%	26%	35%	44%	-	20%	24%	34%	-	-	-
Creative	29%	33%	30%	26%	20%	10%	26%	31%	-	-	-
Relevant industry experience	25%	28%	25%	22%	-	10%	19%	35%	100%	-	-
Good technical skills	28%	29%	25%	30%	-	20%	23%	27%	100%	-	-
Good analytical skills	25%	22%	30%	22%	20%	20%	26%	26%	-	-	-
Good people management skills	24%	24%	15%	33%	40%	10%	24%	23%	-	-	-
Well experienced/ knowledgeable	29%	19%	50%	48%	-	10%	18%	26%	100%	50%	-
Good contacts/ professional network	19%	16%	40%	22%	-	20%	16%	23%	-	-	-
Local work experience	23%	14%	30%	22%	-	-	6%	11%	-	50%	-
Has not changed jobs frequently/ reliable	13%	11%	10%	11%	-	-	16%	11%	100%	-	-
French, English and Arabic	8%	3%	5%	11%	-	-	29%	3%	100%	50%	-
Arabic only	4%	11%	-	4%	-	-	-	14%	-	-	-
Regional work experience	15%	11%	5%	15%	-	-	8%	11%	-	50%	-

**Base: Working (745), GCC (326), North Africa (266), Levant (142), Other (11)**

*\*Showing only top skills (higher than 10%)*

*\* Low base. Interpret with caution*

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



## Skills most sought after in a candidate (2/2)

	North Africa & Egypt						
	Algeria	Egypt	Libya	Morocco	Sudan	Tunisia	Other
<b>Base: Working</b>	36	159	5	21	31	14	11
Arabic and English	28%	64%	80%	24%	84%	43%	27%
Team player/ cooperative/ helpful/ flexible	44%	47%	20%	19%	45%	50%	36%
Ability to work under pressure	33%	42%	40%	14%	35%	29%	36%
Good leadership skills	44%	36%	40%	29%	45%	36%	45%
Trustworthy/ Honest	42%	38%	20%	14%	39%	36%	36%
Good negotiation skills	36%	39%	20%	24%	45%	43%	55%
Efficient/ productive	25%	40%	-	14%	23%	29%	36%
Overall personality and demeanour	44%	39%	-	29%	35%	7%	18%
Passionate/ desire to make a difference	36%	36%	-	14%	35%	57%	27%
Ability to take on new challenges	25%	36%	20%	14%	29%	43%	36%
Creative	25%	33%	-	19%	23%	21%	36%
Relevant industry experience	22%	26%	20%	24%	29%	21%	36%
Good technical skills	17%	23%	-	24%	23%	21%	36%
Good analytical skills	25%	27%	-	14%	29%	14%	36%
Good people management skills	11%	31%	20%	5%	23%	14%	36%
Well experienced/ knowledgeable	14%	18%	20%	10%	13%	7%	45%
Good contacts/ professional network	19%	17%	20%	10%	13%	7%	45%
Local work experience	11%	13%	20%	19%	-	7%	9%
Has not changed jobs frequently/ reliable	3%	11%	-	-	3%	7%	36%
French, English and Arabic	42%	5%	20%	29%	13%	43%	-
Arabic only	17%	18%	-	19%	3%	7%	-
Regional work experience	6%	8%	-	5%	-	7%	18%

**Base: Working (745), GCC (326), North Africa (266), Levant (142), Other (11)**

*\*Showing only top skills (higher than 10%)*

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
<b>Base: Working</b>	79	185	20	27	5	10	62	74	1	2	3
Managerial – ability to manage a team	28%	34%	30%	48%	60%	40%	32%	32%	100%	50%	33%
Sales and marketing	27%	33%	20%	22%	20%	20%	39%	22%	-	-	-
Mid-level experience (3 to 7 years)	29%	30%	35%	30%	-	10%	26%	31%	100%	-	-
IT/ computer	14%	24%	15%	7%	20%	20%	13%	36%	100%	50%	-
Junior level experience (less than 3 years)	13%	17%	15%	22%	40%	10%	15%	19%	-	-	-
Senior level experience (7 to 10 years)	22%	20%	20%	41%	-	30%	3%	19%	-	50%	-
Public speaking/ giving presentations	10%	14%	5%	15%	20%	10%	10%	30%	-	-	-
Administrative	22%	14%	15%	19%	-	-	18%	16%	-	50%	33%
Very senior level experience, Department Head or Director (more than 10 years)	9%	13%	-	19%	-	10%	13%	12%	-	-	-
Secretarial	8%	10%	5%	11%	-	-	2%	22%	-	-	33%
Advertising and media	9%	7%	5%	4%	20%	-	8%	8%	-	-	-
Research/ market research	4%	12%	5%	-	-	-	11%	7%	-	-	-
Writing/ journalism/ PR	6%	5%	-	7%	-	-	3%	9%	-	-	-
Others	4%	2%	5%	11%	-	-	6%	1%	-	-	-
Don't know/ can't say	13%	15%	5%	4%	20%	-	5%	7%	-	-	33%

**Base: Working (745), GCC (326), North Africa (266), Levant (142), Other (11)**

*\* Low base. Interpret with caution*

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



## Experience needed (2/2)

	North Africa & Egypt						
	Algeria	Egypt	Libya	Morocco	Sudan	Tunisia	Other
<b>Base: Working</b>	36	159	5	21	31	14	11
Managerial – ability to manage a team	44%	34%	60%	5%	55%	36%	36%
Sales and marketing	25%	38%	-	19%	16%	-	9%
Mid-level experience (3 to 7 years)	28%	23%	60%	10%	26%	14%	9%
IT/ computer	22%	25%	20%	19%	61%	21%	18%
Junior level experience (less than 3 years)	36%	20%	-	33%	13%	-	18%
Senior level experience (7 to 10 years)	6%	18%	20%	14%	13%	14%	45%
Public speaking/ giving presentations	19%	18%	-	10%	23%	14%	9%
Administrative	11%	8%	20%	10%	3%	7%	27%
Very senior level experience, Department Head or Director (more than 10 years)	6%	13%	-	14%	10%	29%	18%
Secretarial	22%	5%	-	19%	6%	7%	-
Advertising and media	14%	9%	-	29%	23%	7%	-
Research/ market research	6%	8%	-	5%	10%	14%	-
Writing/ journalism/ PR	3%	3%	-	10%	6%	-	9%
Others	3%	3%	-	10%	-	-	-
Don't know/ can't say	11%	8%	20%	14%	-	14%	18%

\* Low base. Interpret with caution

**Base: Working (745), GCC (326), North Africa (266), Levant (142), Other (11)**

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
<b>Base: Working</b>	79	185	20	27	5	10	62	74	1	2	3
In the last 3 months	39%	40%	45%	44%	40%	30%	44%	43%	100%	50%	67%
In the last 6 months	19%	17%	15%	11%	-	10%	16%	14%	-	-	33%
In the last 12 months	11%	10%	10%	7%	20%	10%	11%	11%	-	-	-
More than 12 months back	11%	13%	20%	7%	20%	30%	13%	16%	-	50%	-
Don't know/ can't say	19%	21%	10%	30%	20%	20%	16%	16%	-	-	-

	North Africa & Egypt						
	Algeria	Egypt	Libya	Morocco	Sudan	Tunisia	Other
<b>Base: Working</b>	36	159	5	21	31	14	11
In the last 3 months	28%	41%	-	33%	29%	-	27%
In the last 6 months	14%	20%	40%	19%	16%	7%	18%
In the last 12 months	14%	4%	20%	-	16%	14%	18%
More than 12 months back	17%	17%	-	10%	29%	14%	18%
Don't know/ can't say	28%	18%	40%	38%	10%	64%	18%

**Base: Working (745), GCC (326), North Africa (266), Levant (142), Other (11)**

Q. When was the last time 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
<b>Base: All</b>	101	226	24	33	5	11	72	94	1	2	3
Much more attractive than other countries	57%	52%	17%	58%	20%	18%	15%	12%	-	-	33%
Slightly more attractive than other countries	6%	11%	17%	9%	20%	36%	10%	11%	-	50%	33%
Equally attractive as other countries	10%	11%	25%	18%	20%	9%	7%	9%	-	-	-
Slightly less attractive than other countries	7%	5%	13%	-	-	9%	17%	28%	-	-	-
Much less attractive than other countries	2%	4%	8%	-	-	-	33%	31%	100%	50%	33%
Don't know/ can't say	18%	17%	21%	15%	40%	27%	18%	11%	-	-	-

	North Africa & Egypt						
	Algeria	Egypt	Libya	Morocco	Sudan	Tunisia	Other
<b>Base: All</b>	43	182	6	26	33	15	12
Much more attractive than other countries	30%	25%	17%	15%	3%	7%	8%
Slightly more attractive than other countries	5%	13%	17%	15%	3%	13%	8%
Equally attractive as other countries	2%	17%	17%	8%	6%	33%	8%
Slightly less attractive than other countries	30%	16%	17%	12%	36%	20%	25%
Much less attractive than other countries	26%	19%	-	19%	42%	20%	17%
Don't know/ can't say	7%	10%	33%	31%	9%	7%	33%

**Base: All (889), GCC (400), North Africa (305), Levant (172), Others (12)**

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
<b>Base: Working</b>	79	185	20	27	5	10	62	74	1	2	3
Much more attractive than other businesses	30%	36%	20%	37%	20%	10%	24%	20%	-	50%	-
Slightly more attractive than other businesses	15%	17%	15%	19%	20%	30%	11%	23%	-	-	33%
Equally attractive as other businesses	28%	16%	20%	19%	20%	10%	24%	28%	100%	50%	-
Slightly less attractive than other businesses	5%	8%	20%	11%	-	20%	16%	7%	-	-	33%
Much less attractive than other businesses	6%	6%	5%	-	20%	10%	11%	9%	-	-	-
Don't know/can't say	15%	17%	20%	15%	20%	20%	13%	12%	-	-	33%

	North Africa & Egypt						
	Algeria	Egypt	Libya	Morocco	Sudan	Tunisia	Other
<b>Base: Working</b>	36	159	5	21	31	14	11
Much more attractive than other businesses	25%	27%	40%	24%	42%	36%	27%
Slightly more attractive than other businesses	14%	21%	20%	5%	6%	21%	9%
Equally attractive as other businesses	17%	26%	20%	19%	29%	21%	27%
Slightly less attractive than other businesses	11%	9%	-	19%	16%	7%	9%
Much less attractive than other businesses	14%	8%	-	14%	6%	7%	-
Don't know/can't say	19%	9%	20%	19%	-	7%	27%

**Base: Working (745), GCC (326), North Africa (266), Levant (142), Other (11)**

\* Low base. Interpret with caution

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
<b>Base: All</b>	<b>101</b>	<b>226</b>	<b>24</b>	<b>33</b>	<b>5</b>	<b>11</b>	<b>72</b>	<b>94</b>	<b>1</b>	<b>2</b>	<b>3</b>
Advertising/ Marketing/ Public Relations	35%	30%	33%	30%	-	27%	28%	27%	-	-	-
Banking/ Finance	31%	27%	25%	15%	40%	18%	17%	38%	-	-	33%
IT/ Internet/ E-commerce	28%	32%	25%	21%	20%	18%	25%	33%	-	50%	-
Business Consultancy/ Business Management/ Management Consulting	26%	32%	25%	24%	20%	27%	26%	29%	100%	-	-
Real Estate/ Construction/ Property Development	33%	26%	21%	27%	20%	27%	13%	21%	100%	-	-
Healthcare/ Medical Services	23%	25%	29%	27%	20%	-	17%	31%	-	-	-
Oil, Gas and Petrochemicals	25%	26%	21%	33%	40%	27%	8%	10%	-	-	-
Telecommunications	17%	21%	21%	12%	60%	-	19%	29%	-	50%	-
Consumer Goods/ FMCG	18%	18%	21%	15%	20%	9%	19%	13%	-	-	-
Engineering/ Design	26%	26%	21%	39%	20%	18%	1%	13%	-	-	-
Education/ Academia	18%	17%	13%	9%	-	9%	14%	24%	100%	-	33%
Hospitality/ Recreation/ Entertainment	18%	19%	8%	36%	20%	27%	8%	16%	100%	-	33%
Human Resources	23%	20%	4%	21%	-	18%	6%	16%	-	-	33%
Tourism	20%	19%	4%	12%	-	-	22%	13%	-	-	-
Commerce/ Trade/ Retail	12%	18%	29%	6%	20%	-	10%	13%	-	-	-
Manufacturing	17%	17%	8%	18%	-	-	6%	13%	-	-	-
Electricity/ Power Generation/ Water	12%	18%	8%	18%	20%	18%	21%	13%	-	-	-
Automotive	8%	16%	8%	12%	20%	-	6%	15%	100%	-	-
Pharmaceuticals	7%	11%	17%	12%	-	-	14%	17%	-	-	-
Government/ Civil Service	13%	17%	13%	12%	20%	-	1%	18%	-	-	-
Military/ Defence/ Police	5%	11%	-	12%	-	-	4%	22%	-	-	-
Transport/ Travel	12%	13%	8%	15%	-	-	13%	11%	-	-	-
Aerospace/ Airline/ Aviation	15%	14%	4%	21%	-	-	3%	14%	-	50%	-
Media/ Journalism/ Publishing	9%	11%	8%	9%	-	-	14%	11%	-	-	-
Agriculture/ Forestry	3%	7%	4%	9%	-	-	10%	12%	-	-	-

**Base: All (889), GCC (400), North Africa (305), Levant (172), Others (12)**

*\*showing only top industries (higher than 10%)*

*\* Low base. Interpret with caution*

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

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

	North Africa & Egypt						
	Algeria	Egypt	Libya	Morocco	Sudan	Tunisia	Other
<b>Base: All</b>	<b>43</b>	<b>182</b>	<b>6</b>	<b>26</b>	<b>33</b>	<b>15</b>	<b>12</b>
Advertising/ Marketing/ Public Relations	23%	43%	17%	27%	33%	27%	17%
Banking/ Finance	21%	39%	33%	15%	36%	33%	25%
IT/ Internet/ E-commerce	21%	34%	33%	15%	24%	27%	25%
Business Consultancy/ Business Management/ Management Consulting	16%	27%	33%	15%	24%	-	17%
Real Estate/ Construction/ Property Development	21%	39%	-	8%	24%	13%	25%
Healthcare/ Medical Services	33%	19%	-	15%	18%	27%	-
Oil, Gas and Petrochemicals	53%	23%	33%	4%	15%	-	25%
Telecommunications	12%	25%	17%	19%	27%	13%	25%
Consumer Goods/ FMCG	26%	30%	-	15%	15%	7%	8%
Engineering/ Design	9%	15%	33%	12%	18%	13%	25%
Education/ Academia	26%	14%	17%	4%	24%	40%	17%
Hospitality/ Recreation/ Entertainment	9%	19%	-	23%	-	7%	-
Human Resources	19%	18%	-	12%	6%	7%	17%
Tourism	7%	19%	-	27%	9%	7%	8%
Commerce/ Trade/ Retail	21%	20%	-	19%	12%	7%	17%
Manufacturing	19%	19%	33%	8%	9%	20%	42%
Electricity/ Power Generation/ Water	23%	15%	17%	12%	3%	20%	8%
Automotive	19%	16%	17%	31%	9%	7%	8%
Pharmaceuticals	26%	20%	-	12%	12%	7%	8%
Government/ Civil Service	26%	12%	17%	4%	9%	-	8%
Military/ Defence/ Police	44%	18%	-	8%	9%	13%	8%
Transport/ Travel	14%	16%	-	12%	9%	-	17%
Aerospace/ Airline/ Aviation	9%	12%	-	4%	6%	13%	-
Media/ Journalism/ Publishing	16%	10%	-	8%	3%	7%	8%
Agriculture/ Forestry	28%	11%	17%	12%	21%	13%	8%

\*showing only top industries (higher than 10%)

**Base: All (889), GCC (400), North Africa (305), Levant (172), Others (12)**

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 (1/2)

	GCC						Levant				
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Jordan	Iraq	Palestine	Syria
<b>Base: All</b>	<b>101</b>	<b>226</b>	<b>24</b>	<b>33</b>	<b>5</b>	<b>11</b>	<b>72</b>	<b>94</b>	<b>1</b>	<b>2</b>	<b>3</b>
Banking/ Finance	35%	27%	29%	21%	40%	27%	24%	41%	100%	-	-
Advertising/ Marketing/ Public Relations	26%	29%	29%	24%	20%	36%	33%	22%	100%	-	33%
Real Estate/ Construction/ Property Development	37%	25%	17%	21%	20%	9%	18%	18%	-	-	-
IT/ Internet/ E-commerce	23%	27%	13%	12%	20%	18%	24%	30%	-	50%	-
Business Consultancy/ Business Management/ Management Consulting	14%	29%	17%	12%	60%	18%	26%	21%	100%	-	67%
Oil, Gas and Petrochemicals	26%	23%	21%	30%	20%	45%	4%	13%	-	-	-
Healthcare/ Medical Services	24%	23%	25%	24%	20%	9%	17%	29%	-	-	-
Engineering/ Design	19%	23%	13%	27%	20%	9%	8%	18%	-	-	-
Telecommunications	8%	20%	8%	18%	40%	-	17%	27%	-	50%	-
Government/ Civil Service	22%	19%	17%	15%	40%	-	6%	21%	-	-	-
Consumer Goods/ FMCG	17%	14%	8%	9%	-	-	17%	18%	-	-	-
Education/ Academia	20%	18%	4%	3%	-	-	13%	23%	-	-	-
Human Resources	19%	19%	8%	9%	-	9%	15%	17%	-	-	-
Military/ Defence/ Police	9%	12%	-	18%	20%	-	6%	21%	-	-	-
Hospitality/ Recreation/ Entertainment	20%	16%	13%	24%	-	18%	17%	13%	100%	-	-
Tourism	16%	17%	4%	30%	20%	9%	17%	17%	100%	-	-
Manufacturing	10%	15%	17%	12%	20%	9%	7%	14%	-	-	-
Electricity/ Power Generation/ Water	10%	15%	17%	18%	40%	27%	11%	14%	-	50%	-
Pharmaceuticals	11%	10%	13%	9%	-	-	8%	23%	-	-	-
Automotive	15%	14%	4%	12%	-	-	7%	15%	-	-	-
Aerospace/ Airline/ Aviation	17%	16%	8%	15%	-	-	4%	13%	-	-	-
Commerce/ Trade/ Retail	8%	15%	21%	12%	-	-	10%	13%	100%	-	-
Agriculture/ Forestry	10%	8%	-	12%	-	-	7%	11%	-	50%	-
Media/ Journalism/ Publishing	13%	9%	4%	9%	40%	-	6%	12%	-	-	-
Transport/ Travel	12%	11%	-	15%	-	9%	8%	9%	-	50%	-

showing only top industries (higher than 10%)

**Base: All (889), GCC (400), North Africa (305), Levant (172), Others (12)**

\* Low base. Interpret with caution

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

# Industries attracting/retaining top national talent (2/2)

	North Africa & Egypt						
	Algeria	Egypt	Libya	Morocco	Sudan	Tunisia	Other
<b>Base: All</b>	<b>43</b>	<b>182</b>	<b>6</b>	<b>26</b>	<b>33</b>	<b>15</b>	<b>12</b>
Banking/ Finance	12%	40%	33%	23%	39%	40%	33%
Advertising/ Marketing/ Public Relations	14%	32%	-	19%	18%	20%	33%
Real Estate/ Construction/ Property Development	14%	30%	33%	19%	30%	13%	17%
IT/ Internet/ E-commerce	23%	24%	-	19%	24%	13%	33%
Business Consultancy/ Business Management/ Management Consulting	12%	29%	33%	12%	24%	7%	25%
Oil, Gas and Petrochemicals	53%	23%	17%	4%	9%	7%	25%
Healthcare/ Medical Services	26%	16%	-	12%	18%	20%	17%
Engineering/ Design	21%	18%	-	12%	15%	7%	17%
Telecommunications	12%	21%	17%	15%	9%	20%	8%
Government/ Civil Service	35%	13%	33%	19%	18%	7%	33%
Consumer Goods/ FMCG	28%	23%	17%	23%	18%	13%	-
Education/ Academia	21%	10%	17%	12%	30%	33%	42%
Human Resources	21%	16%	17%	15%	18%	-	25%
Military/ Defence/ Police	47%	22%	-	12%	15%	20%	17%
Hospitality/ Recreation/ Entertainment	7%	14%	17%	31%	6%	-	17%
Tourism	7%	14%	17%	23%	3%	20%	-
Manufacturing	19%	18%	33%	12%	12%	40%	17%
Electricity/ Power Generation/ Water	19%	15%	17%	-	12%	20%	17%
Pharmaceuticals	28%	21%	-	4%	9%	7%	25%
Automotive	16%	19%	17%	31%	6%	13%	8%
Aerospace/ Airline/ Aviation	14%	13%	-	-	9%	27%	8%
Commerce/ Trade/ Retail	14%	16%	-	8%	3%	13%	8%
Agriculture/ Forestry	28%	12%	17%	12%	24%	20%	17%
Media/ Journalism/ Publishing	16%	10%	-	8%	3%	20%	-
Transport/ Travel	7%	10%	-	8%	12%	-	-

showing only top industries (higher than 10%)

**Base: All (889), GCC (400), North Africa (305), Levant (172), Others (12)**

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

\* Low base. Interpret with caution

# Industries attracting/retaining top graduate talent (1/2)

	GCC						Levant				
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Jordan	Iraq	Palestine	Syria
<b>Base: All</b>	<b>101</b>	<b>226</b>	<b>24</b>	<b>33</b>	<b>5</b>	<b>11</b>	<b>72</b>	<b>94</b>	<b>1</b>	<b>2</b>	<b>3</b>
Advertising/ Marketing/ Public Relations	37%	28%	25%	15%	-	27%	42%	32%	100%	-	33%
Banking/ Finance	33%	29%	42%	15%	20%	27%	21%	28%	100%	50%	-
IT/ Internet/ E-commerce	25%	27%	17%	12%	20%	18%	26%	27%	-	50%	-
Business Consultancy/ Business Management/ Management Consulting	24%	27%	29%	27%	20%	27%	25%	12%	100%	-	33%
Real Estate/ Construction/ Property Development	27%	22%	25%	33%	20%	18%	13%	12%	100%	-	-
Engineering/ Design	21%	25%	29%	39%	60%	36%	13%	15%	-	-	33%
Healthcare/ Medical Services	20%	23%	25%	24%	40%	-	18%	21%	-	-	-
Oil, Gas and Petrochemicals	23%	22%	17%	21%	20%	45%	10%	11%	100%	-	33%
Telecommunications	14%	19%	17%	6%	40%	9%	22%	20%	-	50%	-
Hospitality/ Recreation/ Entertainment	23%	19%	17%	36%	-	9%	10%	18%	100%	-	33%
Human Resources	21%	19%	13%	9%	-	18%	15%	16%	-	-	-
Government/ Civil Service	18%	24%	25%	9%	20%	9%	1%	15%	-	-	-
Education/ Academia	14%	18%	21%	9%	-	-	11%	17%	-	-	-
Consumer Goods/ FMCG	19%	16%	17%	12%	-	-	18%	11%	-	-	-
Military/ Defence/ Police	15%	13%	4%	9%	-	9%	6%	20%	-	-	-
Tourism	18%	15%	13%	21%	-	18%	21%	17%	-	-	-
Commerce/ Trade/ Retail	10%	18%	21%	-	-	18%	14%	13%	-	-	-
Manufacturing	13%	18%	17%	6%	-	-	4%	12%	-	-	-
Pharmaceuticals	8%	12%	21%	9%	-	-	11%	16%	-	-	-
Electricity/ Power Generation/ Water	8%	15%	13%	12%	40%	9%	14%	13%	-	50%	33%
Automotive	11%	17%	8%	15%	-	-	7%	7%	-	50%	-
Aerospace/ Airline/ Aviation	17%	15%	8%	12%	-	-	10%	10%	-	-	-
Media/ Journalism/ Publishing	12%	10%	4%	-	-	9%	11%	10%	-	-	-
Charity/ Voluntary sector	8%	10%	-	-	-	9%	11%	9%	-	50%	33%

showing only top industries (higher than 10%)

**Base: All (889), GCC (400), North Africa (305), Levant (172), Others (12)**

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

# Industries attracting/retaining top graduate talent (2/2)

	North Africa & Egypt						
	Algeria	Egypt	Libya	Morocco	Sudan	Tunisia	Other
<b>Base: All</b>	<b>43</b>	<b>182</b>	<b>6</b>	<b>26</b>	<b>33</b>	<b>15</b>	<b>12</b>
Advertising/ Marketing/ Public Relations	26%	40%	17%	15%	30%	33%	33%
Banking/ Finance	16%	38%	17%	23%	45%	47%	8%
IT/ Internet/ E-commerce	16%	31%	17%	27%	24%	33%	42%
Business Consultancy/ Business Management/ Management Consulting	19%	23%	-	19%	21%	-	25%
Real Estate/ Construction/ Property Development	12%	28%	-	12%	12%	7%	17%
Engineering/ Design	14%	20%	17%	-	15%	20%	25%
Healthcare/ Medical Services	26%	16%	-	15%	30%	20%	17%
Oil, Gas and Petrochemicals	40%	19%	17%	-	9%	7%	25%
Telecommunications	19%	21%	33%	12%	21%	7%	25%
Hospitality/ Recreation/ Entertainment	9%	19%	-	12%	6%	7%	8%
Human Resources	14%	17%	-	15%	9%	13%	25%
Government/ Civil Service	28%	13%	17%	19%	9%	-	8%
Education/ Academia	23%	13%	33%	15%	18%	40%	33%
Consumer Goods/ FMCG	21%	18%	17%	19%	12%	7%	17%
Military/ Defence/ Police	42%	20%	-	19%	15%	13%	17%
Tourism	7%	13%	-	23%	6%	7%	17%
Commerce/ Trade/ Retail	19%	15%	-	12%	15%	7%	17%
Manufacturing	14%	15%	33%	12%	15%	33%	17%
Pharmaceuticals	23%	18%	-	8%	9%	-	33%
Electricity/ Power Generation/ Water	12%	12%	17%	15%	9%	20%	25%
Automotive	16%	14%	33%	15%	9%	20%	17%
Aerospace/ Airline/ Aviation	7%	14%	17%	8%	6%	7%	8%
Media/ Journalism/ Publishing	14%	14%	-	15%	9%	-	17%
Charity/ Voluntary sector	12%	12%	17%	8%	18%	7%	17%

showing only top industries (higher than 10%)

**Base: All (889), GCC (400), North Africa (305), Levant (172), Others (12)**

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	101	226	24	33	5	11	72	94	1	2	3
Advertising/ Marketing/ Public Relations	40%	35%	29%	36%	40%	27%	42%	37%	100%	-	67%
Banking/ Finance	36%	31%	29%	36%	20%	45%	32%	43%	100%	-	33%
Healthcare/ Medical Services	30%	32%	17%	33%	60%	18%	31%	33%	100%	-	33%
Education/ Academia	30%	25%	13%	12%	40%	18%	29%	29%	100%	-	33%
Hospitality/ Recreation/ Entertainment	28%	21%	13%	33%	20%	18%	18%	22%	100%	-	33%
Human Resources	28%	24%	8%	21%	40%	27%	22%	18%	100%	-	33%
Tourism	21%	22%	17%	21%	20%	9%	21%	31%	-	-	-
Business Consultancy/ Business Management/ Management Consulting	21%	25%	13%	24%	20%	27%	22%	16%	-	-	-
Media/ Journalism/ Publishing	18%	15%	21%	12%	40%	-	19%	23%	-	-	-
Telecommunications	17%	19%	13%	6%	20%	9%	14%	31%	-	50%	33%
IT/ Internet/ E-commerce	13%	27%	13%	-	-	27%	13%	21%	-	50%	-
Domestic Services	15%	18%	4%	3%	20%	9%	13%	20%	-	-	-
Charity/ Voluntary Sector	16%	12%	-	3%	40%	9%	21%	16%	100%	-	33%
Pharmaceuticals	8%	11%	21%	12%	20%	-	14%	26%	-	-	-
Government/ Civil Service	17%	19%	8%	6%	-	9%	6%	21%	-	-	-
Real Estate/ Construction/ Property Development	22%	15%	8%	15%	20%	9%	7%	5%	-	-	-
Engineering/ Design	10%	18%	17%	9%	40%	-	3%	18%	-	-	-
Aerospace/ Airline/ Aviation	11%	12%	13%	15%	20%	-	7%	14%	-	50%	-
Consumer Goods/ FMCG	14%	15%	17%	12%	40%	9%	11%	12%	-	-	-
Commerce/ Trade/ Retail	10%	14%	21%	9%	20%	-	7%	9%	-	-	-

showing only top industries (higher than 10%)

**Base: All (889), GCC (400), North Africa (305), Levant (172), Others (12)**

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

# Industries attracting/retaining top female talent (2/2)

	North Africa & Egypt						
	Algeria	Egypt	Libya	Morocco	Sudan	Tunisia	Other
<b>Base: All</b>	<b>43</b>	<b>182</b>	<b>6</b>	<b>26</b>	<b>33</b>	<b>15</b>	<b>12</b>
Advertising/ Marketing/ Public Relations	35%	45%	-	12%	39%	27%	33%
Banking/ Finance	28%	43%	33%	19%	33%	33%	33%
Healthcare/ Medical Services	51%	28%	33%	15%	42%	40%	25%
Education/ Academia	47%	23%	50%	15%	36%	20%	50%
Hospitality/ Recreation/ Entertainment	21%	34%	17%	15%	18%	13%	17%
Human Resources	21%	27%	33%	12%	21%	13%	50%
Tourism	21%	30%	33%	19%	12%	20%	-
Business Consultancy/ Business Management/ Management Consulting	19%	23%	-	15%	18%	20%	33%
Media/ Journalism/ Publishing	35%	27%	33%	15%	18%	20%	17%
Telecommunications	28%	21%	-	23%	9%	27%	25%
IT/ Internet/ E-commerce	12%	19%	33%	15%	21%	20%	42%
Domestic Services	21%	20%	33%	23%	21%	7%	-
Charity/ Voluntary Sector	14%	20%	17%	15%	21%	20%	8%
Pharmaceuticals	28%	20%	33%	8%	12%	7%	17%
Government/ Civil Service	23%	13%	17%	8%	15%	-	17%
Real Estate/ Construction/ Property Development	9%	23%	-	8%	6%	-	8%
Engineering/ Design	7%	13%	17%	8%	18%	7%	8%
Aerospace/ Airline/ Aviation	9%	16%	-	19%	18%	20%	17%
Consumer Goods/ FMCG	7%	12%	-	15%	15%	20%	17%
Commerce/ Trade/ Retail	9%	12%	17%	8%	3%	13%	8%

showing only top industries (higher than 10%)

**Base: All (889), GCC (400), North Africa (305), Levant (172), Others (12)**

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

\* Low base. Interpret with caution



Section 4

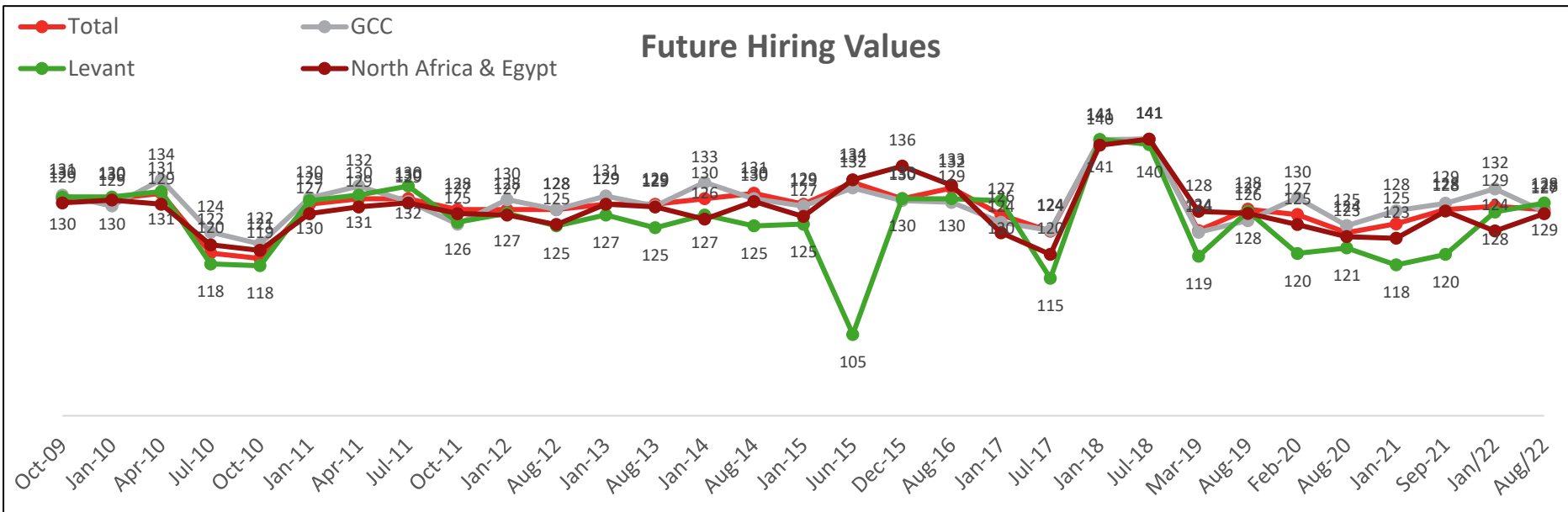
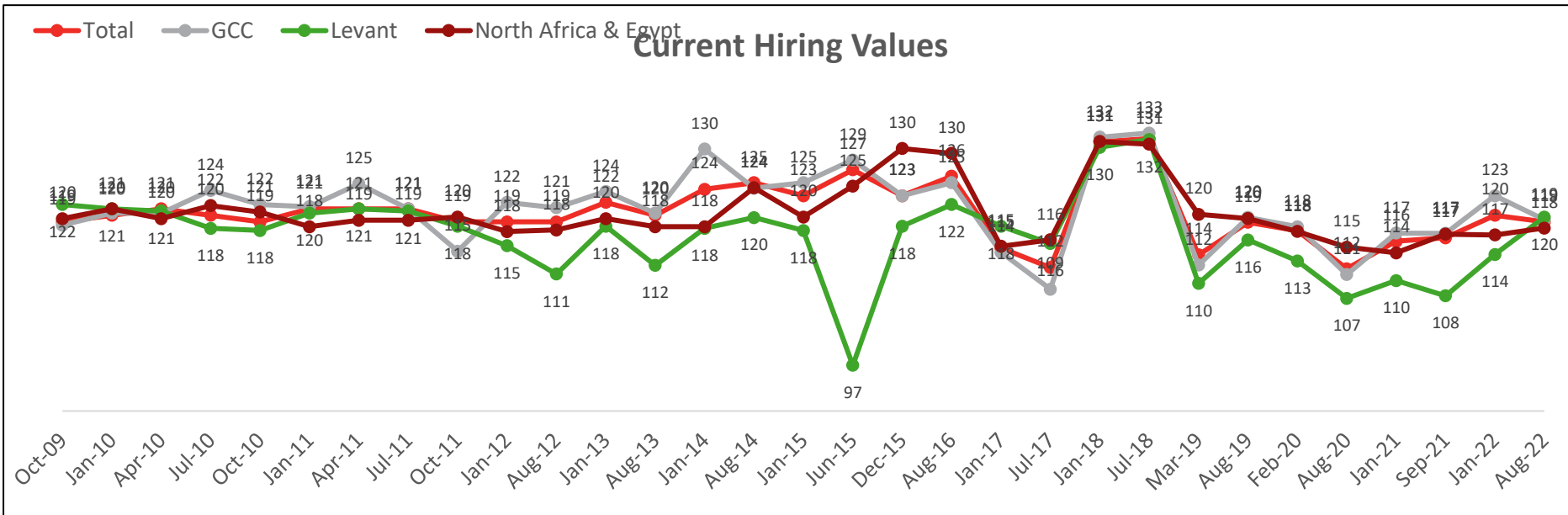
# INDEX CALCULATIONS



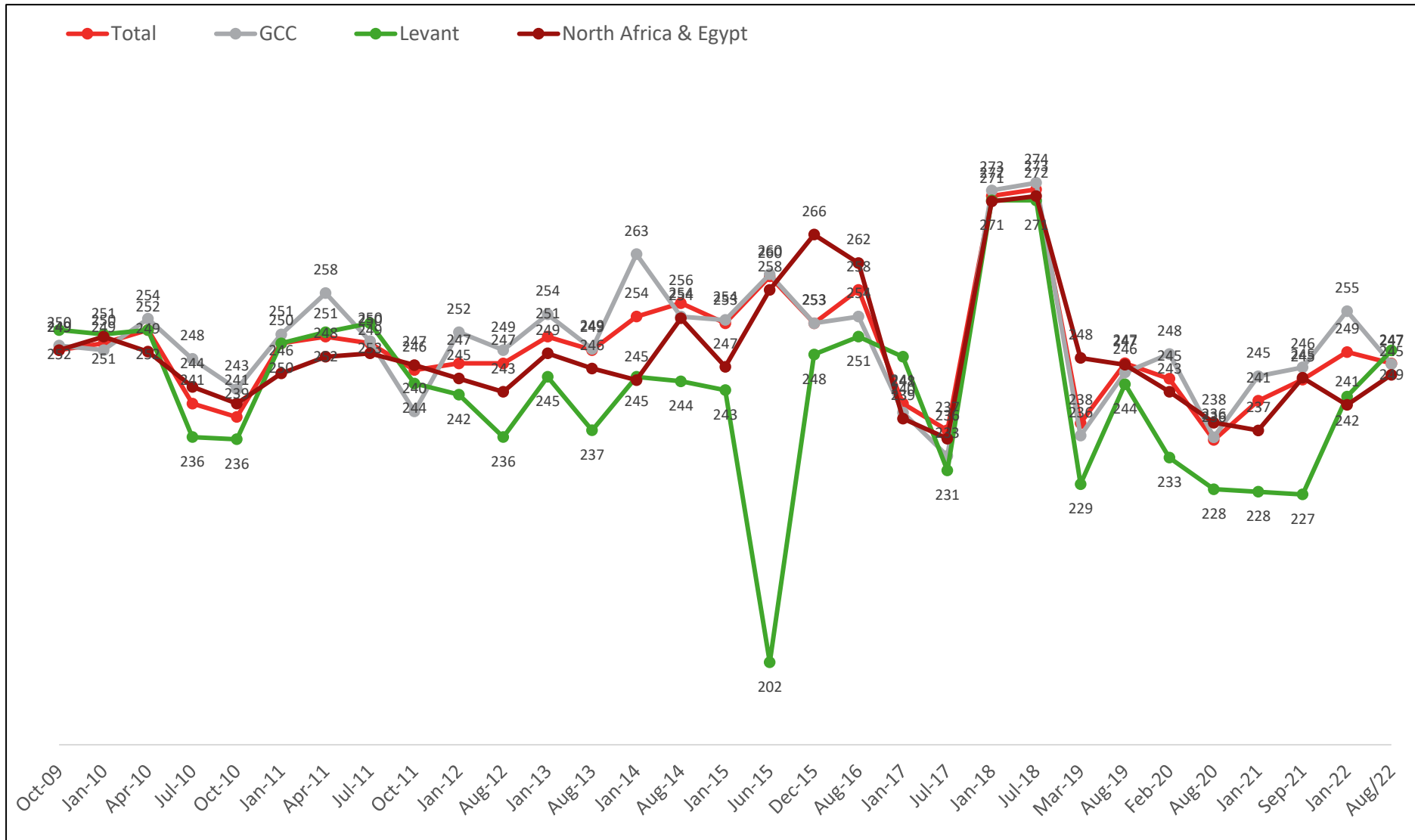
# Calculation of Indices and Benchmarking

- 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:  
$$(((\text{Number of optimistic answers} - \text{Number of pessimistic answers}) / \text{Achieved sample}) * 100) + 100$$
- 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.



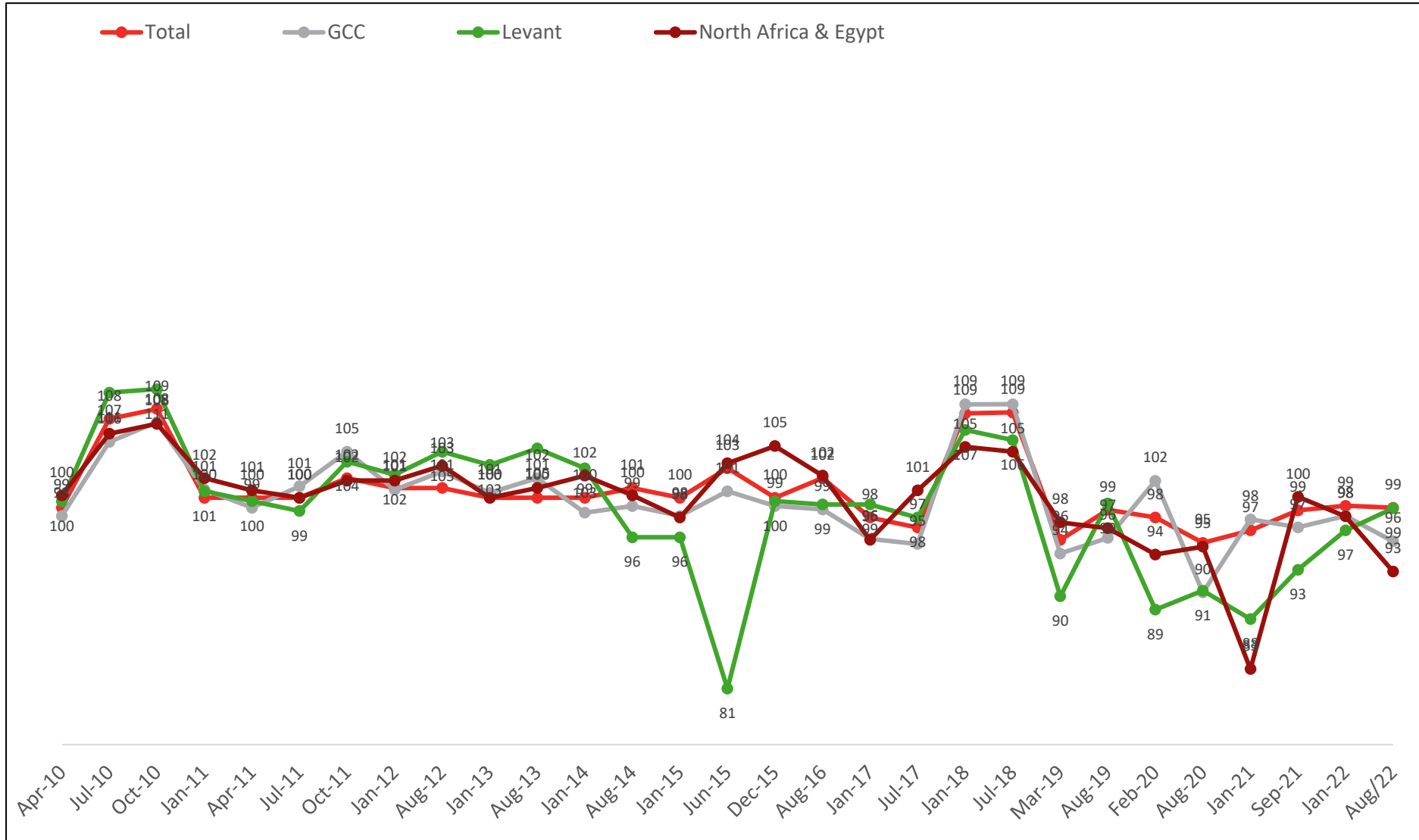


# Current + Future Hiring Values

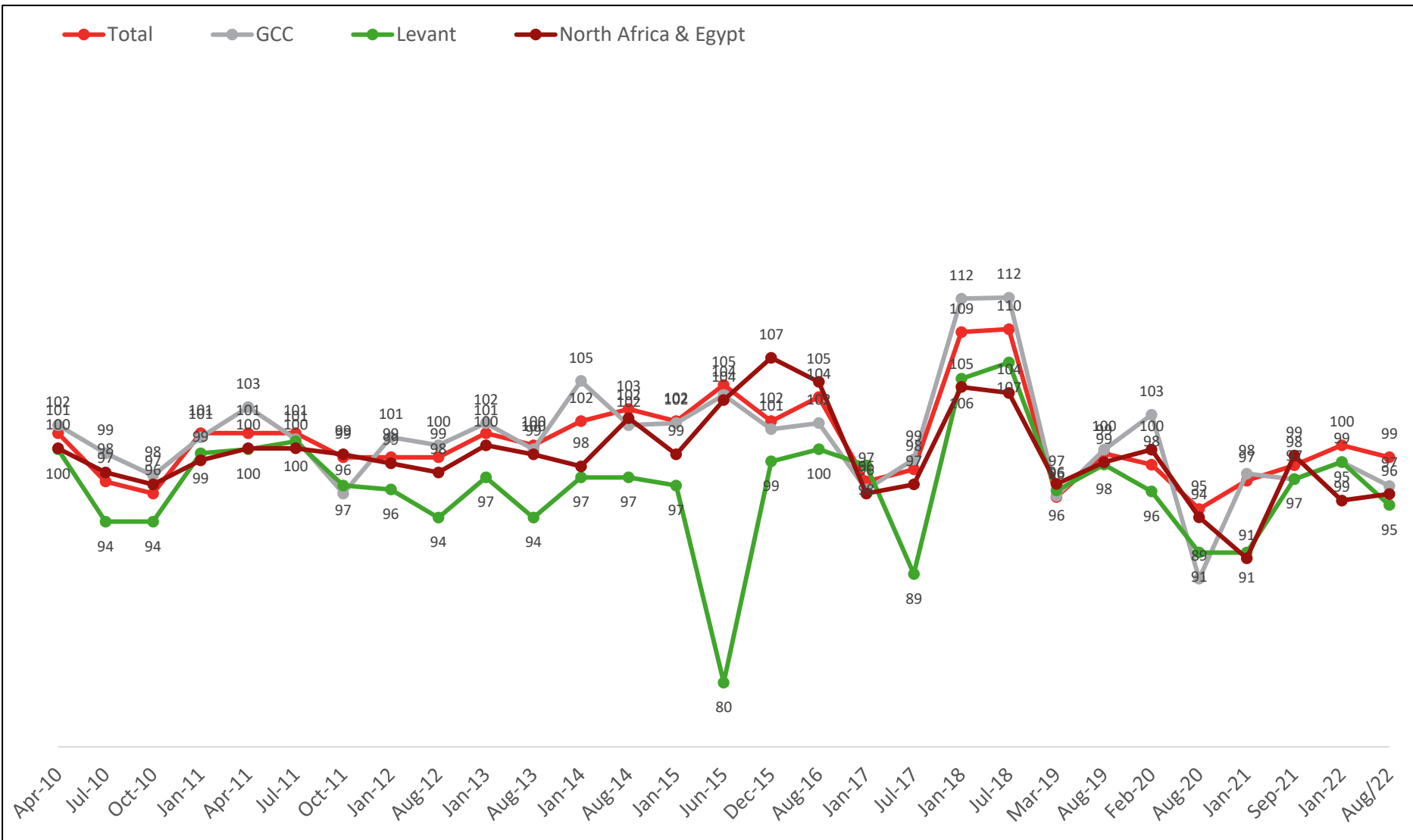




# Hiring Expectancy Index



# Job Index



# Current Hiring Values (1/2)

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

## Current Hiring Values (2/2)

Year	Period	Total	Algeria	Bahrain	Egypt	Jordan	Kuwait	Lebanon	Morocco	Oman	Qatar	Saudi Arabia	Tunisia	UAE
2018	Jan 2018	131	133	145	132	129	138	134	117	136	138	130	117	131
	July 2018	132	132	145	133	129	140	134	116	133	137	130	116	134
2019	Mar 2019	114	117	138	120	107	109	114	125	106	114	115	125	111
	Aug 2019	119	111	140	119	119	115	119	105	115	127	120	117	119
2020	Feb 2020	118	112	133	118	116	119	102	130	122	128	117	123	115
	Aug 2020	112	112	90	114	107	103	97	120	89	117	114	100	108
2021	Jan 2021	116	111	114	115	109	110	100	92	104	127	116	100	123
	Sept 2021	117	121	121	113	104	118	112	123	104	113	120	130	115
2022	Jan 2022	120	113	129	122	108	117	118	111	117	124	119	122	100
	Aug 2022	119	115	100	120	116	128	124	114	115	115	120	107	118

# Future Hiring Values (1/2)

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

# Future Hiring Values (2/2)

Year	Period	Total	Algeria	Bahrain	Egypt	Jordan	Kuwait	Lebanon	Morocco	Oman	Qatar	Saudi Arabia	Tunisia	UAE
2018	Jan 2018	141	141	150	142	139	145	138	135	143	142	140	126	140
	July 2018	141	150	142	138	146	138	135	142	141	140	124	140	141
2019	Mar 2019	124	123	119	129	117	123	118	119	125	126	124	133	123
	Aug 2019	128	120	130	130	127	118	132	118	125	123	126	133	131
2020	Feb 2020	127	118	139	126	122	131	109	120	128	143	129	123	129
	Aug 2020	124	114	120	124	120	133	116	131	83	122	127	122	123
2021	Jan 2021	125	114	114	125	118	121	111	96	135	142	126	93	131
	Sept 2021	128	124	136	127	112	127	130	136	113	125	130	130	130
2022	Jan 2022	129	122	150	127	123	129	129	126	123	138	118	132	112
	Aug 2022	128	122	130	130	126	135	132	119	110	119	129	107	127



# Current Hiring + Future Hiring Values (1/2)

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

## Current Hiring + Future Hiring Values (2/2)

Year	Period	Total	Algeria	Bahrain	Egypt	Jordan	Kuwait	Lebanon	Morocco	Oman	Qatar	Saudi Arabia	Tunisia	UAE
2018	Jan 2018	272	274	295	274	269	283	272	252	279	280	270	243	271
	July 2018	273	295	274	268	285	272	251	275	278	270	239	275	273
2019	Mar 2019	238	240	256	249	224	233	232	244	231	240	239	258	234
	Aug 2019	247	231	270	248	246	232	251	223	240	250	246	250	251
2020	Feb 2020	245	230	272	244	238	250	210	250	250	271	246	245	244
	Aug 2020	236	225	210	238	228	236	213	252	172	240	241	222	231
2021	Jan 2021	241	225	229	240	227	230	211	188	238	268	241	193	254
	Sept 2021	245	245	257	240	216	245	242	259	217	238	250	260	245
2022	Jan 2022	249	235	279	249	232	246	246	237	240	262	237	254	212
	Aug 2022	247	238	230	250	241	263	256	233	225	233	249	214	246

# Hiring Expectancy Index (1/2)

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

# Hiring Expectancy Index (2/2)

Year	Period	Total	Algeria	Bahrain	Egypt	Jordan	Kuwait	Lebanon	Morocco	Oman	Qatar	Saudi Arabia	Tunisia	UAE
2018	Jan 2018	109	107	116	110	108	110	105	106	106	109	105	98	111
	July 2018	109	107	116	110	107	111	105	106	105	109	105	96	111
2019	Mar 2019	96	93	92	100	90	94	90	93	92	97	93	104	98
	Aug 2019	99	91	101	101	98	90	100	93	92	95	94	104	104
2020	Feb 2020	98	90	108	98	95	100	83	94	94	110	97	95	102
	Aug 2020	95	86	93	96	93	101	88	103	62	94	95	95	97
2021	Jan 2021	97	86	89	97	91	92	84	75	99	109	94	72	104
	Sept 2021	99	94	105	99	86	97	99	107	83	96	98	101	103
2022	Jan 2022	99	92	116	99	95	98	98	99	91	107	88	102	88
	Aug 2022	99	92	101	101	97	103	101	94	81	91	97	83	101

# Job Index (1/2)

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

# Job Index (2/2)

Year	Period	Total	Algeria	Bahrain	Egypt	Jordan	Kuwait	Lebanon	Morocco	Oman	Qatar	Saudi Arabia	Tunisia	UAE
2018	Jan 2018	109	107	124	111	109	113	105	105	108	111	105	97	113
	July 2018	110	106	124	111	109	114	105	105	107	111	105	95	114
2019	Mar 2019	96	93	107	101	91	93	90	101	90	95	93	103	97
	Aug 2019	99	90	113	101	100	92	97	93	93	99	96	99	104
2020	Feb 2020	98	90	114	99	97	100	81	104	97	108	96	98	101
	Aug 2020	95	88	88	96	93	94	82	105	67	95	94	88	96
2021	Jan 2021	97	88	96	97	92	92	81	78	93	107	94	77	105
	Sept 2021	98	96	108	97	88	98	93	108	84	95	97	103	102
2022	Jan 2022	100	91	117	101	94	98	95	99	93	104	92	101	88
	Aug 2022	99	93	96	101	98	105	99	97	87	93	97	85	102



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 9<sup>th</sup> June 2022 and 1<sup>st</sup> August 2022. The total number of successful online interviews achieved is 889. Of these, 745 were of working status.

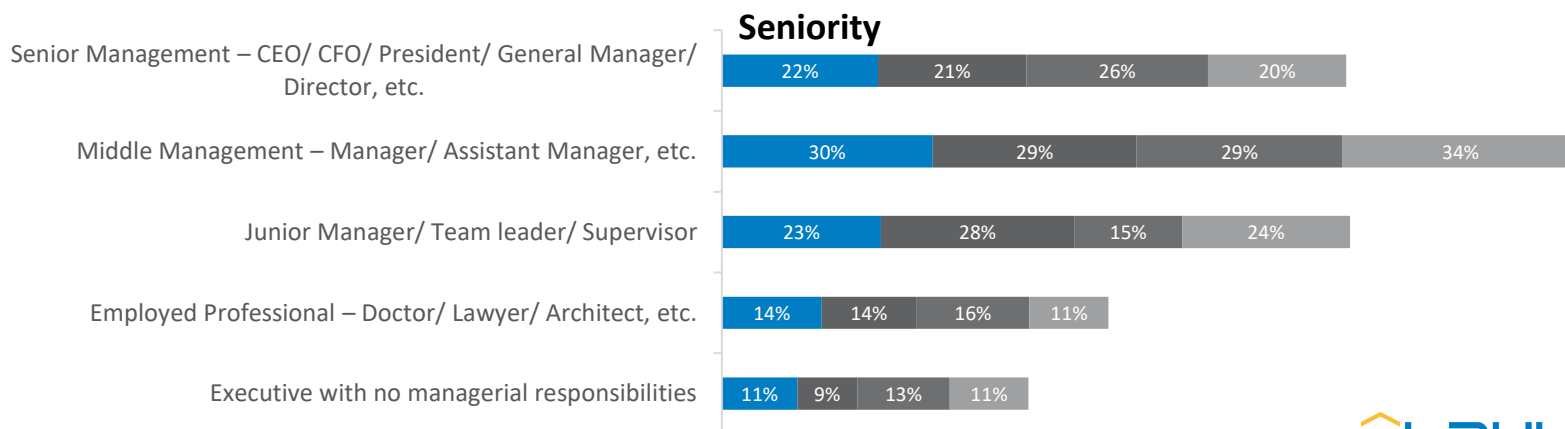
*\*Low sample for current wave (less than 30 interviews)*



# Respondent Profile | By Sector & Seniority

	Total	GCC	North Africa	Levant	Other
Base	889	400	305	172	12
Private sector - Multinational company	17%	22%	11%	11%	58%
Private sector - Large local company	12%	13%	12%	9%	8%
Private sector - Small or medium local company	15%	17%	12%	19%	-
Private sector - Self-owned company	3%	2%	3%	6%	-
Private sector - Family-owned company (your family)	1%	1%	1%	1%	-
Private sector - Family-owned company (others)	5%	4%	5%	7%	-
Private sector - Other	12%	10%	13%	13%	8%
Public or government sector	11%	5%	20%	9%	-
Semi-government/Quasi-governmental company	3%	4%	3%	2%	-
Charity or voluntary sector	1%	0%	2%	3%	8%
Other	4%	3%	5%	3%	8%
I do not work	16%	19%	13%	17%	8%

**Base: All (889), GCC (400), North Africa (305), Levant (172), Others (12)**



**Base: Working (745), GCC (326), North Africa (266), Levant (142), Other (11)**

# Respondent Profile | By Industry

	Total	GCC	North Africa	Levant
Advertising/ Marketing/ Public Relations	4%	3%	5%	4%
Aerospace/ Airline/ Aviation	1%	1%	0%	1%
Agriculture/ Forestry	1%	0%	3%	1%
Automotive	2%	2%	1%	4%
Banking/ Finance	3%	2%	4%	6%
Business Consultancy/ Business Management/ Management Consulting	4%	4%	4%	7%
Charity/ Voluntary Sector	1%	-	2%	4%
Real Estate/ Construction/ Property Development	10%	15%	7%	4%
Consumer Goods/ FMCG	4%	3%	4%	8%
Domestic Services	0%	-	1%	-
Education/ Academia	8%	6%	8%	11%
Engineering/ Design	6%	7%	4%	6%
Government/ Civil Service	2%	2%	3%	3%
Healthcare/ Medical Services	6%	5%	6%	8%
Hospitality/ Recreation/ Entertainment	3%	5%	3%	2%

	Total	GCC	North Africa	Levant
Human Resources	4%	4%	5%	4%
IT/ Internet/ E-commerce	5%	6%	5%	5%
Law	1%	2%	1%	1%
Manufacturing	7%	7%	9%	4%
Market Research	0%	-	0%	-
Media/ Journalism/ Publishing	1%	1%	2%	-
Military/ Defence/ Police	1%	-	3%	2%
Oil, Gas and Petrochemicals	3%	5%	2%	-
Pharmaceuticals	1%	0%	2%	2%
Electricity/ Power Generation/ Water	2%	2%	1%	1%
Commerce/ Trade/ Retail	4%	7%	3%	1%
Telecommunications	2%	2%	1%	4%
Tourism	1%	1%	1%	1%
Transport/ Travel	0%	-	0%	-
Other private sector	8%	9%	9%	5%
Other public sector	2%	2%	2%	3%

Base: Working (745), GCC (326), North Africa (266), Levant (142), Other (11)

# Respondent Profile | By Sector (1/2)

	GCC						Levant				
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Jordan	Iraq	Palestine	Syria
<b>Base: All</b>	<b>101</b>	<b>226</b>	<b>24</b>	<b>33</b>	<b>5</b>	<b>11</b>	<b>72</b>	<b>94</b>	<b>1</b>	<b>2</b>	<b>3</b>
Private sector - Multinational company	25%	21%	21%	21%	20%	18%	10%	11%	-	50%	33%
Private sector - Large local company	8%	15%	4%	15%	20%	36%	7%	12%	-	-	-
Private sector - Small or Medium Local company	15%	17%	17%	18%	40%	9%	24%	13%	100%	50%	33%
Private sector - Self-owned company	4%	1%	8%	-	-	-	7%	5%	-	-	-
Private sector - Family-owned company (your family)	-	2%	-	-	-	-	1%	-	-	-	-
Private sector - Family-owned company (others)	5%	3%	17%	-	-	-	10%	5%	-	-	-
Private sector - Other	11%	10%	8%	9%	-	18%	14%	13%	-	-	-
Public or government sector	3%	6%	4%	3%	20%	9%	6%	12%	-	-	-
Semi-government/Quasi-governmental company	4%	5%	-	6%	-	-	1%	3%	-	-	-
Charity or voluntary sector	-	0%	-	-	-	-	3%	3%	-	-	33%
Other	4%	2%	4%	9%	-	-	4%	2%	-	-	-
I do not work	22%	18%	17%	18%	-	9%	14%	21%	-	-	-

**Base: All (889), GCC (400), North Africa (305), Levant (172), Others (12)**

# Respondent Profile | By Sector (2/2)

	North Africa & Egypt						
	Algeria	Egypt	Libya	Morocco	Sudan	Tunisia	Other
Base: All	43	182	6	26	33	15	12
Private sector - Multinational company	5%	15%	-	12%	3%	7%	58%
Private sector - Large local company	-	16%	33%	12%	3%	-	8%
Private sector - Small or medium local company	9%	16%	-	4%	9%	-	-
Private sector - Self-owned company	2%	3%	-	-	3%	7%	-
Private sector - Family-owned company (your family)	-	1%	-	4%	-	-	-
Private sector - Family-owned company (others)	2%	6%	-	-	6%	7%	-
Private sector - Other	9%	14%	-	23%	12%	7%	8%
Public or government sector	53%	7%	33%	4%	36%	60%	-
Semi-government/Quasi-governmental company	-	2%	17%	8%	6%	-	-
Charity or voluntary sector	-	1%	-	-	12%	-	8%
Other	2%	5%	-	15%	3%	7%	8%
I do not work	16%	13%	17%	19%	6%	7%	8%

Base: All (889), GCC (400), North Africa (305), Levant (172), Others (12)

# Respondent Profile | By Seniority (1/2)

	GCC						Levant				
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Jordan	Iraq	Palestine	Syria
<b>Base: Working</b>	<b>79</b>	<b>185</b>	<b>20</b>	<b>27</b>	<b>5</b>	<b>10</b>	<b>62</b>	<b>74</b>	<b>1</b>	<b>2</b>	<b>3</b>
Senior Management – CEO/ CFO/ President/ General Manager/ Director, etc.	14%	25%	20%	22%	20%	10%	21%	18%	100%	50%	-
Middle Management – Manager/ Assistant Manager, etc.	41%	28%	25%	15%	20%	20%	34%	35%	-	-	33%
Junior Manager/ Team leader/ Supervisor	22%	26%	30%	44%	40%	40%	24%	23%	-	50%	33%
Employed Professional – Doctor/ Lawyer/ Architect, etc.	9%	16%	15%	11%	20%	10%	11%	12%	-	-	-
Executive with no managerial responsibilities	15%	5%	10%	7%	-	20%	10%	12%	-	-	33%

**Base: Working (745), GCC (326), North Africa (266), Levant (142), Other (11)**

# Respondent Profile | By Seniority (2/2)

	North Africa & Egypt						
	Algeria	Egypt	Libya	Morocco	Sudan	Tunisia	Other
<b>Base: Working</b>	36	159	5	21	31	14	11
Senior Management – CEO/ CFO/ President/ General Manager/ Director, etc.	14%	31%	40%	24%	19%	7%	-
Middle Management – Manager/ Assistant Manager, etc.	6%	35%	40%	10%	39%	36%	27%
Junior Manager/ Team leader/ Supervisor	22%	14%	-	10%	13%	29%	36%
Employed Professional – Doctor/ Lawyer/ Architect, etc.	31%	12%	20%	10%	23%	21%	27%
Executive with no managerial responsibilities	28%	8%	-	48%	6%	7%	9%

**Base: Working (745), GCC (326), North Africa (266), Levant (142), Other (11)**

# Respondent Profile | By Industry (1/2)

	GCC						Levant				
	UAE	KSA	Kuwait	Qatar	Bahrain	Oman	Lebanon	Jordan	Iraq	Palestine	Syria
<b>Base: Working</b>	<b>79</b>	<b>185</b>	<b>20</b>	<b>27</b>	<b>5</b>	<b>10</b>	<b>62</b>	<b>74</b>	<b>1</b>	<b>2</b>	<b>3</b>
Advertising/ Marketing/ Public Relations	4%	3%	-	7%	20%	-	5%	1%	-	-	33%
Aerospace/ Airline/ Aviation	-	2%	-	-	-	-	2%	-	-	-	-
Agriculture/ Forestry	-	1%	-	-	-	-	-	1%	-	-	-
Automotive	-	4%	-	-	-	-	3%	4%	-	-	-
Banking/ Finance	3%	1%	5%	-	-	-	11%	3%	-	-	-
Business Consultancy/ Business Management/ Management Consulting	3%	5%	-	-	20%	-	11%	4%	-	-	-
Charity/ Voluntary Sector	-	-	-	-	-	-	2%	4%	-	-	33%
Real Estate/ Construction/ Property Development	14%	15%	20%	22%	-	20%	2%	5%	-	-	-
Consumer Goods/ FMCG	1%	4%	-	-	20%	-	11%	5%	-	-	-
Domestic Services	-	-	-	-	-	-	-	-	-	-	-
Education/ Academia	6%	6%	-	-	20%	10%	6%	12%	-	50%	33%
Engineering/ Design	5%	5%	10%	19%	20%	-	2%	11%	-	-	-
Government/ Civil Service	4%	1%	-	-	-	-	-	5%	-	-	-
Healthcare/ Medical Services	3%	6%	5%	4%	-	-	8%	9%	-	-	-
Hospitality/ Recreation/ Entertainment	6%	3%	5%	15%	-	10%	2%	1%	100%	-	-
Human Resources	4%	4%	5%	-	-	10%	6%	3%	-	-	-
IT/ Internet/ E-commerce	10%	5%	-	-	-	10%	5%	5%	-	-	-
Law	1%	2%	-	4%	-	-	-	3%	-	-	-
Manufacturing	8%	8%	5%	-	-	10%	2%	7%	-	-	-
Market Research	-	-	-	-	-	-	-	-	-	-	-
Media/ Journalism/ Publishing	3%	-	5%	-	-	-	-	-	-	-	-
Military/ Defence/ Police	-	-	-	-	-	-	3%	1%	-	-	-
Oil, Gas and Petrochemicals	9%	3%	-	7%	-	20%	-	-	-	-	-
Pharmaceuticals	-	1%	-	-	-	-	2%	3%	-	-	-
Electricity/ Power Generation/ Water	1%	2%	10%	4%	-	-	-	1%	-	-	-
Commerce/ Trade/ Retail	6%	6%	20%	4%	-	-	2%	1%	-	-	-
Telecommunications	-	2%	5%	-	-	-	5%	1%	-	50%	-
Tourism	-	1%	-	7%	-	-	2%	-	-	-	-
Transport/ Travel	-	-	-	-	-	-	-	-	-	-	-
Other private sector	8%	10%	5%	7%	-	10%	8%	3%	-	-	-
Other public sector	3%	2%	-	-	-	-	2%	4%	-	-	-

**Base: Working (745), GCC (326), North Africa (266), Levant (142), Other (11)**

# Respondent Profile | By Industry (2/2)

	North Africa & Egypt						
	Egypt	Morocco	Algeria	Tunisia	Libya	Sudan	Pakistan
<b>Base: Working</b>	<b>36</b>	<b>159</b>	<b>5</b>	<b>21</b>	<b>31</b>	<b>14</b>	<b>11</b>
Advertising/ Marketing/ Public Relations	-	6%	-	5%	3%	7%	9%
Aerospace/ Airline/ Aviation	-	-	-	-	3%	-	-
Agriculture/ Forestry	3%	1%	-	-	13%	7%	-
Automotive	3%	1%	-	-	-	-	-
Banking/ Finance	3%	3%	20%	-	10%	7%	-
Business Consultancy/ Business Management/ Management Consulting	-	4%	-	5%	6%	-	-
Charity/ Voluntary Sector	-	1%	20%	5%	3%	-	9%
Real Estate/ Construction/ Property Development	-	11%	-	-	-	-	-
Consumer Goods/ FMCG	6%	5%	-	5%	-	-	9%
Domestic Services	-	1%	-	10%	-	-	-
Education/ Academia	14%	3%	-	10%	10%	50%	9%
Engineering/ Design	3%	6%	-	-	3%	-	-
Government/ Civil Service	8%	1%	-	-	13%	7%	-
Healthcare/ Medical Services	6%	7%	-	5%	6%	7%	9%
Hospitality/ Recreation/ Entertainment	-	3%	-	14%	-	-	-
Human Resources	6%	6%	-	5%	3%	-	9%
IT/ Internet/ E-commerce	-	7%	20%	-	3%	-	-
Law	-	1%	-	-	-	-	-
Manufacturing	14%	10%	20%	-	3%	-	9%
Market Research	-	1%	-	-	-	-	-
Media/ Journalism/ Publishing	-	1%	-	5%	-	7%	-
Military/ Defence/ Police	19%	1%	-	-	-	-	-
Oil, Gas and Petrochemicals	8%	1%	20%	-	-	-	9%
Pharmaceuticals	3%	2%	-	-	-	-	-
Electricity/ Power Generation/ Water	-	1%	-	-	-	-	9%
Commerce/ Trade/ Retail	-	4%	-	5%	3%	-	-
Telecommunications	-	1%	-	-	3%	-	9%
Tourism	-	1%	-	5%	-	-	-
Transport/ Travel	-	-	-	-	3%	-	-
Other private sector	3%	11%	-	19%	3%	-	-
Other public sector	3%	1%	-	5%	6%	7%	9%

\* Low base. Interpret with caution





# Thank You!