

# The Bayt.com Future of Work in MENA Survey

March 2023





Section 1

# PROJECT BACKGROUND

# Objectives

- This research was conducted to gain insights into the future of work in MENA countries.

The key objectives were to understand:

- Current skills that employers seek in a candidate and how important these skills will be in the future.
- Job roles that are currently in demand and if their demand is likely to change in the future.
- Role of technology in the future of work.
- Current mediums used to hire candidates and the possible change of these mediums in the future.
- Understanding the possible future of job seeking and the mediums that are likely to be used to get a job.



## Key findings

- Over half the respondents (51%) feel confident about the future of work and believe they will be successful. More than 3 in 10 respondents are excited about the future and see a world full of possibilities.
- Only 14% of the respondents are worried about what the future holds.
- Residents from the GCC markets are most confident about their future and know that they will be successful.
- Time management, communication (both at 96%) and team work (95%) are the top skills that are considered important today.
- Nearly half the respondents believe that in 10 years from now, both technical and soft skills will be equally important.
- Over 2 in 5 respondents believe that only technical skills will be more important, while 11% of the respondents believe that only soft skills will be more important.
- Higher number of residents from the GCC markets believe technical and soft skills will be equally important.
- Technology/ computer skills (92%), creative thinking and time management (both at 90%) are the top skills that are expected to be more important in 10 years.
- When hiring candidates, previous job experience (91%) and CV presentation and cover letter (83%) are considered as the most important factors today.



## Key findings

- Previous job experience (85%) continues to be the top most factor that will be needed much more than it is needed right now. This is followed by the CV presentation of the candidate (78%) and degree specialization (77%).
- Respondents believe that the demand for software engineers (74%), doctors/ physicians and business operations manager (both at 73%) is likely to increase in the future.
- Majority of the respondents believe that the demand for journalists, copywriters and writers is likely to drop in the future.
- 38% of the respondents believe that getting transferred to another job or department on an occasion where the current job role would become less demanded should neither be easy nor difficult.
- 7 in 10 respondents believe that technological factors will play a role in the change in nature of work in the future.
- 50% of the respondents believe that economic factors are most likely to change the nature of work in the future.
- 36% of the respondents believe that socio-cultural factors and political factors are likely to change the nature of work.



## Key findings

- More than 7 in 10 employees are involved in the current hiring process in their company.
- Online job sites (58%) and social networks (50%) are currently the most used by recruiters today and are also considered as the most effective source (both at 24%) to recruit candidates.
- More than 4 in 5 recruiters believe that the hiring process is likely to change in the future.
- 60% believe that in the future the online recruitment will greatly facilitate the recruiting process as compared to the traditional methods.
- More than 7 in 10 recruiters believe that the CV of a candidate is one of the most essential factors when recruiting.
- 91% of the recruiters agree that online job sites and professional platforms will be the most popular recruiting platforms.
- Respondents believe that social and professional networks (60%) and online job boards and career websites (57%) will be the most reliable job seeking sources in the future. 35% of the respondents believe company website will be reliable.



Section 2

# RESEARCH METHODOLOGY



# Sample Definition

## **Age and Gender:**

Adult males and females

Aged 18 and above

## **Nationalities:**

Arabs, North Africans, Levantines, Westerns, Asians, Others

## **Country of Residence**

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

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

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

Others: Pakistan

*\*Not added in the report due to low base size*

## **Data Collection**

*All data was collected online. Fieldwork was done between 9<sup>th</sup> March and 30<sup>th</sup> March 2023. The total number of successful online interviews achieved was 2,123.*



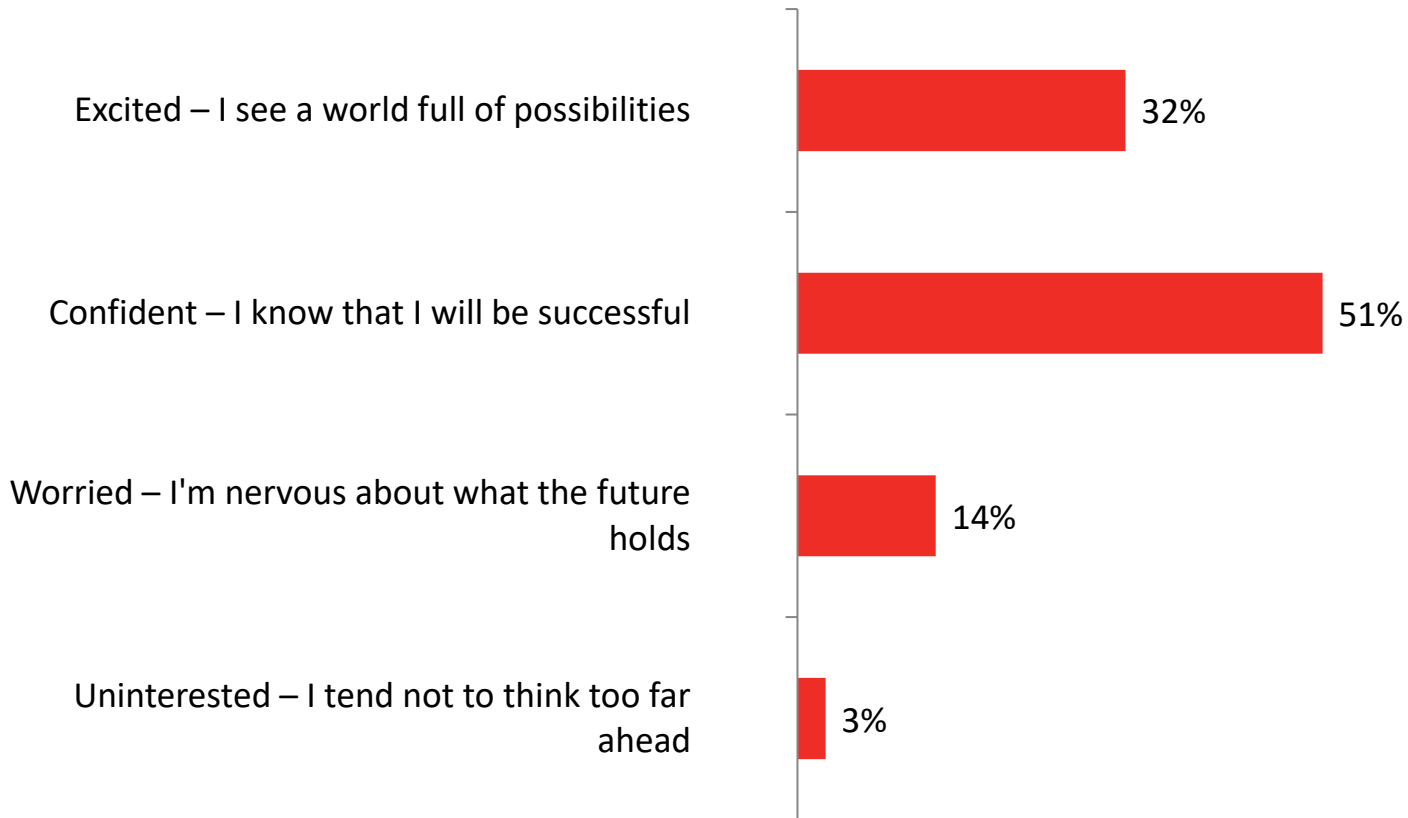


Section 3a

# FUTURE OF WORK AND SKILLS

# Overall feeling towards the future of work

- Over half the respondents (51%) feel confident about the future of work and believe they will be successful. More than 3 in 10 respondents are excited about the future and see a world full of possibilities.
- Only 14% of the respondents are worried about what the future holds.



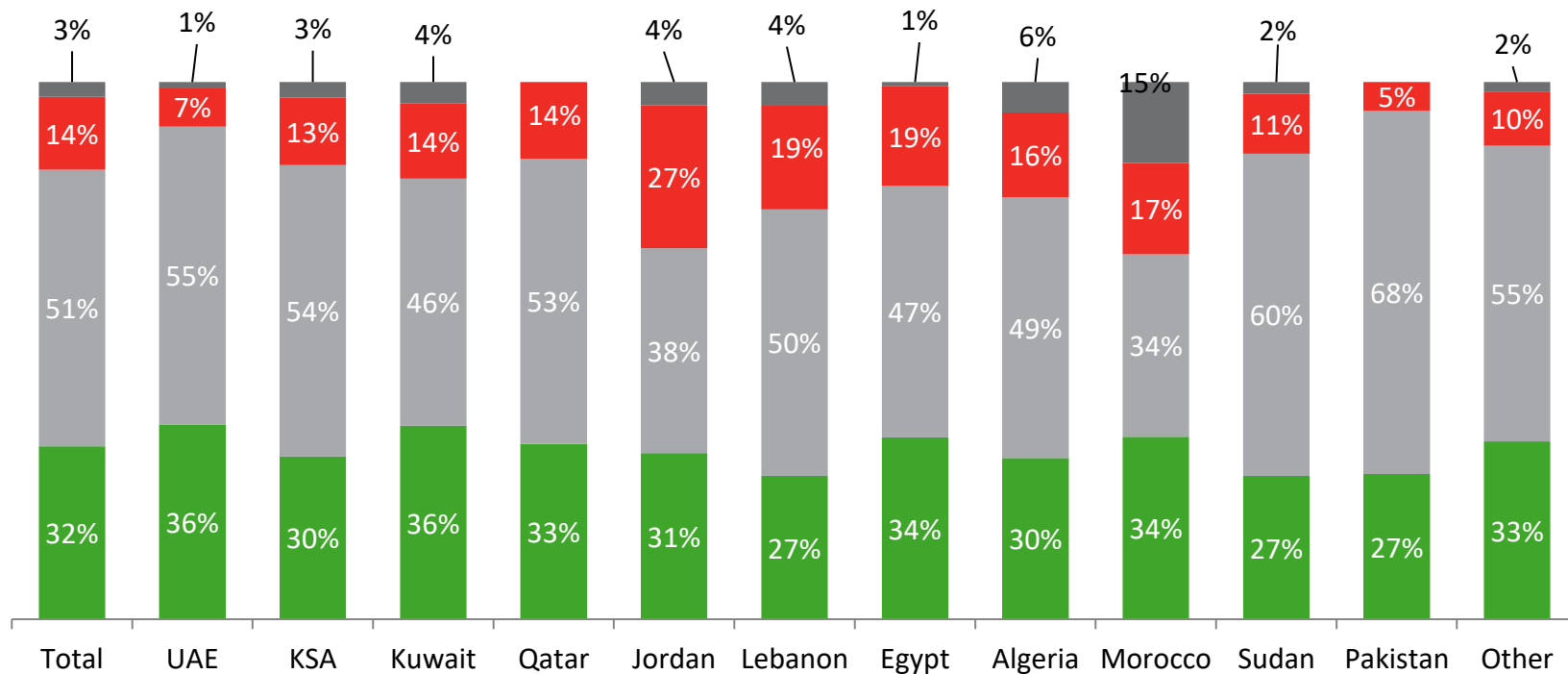
Q1. When you think about the future of work as it is likely to affect you, how do you feel?

Base: Total (2,123)

All figures are %'s

# Overall feeling towards the future of work

- Residents from the GCC markets are most confident about their future and know that they will be successful.



■ Excited – I see a world full of possibilities  
■ Worried – I'm nervous about what the future holds

■ Confident – I know that I will be successful  
■ Uninterested – I tend not to think too far ahead

Total	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco	Sudan	Pakistan	Other
2123	193	343	100	98	139	135	248	70	53	45	37	565

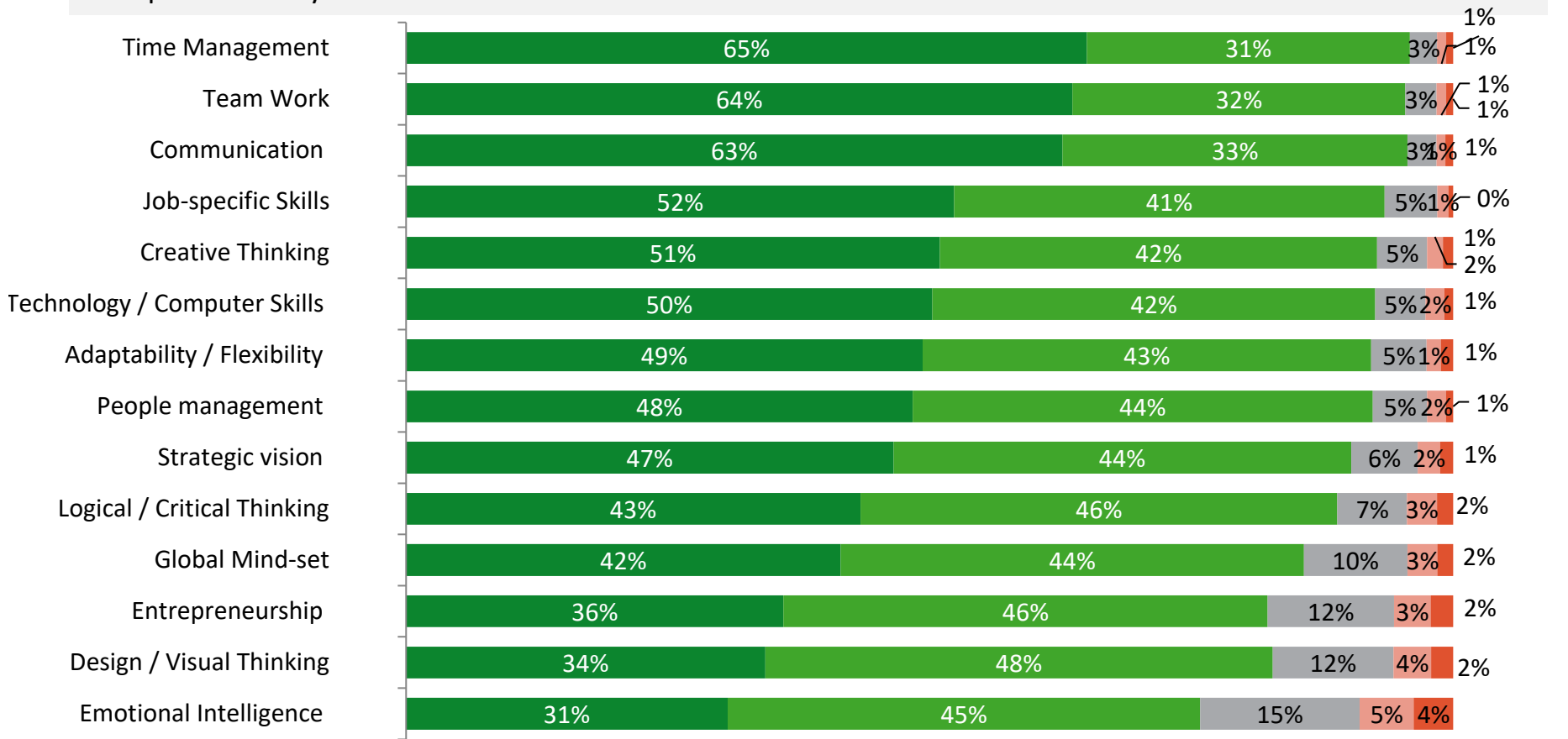
Q1. When you think about the future of work as it is likely to affect you, how do you feel?

Base: Total (2,123)

All figures are %'s

# Skills that are important today

- Time management, communication (both at 96%) and team work (95%) are the top skills that are considered important today.



■ Extremely important ■ Very important ■ Neither important nor unimportant ■ Somewhat unimportant ■ Not at all important

Q2. When employers are looking for candidates today, how important do you think each of the below skills are?

Total	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco	Sudan	Pakistan	Other
2123	193	343	100	98	139	135	248	70	53	45	37	565

Base: Total (1,625)

All figures are %'s

# Skills that are important today

	GCC				Levant		North Africa				Others	
	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco	Sudan	Pakistan	Other
Base: All	193	343	100	98	139	135	248	70	53	45	37	565
Time Management												
Extremely important	62%	69%	64%	60%	73%	64%	70%	57%	77%	76%	43%	62%
Very important	36%	28%	30%	33%	24%	30%	25%	40%	19%	24%	49%	34%
Neither important nor unimportant	1%	2%	4%	6%	1%	3%	3%	3%	-	-	3%	3%
Somewhat unimportant	1%	1%	1%	-	-	1%	2%	-	4%	-	-	1%
Not at all important	1%	0%	1%	1%	2%	1%	-	-	-	-	5%	0%
Team Work												
Extremely important	62%	69%	68%	59%	58%	61%	69%	50%	64%	71%	51%	63%
Very important	36%	26%	23%	35%	38%	33%	26%	44%	32%	24%	41%	34%
Neither important nor unimportant	3%	3%	7%	4%	2%	4%	2%	6%	4%	2%	3%	2%
Somewhat unimportant	-	2%	-	1%	1%	1%	2%	-	-	-	-	0%
Not at all important	-	0%	2%	1%	1%	-	0%	-	-	2%	5%	1%

Q2. When employers are looking for candidates today, how important do you think each of the below skills are?

Base: Total (2,123)

# Skills that are important today

	GCC				Levant		North Africa				Others	
	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco	Sudan	Pakistan	Other
Base: All	193	343	100	98	139	135	248	70	53	45	37	565
Communication												
Extremely important	63%	69%	61%	60%	60%	64%	65%	57%	74%	58%	41%	62%
Very important	34%	26%	31%	34%	37%	34%	29%	36%	19%	42%	54%	35%
Neither important nor unimportant	3%	4%	4%	5%	1%	1%	4%	4%	4%	-	3%	2%
Somewhat unimportant	-	1%	3%	-	-	1%	1%	1%	2%	-	-	1%
Not at all important	1%	1%	1%	1%	1%	-	1%	1%	2%	-	3%	0%
Job-specific Skills												
Extremely important	52%	64%	62%	45%	52%	43%	58%	46%	53%	58%	32%	47%
Very important	41%	31%	31%	50%	43%	47%	35%	44%	34%	42%	62%	46%
Neither important nor unimportant	5%	4%	6%	5%	1%	8%	6%	9%	9%	-	3%	5%
Somewhat unimportant	2%	0%	-	-	2%	1%	1%	1%	4%	-	-	1%
Not at all important	-	0%	1%	-	1%	-	-	-	-	-	3%	1%

Q2. When employers are looking for candidates today, how important do you think each of the below skills are?

Base: Total (2,123)

All figures are %'s

# Skills that are important today

	GCC				Levant		North Africa				Others	
	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco	Sudan	Pakistan	Other
<b>Base: All</b>	193	343	100	98	139	135	248	70	53	45	37	565
<b>Creative Thinking</b>												
Extremely important	56%	55%	49%	46%	55%	43%	62%	49%	55%	64%	32%	45%
Very important	38%	39%	41%	46%	38%	50%	32%	37%	34%	31%	41%	49%
Neither important nor unimportant	5%	3%	8%	7%	4%	5%	4%	9%	6%	4%	16%	4%
Somewhat unimportant	1%	3%	-	1%	1%	1%	1%	4%	4%	-	3%	1%
Not at all important	-	1%	2%	-	2%	-	0%	1%	2%	-	8%	1%
<b>Technology / Computer Skills</b>												
Extremely important	47%	57%	52%	39%	58%	49%	61%	47%	62%	78%	32%	42%
Very important	44%	36%	36%	51%	36%	47%	33%	47%	21%	20%	57%	51%
Neither important nor unimportant	6%	4%	7%	8%	4%	3%	4%	3%	9%	2%	3%	5%
Somewhat unimportant	3%	2%	2%	1%	1%	1%	2%	1%	8%	-	3%	1%
Not at all important	1%	1%	3%	1%	1%	-	1%	1%	-	-	5%	1%

Q2. When employers are looking for candidates today, how important do you think each of the below skills are?

Base: Total (2,123)

All figures are %'s

# Skills that are important today

	GCC				Levant		North Africa				Others	
	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco	Sudan	Pakistan	Other
Base: All	193	343	100	98	139	135	248	70	53	45	37	565
Adaptability / Flexibility												
Extremely important	48%	55%	47%	37%	50%	44%	56%	46%	62%	60%	30%	47%
Very important	46%	38%	43%	55%	40%	48%	36%	49%	25%	38%	54%	46%
Neither important nor unimportant	5%	4%	8%	7%	7%	5%	4%	6%	8%	2%	11%	5%
Somewhat unimportant	2%	1%	1%	1%	1%	3%	3%	-	4%	-	-	1%
Not at all important	-	1%	1%	-	2%	-	2%	-	2%	-	5%	2%
People Management												
Extremely important	49%	52%	45%	51%	52%	32%	58%	40%	53%	60%	35%	46%
Very important	45%	38%	42%	43%	37%	58%	37%	49%	40%	38%	54%	49%
Neither important nor unimportant	5%	6%	8%	6%	7%	8%	4%	10%	6%	-	5%	4%
Somewhat unimportant	1%	4%	2%	-	2%	1%	2%	1%	2%	2%	-	1%
Not at all important	1%	0%	3%	-	2%	1%	-	-	-	-	5%	0%

Q2. When employers are looking for candidates today, how important do you think each of the below skills are?

Base: Total (2,123)

All figures are %'s



# Skills that are important today

	GCC				Levant		North Africa				Others	
	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco	Sudan	Pakistan	Other
Base: All	193	343	100	98	139	135	248	70	53	45	37	565
Strategic Vision												
Extremely important	42%	52%	43%	41%	39%	30%	55%	47%	62%	64%	35%	44%
Very important	48%	38%	45%	49%	48%	57%	35%	41%	30%	31%	46%	48%
Neither important nor unimportant	6%	5%	8%	7%	8%	10%	6%	9%	6%	2%	11%	6%
Somewhat unimportant	2%	3%	2%	2%	2%	4%	2%	1%	2%	2%	5%	2%
Not at all important	2%	2%	2%	1%	3%	-	1%	1%	-	-	3%	1%
Logical / Critical Thinking												
Extremely important	50%	46%	43%	32%	41%	36%	48%	36%	55%	42%	30%	41%
Very important	41%	42%	40%	56%	50%	55%	42%	47%	28%	47%	59%	50%
Neither important nor unimportant	6%	7%	9%	10%	5%	7%	6%	11%	8%	7%	3%	5%
Somewhat unimportant	3%	4%	5%	1%	1%	1%	4%	3%	6%	4%	3%	2%
Not at all important	1%	1%	3%	1%	2%	1%	1%	3%	4%	-	5%	2%

Q2. When employers are looking for candidates today, how important do you think each of the below skills are?

Base: Total (2,123)

All figures are %'s

# Skills that are important today

	GCC				Levant		North Africa				Others	
	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco	Sudan	Pakistan	Other
Base: All	193	343	100	98	139	135	248	70	53	45	37	565
Global Mind-set												
Extremely important	39%	49%	35%	33%	35%	26%	52%	34%	62%	51%	24%	40%
Very important	48%	38%	45%	46%	47%	59%	35%	53%	19%	36%	57%	47%
Neither important nor unimportant	10%	8%	11%	17%	12%	13%	8%	10%	13%	11%	11%	10%
Somewhat unimportant	2%	4%	5%	4%	3%	2%	4%	1%	2%	2%	3%	2%
Not at all important	1%	1%	4%	-	4%	1%	2%	1%	4%	-	5%	1%
Entrepreneurship												
Extremely important	31%	43%	37%	27%	38%	28%	44%	33%	49%	49%	22%	31%
Very important	52%	43%	42%	51%	38%	47%	40%	53%	36%	42%	62%	51%
Neither important nor unimportant	11%	9%	13%	18%	18%	18%	12%	9%	6%	7%	8%	12%
Somewhat unimportant	4%	4%	4%	4%	4%	5%	2%	3%	4%	2%	3%	3%
Not at all important	2%	1%	4%	-	1%	2%	2%	3%	6%	-	5%	3%

Q2. When employers are looking for candidates today, how important do you think each of the below skills are?

Base: Total (2,123)

All figures are %'s

# Skills that are important today

	GCC				Levant		North Africa				Others	
	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco	Sudan	Pakistan	Other
Base: All	193	343	100	98	139	135	248	70	53	45	37	565
Design / Visual Thinking												
Extremely important	37%	41%	34%	31%	30%	21%	44%	29%	43%	47%	24%	29%
Very important	47%	43%	49%	44%	45%	55%	41%	56%	45%	40%	54%	55%
Neither important nor unimportant	10%	10%	10%	20%	20%	19%	9%	13%	6%	11%	3%	10%
Somewhat unimportant	4%	4%	4%	3%	1%	5%	4%	1%	6%	2%	16%	3%
Not at all important	2%	2%	3%	2%	4%	-	2%	1%	-	-	3%	3%
Emotional Intelligence												
Extremely important	30%	38%	28%	30%	31%	30%	30%	20%	36%	27%	24%	30%
Very important	42%	40%	44%	36%	42%	47%	47%	49%	36%	44%	46%	50%
Neither important nor unimportant	19%	14%	10%	23%	17%	18%	16%	19%	17%	20%	14%	12%
Somewhat unimportant	5%	5%	10%	5%	6%	4%	5%	9%	11%	4%	8%	3%
Not at all important	4%	3%	8%	6%	3%	1%	2%	4%	-	4%	8%	5%

Q2. When employers are looking for candidates today, how important do you think each of the below skills are?

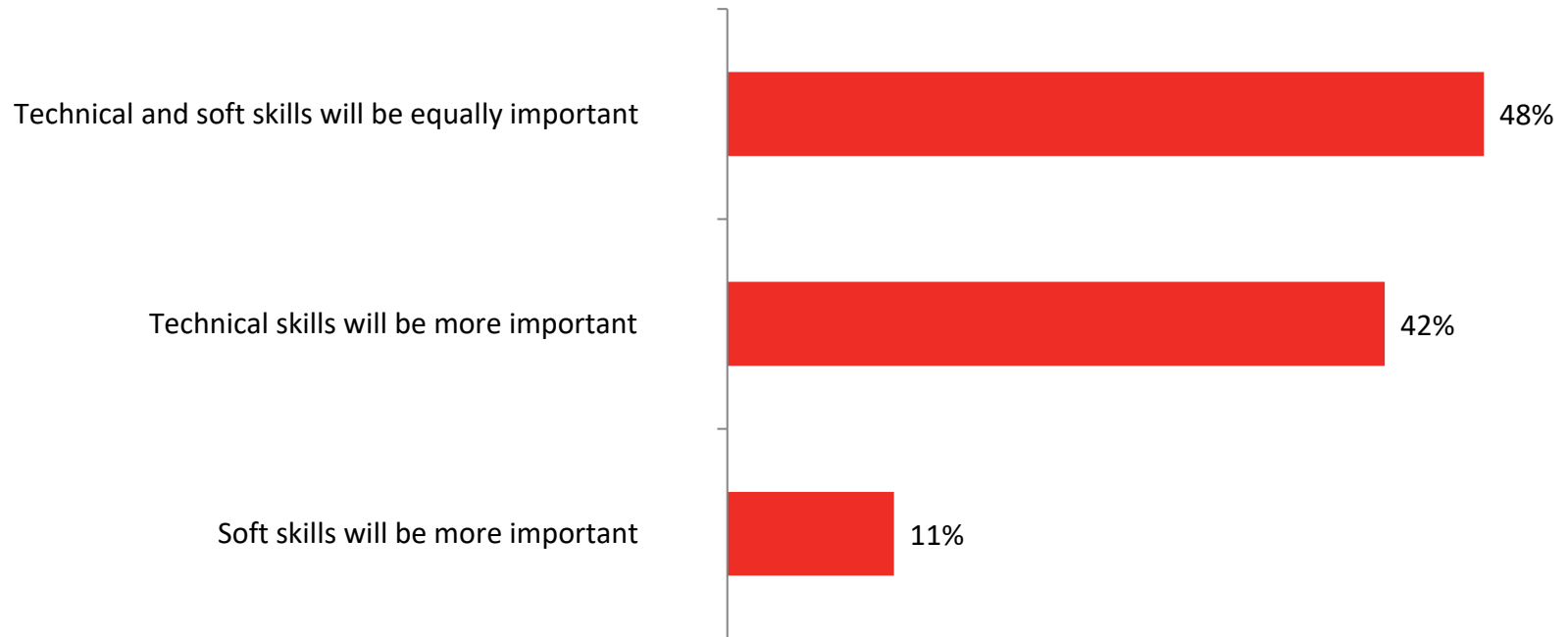
Base: Total (2,123)

All figures are %'s



## Landscape in 10 years

- Nearly half the respondents believe that in 10 years from now, both technical and soft skills will be equally important.
- Over 2 in 5 respondents believe that only technical skills will be more important, while 11% of the respondents believe that only soft skills will be more important.



Q2b. Thinking about the work landscape in 10 years from now, how do you think job skills will change?

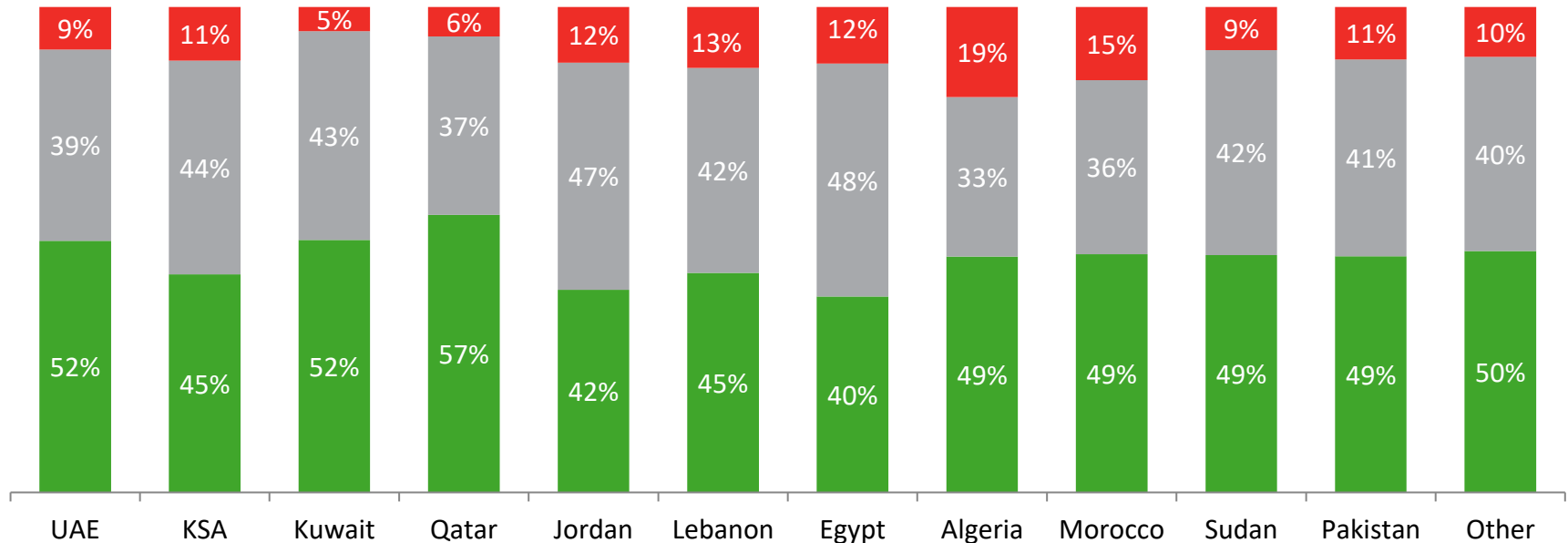
Base: Total (2,123)

All figures are %'s



# Landscape in 10 years

- Higher number of residents from the GCC markets believe technical and soft skills will be equally important.



- Technical and soft skills will be equally important
- Technical skills will be more important
- Soft skills will be more important

Total	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco	Sudan	Pakistan	Other
2123	193	343	100	98	139	135	248	70	53	45	37	565

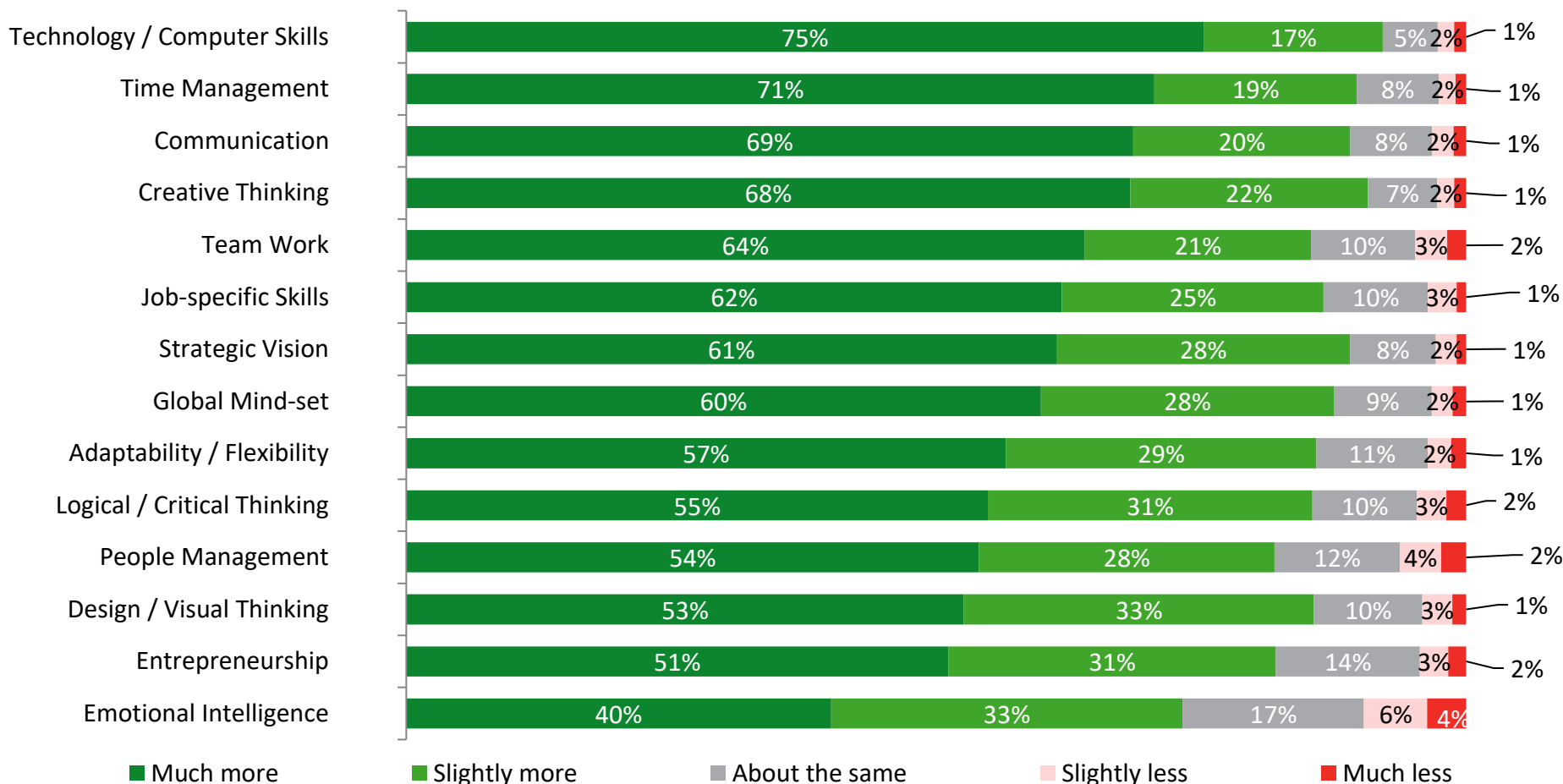
Q2b. Thinking about the work landscape in 10 years from now, how do you think job skills will change?

Base: Total (2,123)

All figures are %'s

# Relative importance of skills in 10 years

- Technology/ computer skills (92%), creative thinking and time management (both at 90%) are the top skills that are expected to be more important in 10 years.



Q3. Which of these job skills do you think will be needed more or less in 10 years from now?

Base: Total (2,123)

All figures are %'s

# Relative importance of skills in 10 years

	GCC				Levant		North Africa				Others	
	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco	Sudan	Pakistan	Other
Base	193	343	100	98	139	135	248	70	53	45	37	565
Technology / Computer Skills												
Much more	64%	78%	79%	79%	86%	81%	81%	57%	77%	87%	57%	73%
Slightly more	24%	15%	13%	11%	12%	13%	11%	30%	17%	11%	24%	20%
About the same	8%	5%	4%	7%	2%	5%	5%	10%	6%	2%	11%	4%
Slightly less	3%	2%	2%	1%	-	1%	1%	1%	-	-	8%	1%
Much less	1%	0%	2%	2%	-	-	2%	1%	-	-	-	2%
Time Management												
Much more	66%	74%	69%	66%	67%	65%	73%	67%	75%	78%	65%	73%
Slightly more	22%	18%	18%	19%	19%	24%	18%	23%	15%	18%	19%	18%
About the same	11%	5%	9%	12%	13%	9%	7%	9%	8%	4%	14%	5%
Slightly less	1%	2%	3%	-	1%	1%	1%	1%	-	-	3%	2%
Much less	1%	1%	1%	2%	-	1%	1%	-	2%	-	-	1%
Communication												
Much more	64%	67%	69%	72%	63%	70%	65%	63%	72%	62%	70%	75%
Slightly more	22%	21%	19%	18%	22%	19%	23%	29%	17%	27%	11%	18%
About the same	9%	8%	8%	8%	9%	7%	9%	9%	9%	9%	11%	5%
Slightly less	4%	3%	2%	-	5%	2%	2%	-	2%	2%	5%	1%
Much less	1%	1%	2%	1%	1%	1%	1%	-	-	-	3%	1%

Q3. Which of these job skills do you think will be needed more or less in 10 years from now?

Base: Total (2,123)

All figures are %'s

# Relative importance of skills in 10 years

	GCC				Levant		North Africa				Others	
	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco	Sudan	Pakistan	Other
Base	193	343	100	98	139	135	248	70	53	45	37	565
Creative Thinking												
Much more	67%	69%	62%	65%	76%	61%	71%	67%	74%	69%	68%	69%
Slightly more	24%	21%	29%	26%	16%	22%	21%	23%	19%	22%	22%	23%
About the same	6%	7%	5%	7%	6%	11%	5%	10%	6%	9%	3%	5%
Slightly less	1%	2%	2%	-	1%	3%	2%	-	-	-	3%	2%
Much less	2%	1%	2%	2%	1%	2%	1%	-	2%	-	5%	1%
Team Work												
Much more	66%	63%	61%	65%	51%	51%	61%	54%	68%	71%	68%	73%
Slightly more	18%	24%	19%	18%	22%	30%	25%	31%	19%	20%	14%	17%
About the same	12%	8%	14%	11%	20%	13%	8%	9%	2%	7%	14%	7%
Slightly less	2%	3%	2%	4%	4%	4%	4%	6%	9%	-	3%	2%
Much less	2%	2%	4%	1%	2%	2%	3%	-	2%	2%	3%	1%
Job-specific Skills												
Much more	58%	69%	64%	64%	62%	50%	62%	51%	68%	60%	59%	63%
Slightly more	30%	22%	21%	21%	19%	30%	23%	29%	19%	31%	22%	25%
About the same	8%	7%	11%	11%	17%	16%	11%	17%	4%	7%	8%	8%
Slightly less	3%	2%	3%	1%	2%	3%	2%	3%	9%	2%	11%	2%
Much less	1%	1%	1%	2%	-	1%	2%	-	-	-	-	1%

Q3. Which of these job skills do you think will be needed more or less in 10 years from now?

Base: Total (2,123)

All figures are %'s



# Relative importance of skills in 10 years

	GCC				Levant		North Africa				Others	
	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco	Sudan	Pakistan	Other
Base	193	343	100	98	139	135	248	70	53	45	37	565
Strategic Vision												
Much more	58%	64%	64%	50%	58%	48%	69%	64%	70%	76%	54%	62%
Slightly more	29%	23%	28%	40%	28%	36%	23%	24%	19%	18%	35%	28%
About the same	9%	9%	6%	8%	11%	12%	6%	9%	8%	7%	8%	7%
Slightly less	2%	3%	1%	1%	3%	4%	2%	3%	-	-	3%	1%
Much less	2%	1%	1%	1%	1%	-	1%	-	4%	-	-	1%
Global Mind-set												
Much more	55%	59%	64%	61%	63%	47%	65%	47%	74%	64%	68%	60%
Slightly more	33%	27%	24%	26%	29%	34%	23%	36%	17%	22%	14%	29%
About the same	8%	10%	10%	9%	4%	16%	9%	13%	8%	9%	11%	9%
Slightly less	2%	3%	1%	4%	1%	2%	2%	4%	2%	-	8%	1%
Much less	3%	1%	1%	-	2%	1%	0%	-	-	4%	-	1%
Adaptability / Flexibility												
Much more	53%	59%	52%	55%	55%	46%	58%	49%	66%	64%	46%	62%
Slightly more	29%	27%	34%	26%	26%	37%	27%	33%	26%	29%	32%	28%
About the same	16%	9%	11%	17%	16%	12%	12%	13%	6%	4%	14%	7%
Slightly less	2%	3%	1%	1%	2%	4%	1%	4%	2%	-	3%	2%
Much less	1%	1%	2%	1%	1%	1%	2%	1%	-	2%	5%	1%

Q3. Which of these job skills do you think will be needed more or less in 10 years from now?

Base: Total (2,123)

All figures are %'s

# Relative importance of skills in 10 years

	GCC				Levant		North Africa				Others	
	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco	Sudan	Pakistan	Other
Base	193	343	100	98	139	135	248	70	53	45	37	565
Logical / Critical Thinking												
Much more	56%	54%	54%	53%	60%	44%	56%	40%	57%	67%	49%	59%
Slightly more	32%	28%	33%	30%	24%	40%	31%	47%	28%	24%	32%	29%
About the same	7%	11%	9%	12%	12%	13%	10%	11%	8%	7%	3%	8%
Slightly less	2%	4%	2%	3%	2%	3%	1%	1%	6%	-	11%	2%
Much less	3%	3%	2%	2%	1%	-	2%	-	2%	2%	5%	2%
People management												
Much more	52%	56%	53%	58%	53%	46%	55%	46%	51%	60%	54%	57%
Slightly more	33%	27%	25%	20%	24%	33%	25%	37%	32%	27%	30%	27%
About the same	9%	13%	14%	12%	15%	16%	13%	13%	9%	11%	3%	10%
Slightly less	4%	3%	4%	7%	4%	3%	4%	3%	4%	2%	14%	3%
Much less	2%	2%	4%	2%	4%	2%	4%	1%	4%	-	-	2%
Design / Visual Thinking												
Much more	57%	54%	53%	47%	50%	44%	56%	47%	57%	56%	54%	54%
Slightly more	28%	30%	31%	39%	38%	38%	29%	36%	32%	27%	30%	34%
About the same	11%	11%	10%	10%	10%	14%	11%	17%	8%	11%	11%	8%
Slightly less	2%	4%	5%	1%	1%	4%	2%	-	4%	7%	5%	2%
Much less	2%	1%	1%	3%	1%	-	1%	-	-	-	-	2%

Q3. Which of these job skills do you think will be needed more or less in 10 years from now?

Base: Total (2,123)

All figures are %'s

# Relative importance of skills in 10 years

	GCC				Levant		North Africa				Others	
	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco	Sudan	Pakistan	Other
Base	193	343	100	98	139	135	248	70	53	45	37	565
Entrepreneurship												
Much more	47%	54%	45%	45%	55%	41%	54%	50%	70%	60%	51%	52%
Slightly more	33%	28%	33%	39%	27%	30%	30%	34%	19%	27%	38%	31%
About the same	14%	13%	18%	12%	12%	24%	12%	14%	9%	13%	3%	13%
Slightly less	5%	4%	3%	2%	4%	2%	2%	1%	2%	-	5%	2%
Much less	2%	2%	1%	2%	1%	2%	2%	-	-	-	3%	2%
Emotional Intelligence												
Much more	40%	41%	41%	34%	40%	39%	35%	26%	43%	31%	46%	47%
Slightly more	32%	33%	34%	39%	28%	36%	32%	37%	26%	36%	30%	31%
About the same	18%	14%	13%	23%	21%	16%	22%	27%	19%	24%	16%	14%
Slightly less	6%	7%	4%	2%	8%	7%	7%	7%	8%	7%	8%	5%
Much less	5%	5%	8%	2%	3%	2%	3%	3%	4%	2%	-	3%

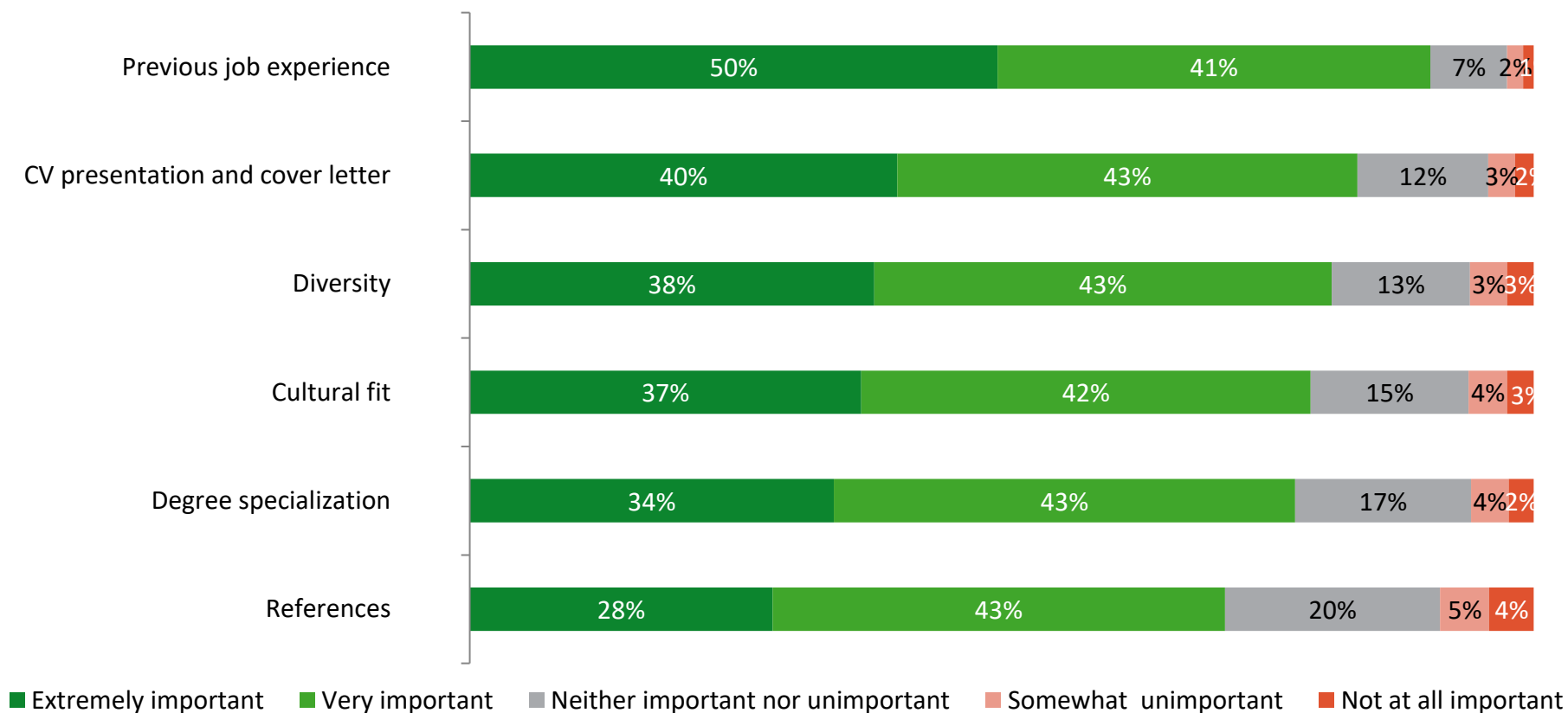
Q3. Which of these job skills do you think will be needed more or less in 10 years from now?

Base: Total (2,123)

All figures are %'s

# Factors considered when hiring candidates today

- When hiring candidates, previous job experience (91%) and CV presentation and cover letter (83%) are considered as the most important factors today.



Q4. According to you, when employers are looking for candidates today, how important do you think each of the below factors are?

Base: Total (2,123)

All figures are %'s

# Factors considered when hiring candidates today

	GCC				Levant		North Africa				Others	
	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco	Sudan	Pakistan	Other
Base	193	343	100	98	139	135	248	70	53	45	37	565
Previous job experience												
Extremely important	46%	52%	53%	51%	50%	48%	54%	49%	47%	67%	43%	46%
Very important	42%	37%	39%	34%	43%	44%	36%	43%	42%	27%	43%	45%
Neither important nor unimportant	8%	7%	5%	13%	6%	8%	8%	6%	8%	7%	8%	7%
Somewhat unimportant	3%	3%	2%	1%	-	-	2%	1%	4%	-	-	1%
Not at all important	1%	1%	1%	1%	1%	-	1%	1%	-	-	5%	1%
CV presentation and cover letter												
Extremely important	35%	52%	38%	31%	40%	34%	45%	39%	42%	51%	43%	35%
Very important	48%	36%	44%	48%	46%	48%	39%	44%	34%	40%	32%	48%
Neither important nor unimportant	12%	8%	12%	17%	10%	16%	13%	9%	11%	7%	16%	14%
Somewhat unimportant	2%	2%	4%	2%	4%	1%	2%	3%	8%	2%	5%	2%
Not at all important	4%	2%	2%	2%	-	-	1%	6%	6%	-	3%	1%

Q4. According to you, when employers are looking for candidates today, how important do you think each of the below factors are?

Base: Total (2,123)

All figures are %'s

# Factors considered when hiring candidates today

	GCC				Levant		North Africa				Others	
	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco	Sudan	Pakistan	Other
Base	248	70	53	45	37	565	248	70	53	45	37	565
Diversity												
Extremely important	37%	45%	34%	27%	32%	31%	54%	40%	64%	51%	32%	29%
Very important	45%	39%	42%	45%	47%	46%	32%	39%	19%	40%	35%	52%
Neither important nor unimportant	11%	10%	16%	22%	16%	20%	9%	17%	11%	9%	11%	13%
Somewhat unimportant	5%	2%	4%	3%	4%	3%	4%	3%	4%	-	14%	3%
Not at all important	1%	4%	4%	3%	2%	-	1%	1%	2%	-	8%	3%
Cultural fit												
Extremely important	32%	48%	33%	20%	42%	30%	50%	43%	55%	51%	19%	27%
Very important	47%	34%	51%	44%	36%	50%	39%	46%	25%	29%	57%	46%
Neither important nor unimportant	13%	13%	11%	23%	17%	17%	8%	9%	15%	11%	16%	19%
Somewhat unimportant	5%	4%	4%	8%	3%	2%	2%	-	4%	4%	3%	4%
Not at all important	3%	2%	1%	4%	1%	1%	0%	3%	2%	4%	5%	4%

Q4. According to you, when employers are looking for candidates today, how important do you think each of the below factors are?

Base: Total (2,123)

All figures are %'s

# Factors considered when hiring candidates today

	GCC				Levant		North Africa				Others	
	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco	Sudan	Pakistan	Other
Base	248	70	53	45	37	565	248	70	53	45	37	565
Degree specialization												
Extremely important	36%	39%	34%	22%	25%	27%	40%	40%	45%	47%	27%	30%
Very important	39%	42%	43%	43%	50%	50%	42%	46%	36%	42%	41%	45%
Neither important nor unimportant	18%	13%	14%	28%	19%	21%	13%	13%	13%	9%	19%	19%
Somewhat unimportant	4%	4%	6%	2%	4%	1%	4%	1%	4%	2%	-	3%
Not at all important	3%	3%	3%	5%	1%	-	2%	-	2%	-	14%	2%
References												
Extremely important	25%	38%	20%	19%	27%	21%	35%	33%	36%	33%	27%	24%
Very important	35%	39%	42%	44%	46%	40%	43%	51%	53%	42%	27%	46%
Neither important nor unimportant	25%	14%	29%	28%	22%	30%	17%	11%	8%	13%	32%	21%
Somewhat unimportant	6%	4%	4%	2%	4%	7%	5%	1%	4%	4%	-	5%
Not at all important	9%	5%	5%	7%	2%	1%	1%	3%	-	7%	14%	4%

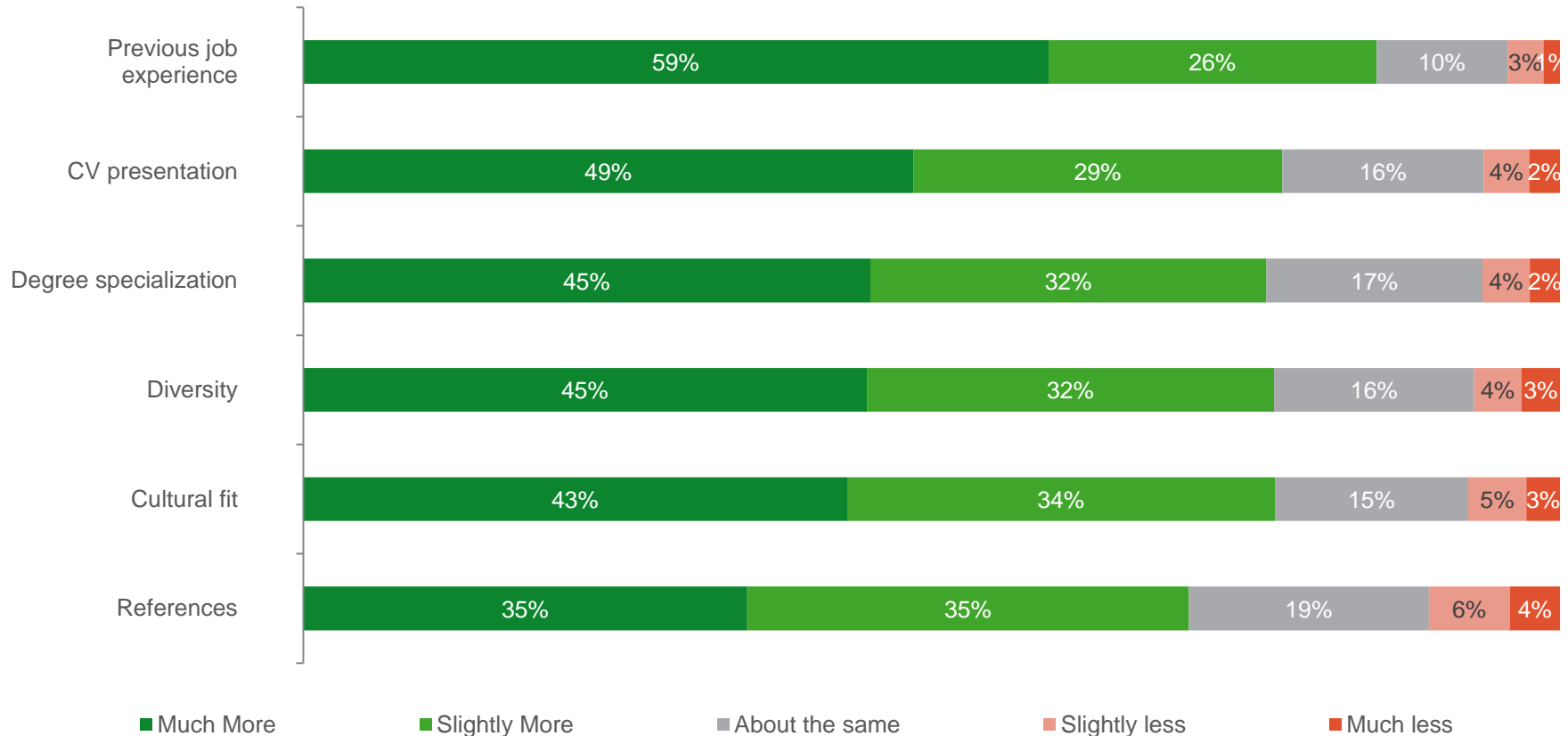
Q4. According to you, when employers are looking for candidates today, how important do you think each of the below factors are?

Base: Total (2,123)

All figures are %'s

## Factors that will be needed 10 years from now

- Previous job experience (85%) continues to be the top most factor that will be needed much more than it is needed right now. This is followed by the CV presentation of the candidate (78%) and degree specialization (77%).



Q5. Which of these job factors do you think will be needed more or less in 10 years from now?

Base: Total (2,123)

All figures are %'s



# Factors that will be needed 10 years from now

	GCC				Levant		North Africa				Others	
	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco	Sudan	Pakistan	Other
Base	193	343	100	98	139	135	248	70	53	45	37	565
Previous job experience												
Much More	62%	61%	64%	64%	55%	53%	54%	59%	47%	64%	68%	62%
Slightly More	18%	26%	26%	22%	23%	26%	30%	29%	32%	27%	22%	27%
About the same	17%	9%	7%	8%	14%	16%	11%	10%	15%	9%	3%	8%
Slightly less	3%	3%	2%	4%	6%	4%	2%	1%	2%	-	8%	3%
Much less	1%	1%	1%	1%	1%	2%	3%	1%	4%	-	-	1%
CV presentation												
Much More	47%	56%	49%	50%	38%	38%	48%	43%	49%	60%	51%	51%
Slightly More	33%	26%	33%	28%	32%	34%	29%	33%	21%	24%	22%	29%
About the same	16%	13%	16%	17%	23%	22%	16%	16%	21%	11%	19%	14%
Slightly less	3%	4%	-	2%	4%	4%	5%	6%	2%	-	5%	4%
Much less	3%	2%	2%	3%	2%	1%	2%	3%	8%	4%	3%	2%

Q5. Which of these job factors do you think will be needed more or less in 10 years from now?

Base: Total (2,123)

All figures are %'s

# Factors that will be needed 10 years from now

	GCC				Levant		North Africa				Others	
	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco	Sudan	Pakistan	Other
Base	193	343	100	98	139	135	248	70	53	45	37	565
Degree specialization												
Much More	42%	50%	44%	40%	32%	39%	50%	51%	53%	60%	41%	44%
Slightly More	31%	29%	40%	30%	37%	36%	29%	31%	23%	22%	27%	33%
About the same	22%	15%	12%	26%	24%	21%	14%	14%	17%	18%	14%	16%
Slightly less	3%	2%	1%	3%	6%	4%	5%	1%	4%	-	14%	4%
Much less	2%	4%	3%	2%	1%	-	3%	1%	4%	-	5%	2%
Diversity												
Much More	43%	52%	43%	31%	37%	40%	52%	43%	53%	51%	43%	42%
Slightly More	31%	28%	33%	44%	37%	34%	30%	31%	23%	36%	27%	35%
About the same	20%	15%	18%	21%	19%	18%	14%	19%	17%	9%	16%	13%
Slightly less	4%	3%	2%	2%	5%	6%	1%	6%	-	4%	11%	5%
Much less	3%	2%	4%	2%	2%	2%	2%	1%	8%	-	3%	4%

Q5. Which of these job factors do you think will be needed more or less in 10 years from now?

Base: Total (2,123)

All figures are %'s

# Factors that will be needed 10 years from now

	GCC				Levant		North Africa				Others	
	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco	Sudan	Pakistan	Other
Base	193	343	100	98	139	135	248	70	53	45	37	565
Cultural fit												
Much More	45%	51%	45%	34%	39%	32%	54%	60%	47%	53%	43%	35%
Slightly More	29%	30%	36%	41%	35%	44%	29%	31%	25%	31%	30%	39%
About the same	20%	13%	17%	18%	19%	19%	12%	7%	15%	7%	8%	16%
Slightly less	4%	4%	1%	5%	6%	3%	3%	-	8%	2%	14%	7%
Much less	3%	2%	1%	2%	1%	2%	1%	1%	6%	7%	5%	4%
References												
Much More	34%	41%	31%	34%	26%	28%	37%	43%	28%	49%	41%	36%
Slightly More	27%	35%	38%	37%	37%	30%	40%	39%	53%	27%	19%	35%
About the same	24%	15%	22%	16%	27%	32%	15%	16%	15%	18%	16%	18%
Slightly less	8%	6%	4%	8%	8%	7%	6%	1%	4%	4%	8%	7%
Much less	7%	3%	5%	5%	2%	3%	2%	1%	-	2%	16%	5%

Q5. Which of these job factors do you think will be needed more or less in 10 years from now?

Base: Total (2,123)

All figures are %'s



Section 3b

# FUTURE OF JOB ROLES

# Job titles that will increase in demand in the future

- Respondents believe that the demand for software engineers (74%), doctors/ physicians and business operations manager (both at 73%) is likely to increase in the future.



Q6New. Do you think the demand of the below job titles will increase or decrease in the future?

Base: Total (2,041)

All figures are %'s

# Job titles that will increase in demand in the future

	GCC				Levant		North Africa				Others	
	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco	Sudan	Pakistan	Other
Base	184	329	95	92	136	131	238	70	51	45	32	543
Software Engineer	67%	72%	71%	63%	65%	79%	79%	73%	78%	89%	69%	76%
Doctor/Physician	71%	76%	69%	65%	68%	70%	74%	80%	76%	80%	69%	75%
Business Operations Manager	67%	73%	73%	71%	72%	76%	71%	70%	71%	76%	75%	75%
Data Analyst	68%	73%	78%	67%	63%	71%	73%	60%	80%	87%	63%	75%
Biomedical Engineer	68%	69%	65%	63%	57%	76%	70%	70%	76%	78%	75%	77%
Nurse	70%	69%	67%	62%	64%	73%	72%	64%	76%	78%	50%	76%
Designer	63%	75%	66%	63%	63%	63%	73%	57%	73%	71%	69%	74%
Chemical Engineer	67%	69%	67%	61%	58%	72%	70%	71%	78%	78%	59%	73%
Electrical Engineer	68%	71%	63%	60%	54%	70%	71%	63%	75%	84%	72%	74%
System Administrator	64%	66%	69%	61%	57%	71%	70%	61%	73%	87%	78%	73%
Director/ Head of departments (Marketing, Project, Client Servicing, IT, Sales, Finance, HR, Operations, etc.)	71%	68%	67%	62%	71%	77%	70%	64%	63%	62%	53%	70%
Network Administrator	62%	71%	65%	55%	63%	74%	72%	64%	73%	84%	63%	70%
Industrial Engineer	66%	72%	61%	59%	55%	69%	62%	70%	73%	76%	75%	73%
Other healthcare/medical practitioner	63%	68%	67%	52%	57%	72%	67%	67%	73%	73%	69%	74%
Project Manager	63%	69%	61%	59%	60%	73%	67%	57%	71%	89%	69%	71%
Construction Manager	63%	68%	58%	65%	63%	64%	62%	60%	63%	80%	66%	71%
Craftsman (carpenter, plumber, electrician, etc.)	61%	67%	63%	68%	63%	73%	63%	63%	57%	69%	59%	70%

Q6. Do you think the demand of the below job titles will increase or decrease in the future?

All figures are %'s

Base: Total (2,041)

# Job titles that will increase in demand in the future

	GCC				Levant		North Africa				Others	
	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco	Sudan	Pakistan	Other
<b>Base</b>	<b>184</b>	<b>329</b>	<b>95</b>	<b>92</b>	<b>136</b>	<b>131</b>	<b>238</b>	<b>70</b>	<b>51</b>	<b>45</b>	<b>32</b>	<b>543</b>
Architect	66%	73%	64%	58%	51%	55%	62%	57%	73%	78%	69%	72%
Civil Engineering Technician	65%	70%	60%	64%	55%	60%	64%	57%	65%	78%	63%	71%
Marketing Manager/ Executive	66%	63%	57%	60%	57%	73%	67%	70%	67%	71%	56%	66%
Brand Manager	65%	64%	58%	65%	65%	69%	68%	57%	67%	71%	56%	63%
Civil Engineer	64%	69%	60%	65%	48%	55%	56%	60%	63%	69%	66%	72%
Mechanical Engineer	63%	68%	53%	59%	46%	56%	67%	56%	69%	78%	66%	70%
Product Manager	58%	68%	58%	57%	53%	73%	63%	61%	63%	87%	69%	66%
Market Research Analyst	63%	63%	60%	57%	53%	68%	67%	67%	73%	73%	59%	65%
Financial Analyst	61%	68%	60%	59%	53%	63%	62%	61%	71%	78%	56%	65%
Engineer (other)	61%	64%	58%	59%	47%	53%	65%	57%	76%	78%	56%	71%
Nutritionist	59%	64%	66%	57%	49%	56%	60%	56%	69%	78%	63%	68%
Accountant	65%	67%	59%	63%	42%	56%	57%	64%	57%	69%	66%	68%
Senior Management (e.g. CEO, CFO, CMO, COO, Managing Director etc.)	64%	63%	55%	53%	62%	63%	61%	59%	59%	53%	50%	63%
HR Manager/ professional	61%	65%	59%	54%	43%	65%	55%	51%	61%	76%	66%	62%
Customer Service Representative	63%	64%	62%	59%	52%	60%	57%	54%	61%	62%	66%	60%
Sales Manager/ Executive	59%	60%	60%	57%	48%	62%	61%	56%	69%	73%	66%	60%
Investment Banker	55%	62%	52%	60%	52%	51%	63%	60%	63%	73%	41%	62%

Q6. Do you think the demand of the below job titles will increase or decrease in the future?

All figures are %'s

Base: Total (2,041)

# Job titles that will increase in demand in the future

	GCC				Levant		North Africa				Others	
	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco	Sudan	Pakistan	Other
Base	184	329	95	92	136	131	238	70	51	45	32	543
Teacher/Educator	55%	54%	61%	58%	39%	50%	61%	54%	69%	67%	63%	68%
Lawyer	57%	59%	52%	53%	47%	53%	58%	51%	69%	80%	53%	62%
Art Director	58%	59%	62%	53%	47%	53%	58%	47%	63%	69%	59%	59%
Real estate consultant	57%	55%	62%	53%	39%	54%	55%	46%	51%	69%	69%	60%
Salesperson	54%	55%	57%	55%	46%	56%	58%	49%	65%	58%	59%	57%
PR Specialist	55%	58%	54%	54%	41%	53%	57%	41%	63%	67%	47%	58%
Bank Manager	53%	55%	57%	50%	43%	41%	58%	53%	67%	73%	50%	54%
Admin Assistant	57%	54%	54%	51%	38%	54%	50%	51%	49%	64%	72%	56%
Executive Assistant	51%	55%	48%	52%	34%	53%	50%	51%	61%	51%	53%	54%
Portfolio Manager	47%	55%	43%	41%	49%	48%	55%	51%	55%	60%	44%	50%
Editor	52%	52%	42%	52%	36%	46%	53%	40%	43%	49%	41%	54%
Office Manager	49%	50%	49%	49%	25%	45%	45%	46%	57%	60%	59%	53%
Receptionist / Secretary	47%	51%	47%	42%	32%	44%	47%	37%	53%	47%	50%	49%
Photographer	46%	50%	43%	37%	37%	44%	50%	40%	37%	62%	41%	42%
Copywriter	43%	50%	42%	43%	35%	42%	45%	34%	47%	42%	50%	47%
Writer	43%	44%	43%	46%	27%	33%	38%	31%	39%	44%	50%	53%
Journalist	38%	38%	37%	46%	28%	34%	34%	36%	57%	44%	41%	45%

Q6. Do you think the demand of the below job titles will increase or decrease in the future?

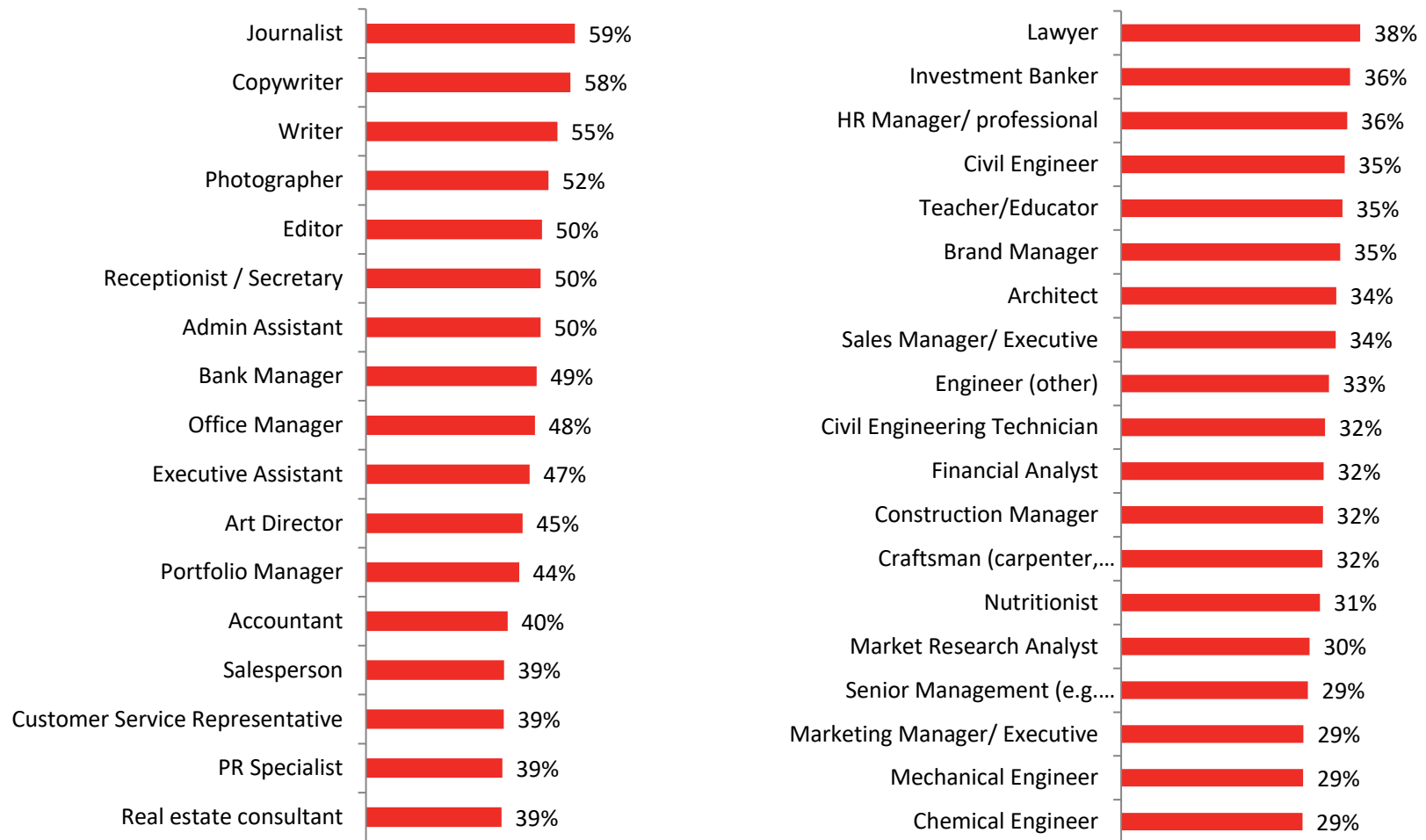
All figures are %'s

Base: Total (2,041)



# Job titles that will decrease in demand in the future

- Majority of the respondents believe that the demand for journalists, copywriters and writers is likely to drop in the future.



Q6New. Do you think the demand of the below job titles will increase or decrease in the future?

Base: Total (1,696 )

All figures are %'s

# Job titles that will decrease in demand in the future

	GCC				Levant		North Africa				Others	
	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco	Sudan	Pakistan	Other
Base	140	277	77	74	123	117	198	60	44	36	28	437
Journalist	57%	60%	57%	46%	68%	65%	64%	62%	41%	69%	54%	58%
Copywriter	56%	50%	60%	61%	67%	61%	55%	67%	55%	72%	46%	58%
Writer	50%	52%	51%	45%	65%	66%	58%	67%	61%	69%	46%	47%
Photographer	44%	44%	49%	53%	54%	54%	44%	55%	61%	42%	54%	60%
Editor	43%	48%	57%	42%	63%	56%	43%	58%	61%	61%	54%	48%
Receptionist / Secretary	45%	42%	44%	47%	61%	55%	45%	60%	45%	67%	50%	52%
Admin Assistant	44%	49%	51%	53%	65%	48%	53%	48%	55%	44%	21%	49%
Bank Manager	49%	47%	45%	53%	59%	61%	43%	47%	30%	31%	43%	51%
Office Manager	43%	45%	42%	39%	68%	54%	49%	50%	39%	50%	32%	47%
Executive Assistant	44%	43%	48%	42%	63%	45%	46%	42%	39%	61%	39%	47%
Art Director	41%	43%	39%	49%	55%	50%	42%	52%	39%	39%	32%	44%
Portfolio Manager	43%	39%	47%	49%	42%	47%	36%	43%	36%	47%	50%	50%
Accountant	36%	36%	47%	35%	60%	47%	45%	37%	43%	39%	29%	35%
Salesperson	39%	38%	32%	32%	44%	41%	35%	47%	30%	53%	36%	43%
Customer Service Representative	33%	33%	35%	38%	47%	41%	40%	42%	41%	47%	25%	42%
PR Specialist	34%	34%	35%	34%	49%	44%	34%	53%	34%	39%	46%	40%
Real estate consultant	32%	38%	26%	34%	52%	41%	37%	48%	48%	39%	25%	39%

Q6. Do you think the demand of the below job titles will increase or decrease in the future?

All figures are %'s

Base: Total (1,696 )

# Job titles that will decrease in demand in the future

	GCC				Levant		North Africa				Others	
	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco	Sudan	Pakistan	Other
Base	140	277	77	74	123	117	198	60	44	36	28	437
Lawyer	33%	35%	42%	36%	48%	44%	34%	42%	27%	25%	39%	37%
Investment Banker	35%	34%	43%	30%	41%	46%	30%	32%	34%	33%	54%	37%
HR Manager/ professional	29%	30%	36%	41%	53%	33%	40%	43%	30%	31%	25%	36%
Civil Engineer	31%	29%	40%	35%	54%	48%	41%	40%	39%	36%	25%	28%
Teacher/Educator	33%	39%	31%	28%	52%	48%	31%	42%	27%	42%	29%	28%
Brand Manager	31%	35%	43%	31%	37%	31%	28%	40%	32%	31%	36%	39%
Architect	32%	26%	35%	42%	50%	48%	38%	40%	27%	25%	21%	28%
Sales Manager/ Executive	30%	31%	26%	30%	42%	34%	29%	37%	27%	33%	25%	38%
Engineer (other)	29%	31%	36%	35%	49%	45%	31%	37%	20%	28%	39%	27%
Civil Engineering Technician	29%	27%	39%	35%	44%	42%	32%	42%	36%	22%	29%	27%
Financial Analyst	29%	27%	34%	34%	42%	35%	31%	32%	25%	28%	36%	34%
Construction Manager	30%	30%	42%	35%	36%	38%	33%	37%	39%	25%	29%	28%
Craftsman (carpenter, plumber, electrician, etc.)	34%	30%	36%	26%	35%	27%	32%	35%	48%	39%	36%	29%
Nutritionist	29%	29%	19%	28%	43%	42%	32%	38%	27%	28%	29%	30%
Market Research Analyst	25%	30%	30%	31%	38%	27%	25%	25%	23%	33%	32%	32%
Senior Management (e.g. CEO, CFO, CMO, COO, Managing Director etc.)	24%	27%	39%	36%	37%	31%	30%	32%	30%	33%	18%	28%
Marketing Manager/ Executive	21%	30%	32%	27%	33%	21%	25%	22%	30%	36%	36%	32%

Q6. Do you think the demand of the below job titles will increase or decrease in the future?

All figures are %'s

Base: Total (1,696 )

# Job titles that will decrease in demand in the future

	GCC				Levant		North Africa				Others	
	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco	Sudan	Pakistan	Other
Base	140	277	77	74	123	117	198	60	44	36	28	437
Mechanical Engineer	25%	24%	36%	26%	45%	39%	24%	35%	27%	28%	25%	27%
Chemical Engineer	28%	28%	30%	39%	42%	29%	26%	25%	18%	28%	32%	26%
Product Manager	29%	23%	29%	30%	37%	24%	28%	32%	34%	14%	21%	30%
Biomedical Engineer	27%	31%	35%	32%	42%	25%	27%	27%	23%	25%	14%	22%
Designer	31%	19%	32%	31%	36%	38%	23%	38%	27%	36%	25%	23%
Electrical Engineer	19%	24%	30%	35%	41%	28%	22%	32%	25%	19%	18%	24%
Business Operations Manager	29%	25%	25%	26%	27%	24%	24%	27%	27%	31%	14%	25%
Industrial Engineer	23%	21%	34%	30%	37%	27%	30%	22%	20%	31%	11%	23%
Data Analyst	24%	23%	18%	27%	37%	28%	21%	38%	18%	14%	32%	23%
Network Administrator	25%	19%	21%	30%	27%	21%	19%	25%	23%	17%	29%	26%
Project Manager	23%	21%	26%	27%	28%	21%	23%	35%	23%	11%	21%	24%
Other healthcare/medical practitioner	21%	24%	17%	32%	33%	23%	23%	25%	20%	28%	21%	20%
System Administrator	23%	25%	18%	23%	32%	24%	20%	32%	23%	17%	11%	22%
Doctor/Physician	18%	19%	27%	27%	29%	30%	18%	15%	23%	25%	25%	23%
Nurse	16%	22%	17%	23%	26%	24%	18%	28%	16%	28%	43%	20%
Director/ Head of departments (Marketing, Project, Client Servicing, IT, Sales, Finance, HR, Operations, etc.)	14%	21%	22%	26%	28%	15%	18%	25%	25%	22%	18%	18%
Software Engineer	19%	17%	16%	22%	23%	15%	10%	18%	14%	14%	21%	17%

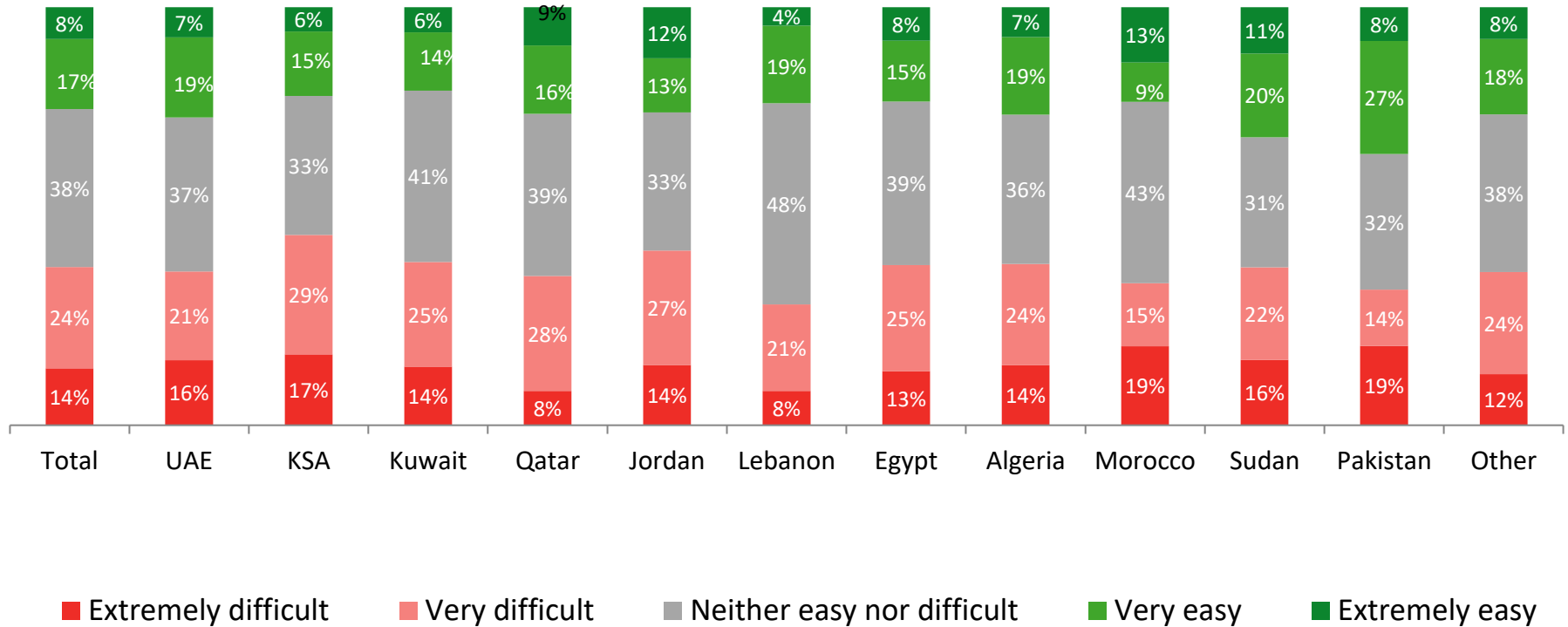
Q6. Do you think the demand of the below job titles will increase or decrease in the future?

All figures are %'s

Base: Total (1,696 )

# Ease of moving to a new role if current role becomes less important

- 38% of the respondents believe that getting transferred to another job or department on an occasion where the current job role would become less demanded should neither be easy nor difficult.

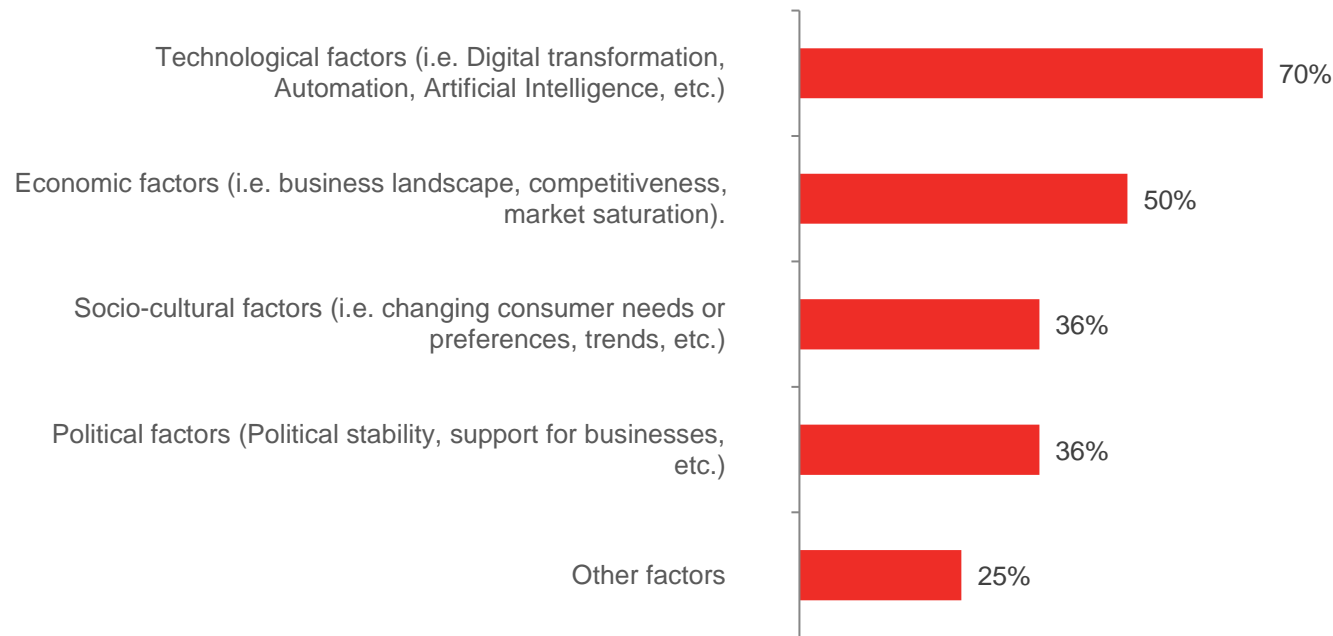


Total	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco	Sudan	Other
2123	193	343	100	98	139	135	248	70	53	45	37

Q8. If your job role would become less demanded one day, how easy or difficult would it be for you to transfer to another job in a different department? Please use the scale provided below.

# Factors that will affect the nature of work in the future

- 7 in 10 respondents believe that technological factors will play a role in the change in nature of work in the future.
- 50% of the respondents believe that economic factors are most likely to change the nature of work in the future.
- 36% of the respondents believe that socio-cultural factors and political factors are likely to change the nature of work.



Q9. Which of the below do you think will play a role in the change in nature of work in future? Please select all that apply.

Base: Total (2,123)

All figures are %'s

# Factors that will affect the nature of work in the future

	GCC				Levant		North Africa				Others	
	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco	Sudan	Pakistan	Other
Base	193	343	100	98	139	135	248	70	53	45	37	565
Technological factors (i.e. Digital transformation, Automation, Artificial Intelligence, etc.)	62%	69%	60%	63%	81%	69%	78%	74%	79%	82%	57%	70%
Economic factors (i.e. business landscape, competitiveness, market saturation).	43%	44%	49%	45%	60%	45%	52%	56%	55%	58%	49%	52%
Socio-cultural factors (i.e. changing consumer needs or preferences, trends, etc.)	33%	34%	30%	27%	41%	45%	38%	34%	30%	44%	32%	38%
Political factors (Political stability, support for businesses, etc.)	32%	33%	31%	28%	43%	37%	44%	40%	36%	56%	30%	36%
Other factors	30%	26%	23%	29%	14%	19%	16%	21%	25%	29%	46%	28%

Q9. Which of the below do you think will play a role in the change in nature of work in the future? Please select all that apply

Base: Total (2,123)

All figures are %'s



Section 3c

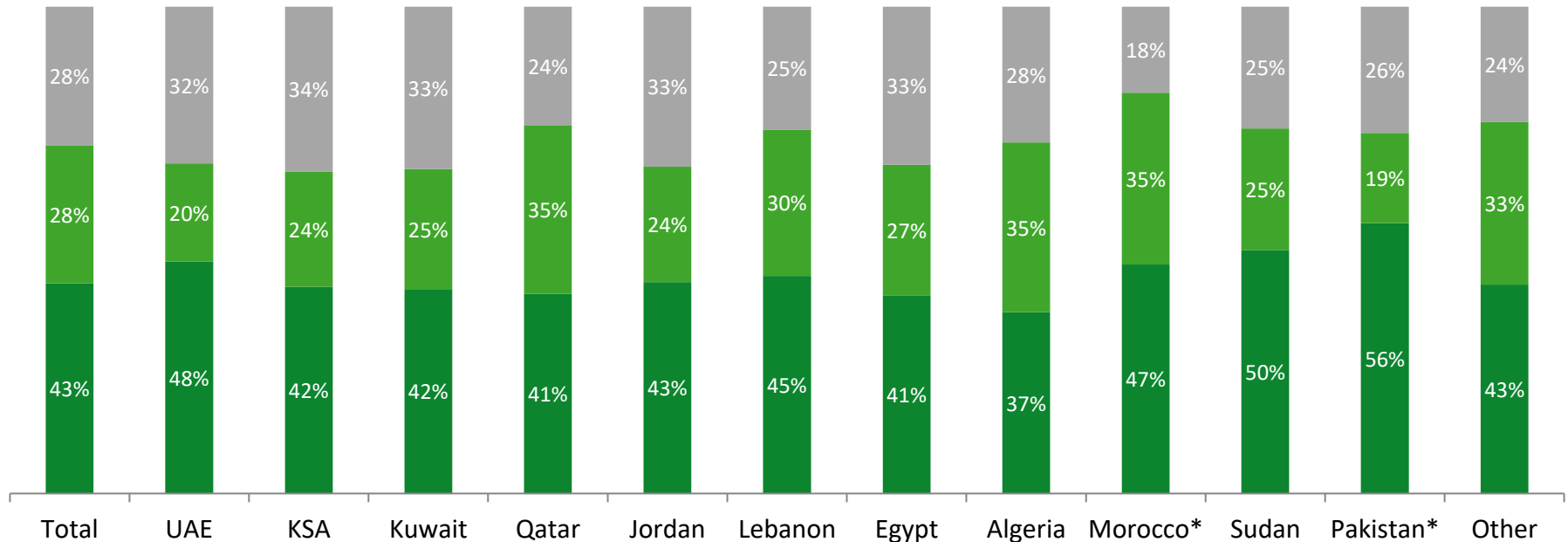
# PERCEPTION OF RECRUITERS





# Likelihood of involvement in hiring process

- More than 7 in 10 employees are involved in the current hiring process in their company.



■ I am not at all involved in the hiring process

■ I am somewhat involved in the hiring process (e.g. help with the recruitment process, perform background checks, etc.)

■ I am very involved in the hiring process (e.g. interview applicants, decide on method of recruitment, make decisions on selection, etc.)

Total	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco*	Sudan	Pakistan*	Other
1458	149	198	81	78	76	103	160	43	17	32	27	422

Q10. When your company is searching for a new employee, which of the following best describes your involvement in the hiring process?

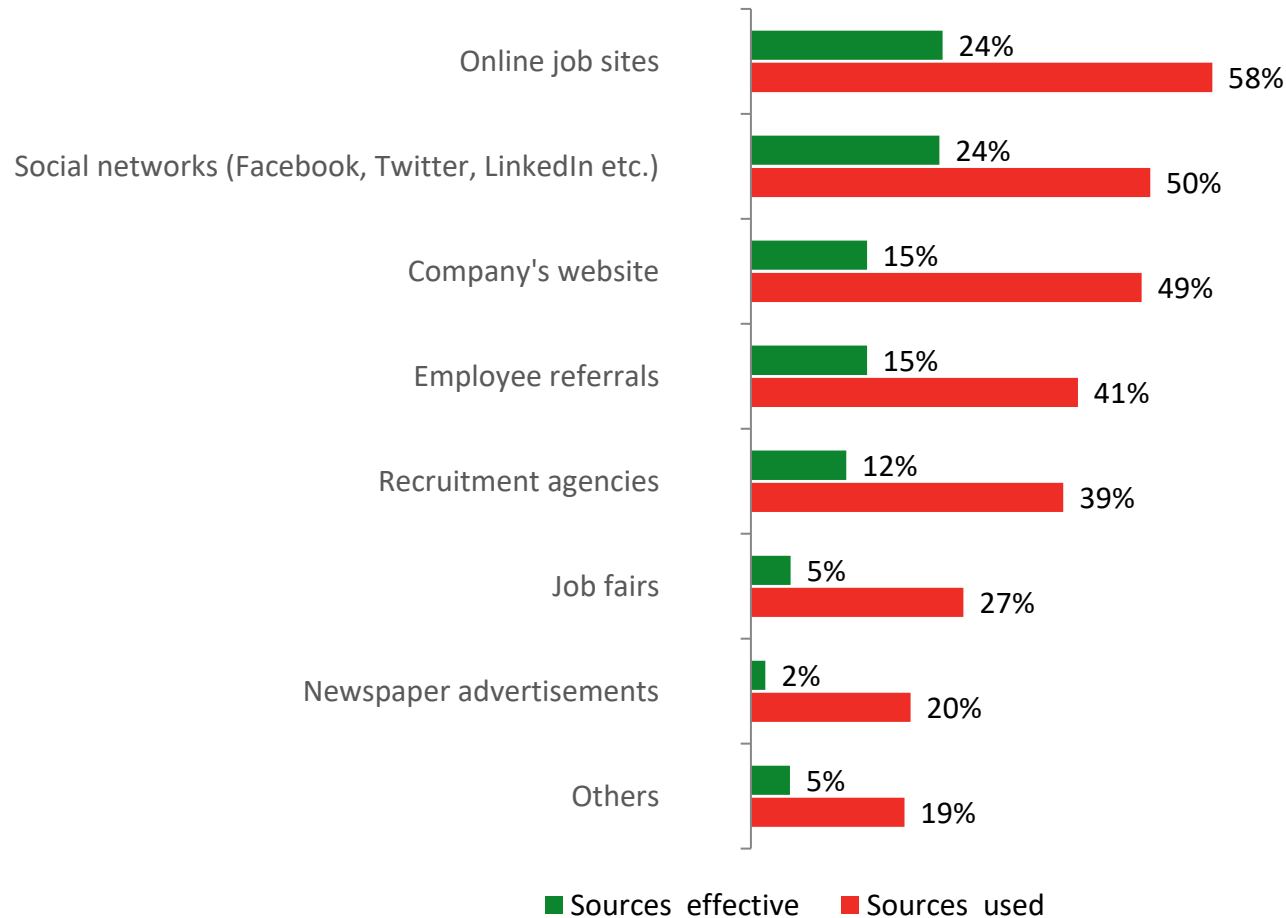
Base: Those working full-time or part-time (1,458)

\*caution – low base

All figures are %'s

# Current recruiting and most effective sources

- Online job sites (58%) and social networks (50%) are currently the most used by recruiters today and are also considered as the most effective source (both at 24%) to recruit candidates.



Q11. Which of the following sources do you usually use to recruit candidates?

Q12. Among these recruitment sources, which do you find as the most effective?

Base: Those involved or somewhat involved in the hiring process (1,043)

All figures are %'s

# Current sources used to recruit candidates

	GCC				Levant		North Africa				Others	
	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco	Sudan	Pakistan	Other
<b>Base</b>	<b>101</b>	<b>131</b>	<b>54</b>	<b>59</b>	<b>51</b>	<b>77</b>	<b>108</b>	<b>31</b>	<b>14*</b>	<b>24*</b>	<b>20*</b>	<b>322</b>
Online job sites	69%	57%	54%	63%	55%	47%	48%	58%	71%	67%	70%	57%
Social networks (Facebook, Twitter, LinkedIn etc.)	51%	45%	52%	56%	61%	55%	55%	55%	36%	54%	50%	47%
Company's website	58%	45%	50%	53%	47%	44%	44%	65%	43%	54%	55%	48%
Employee or referrals	50%	39%	35%	39%	41%	36%	47%	42%	21%	54%	55%	39%
Recruitment agencies	36%	45%	48%	36%	39%	27%	38%	52%	21%	42%	55%	38%
Job fairs	37%	31%	20%	20%	14%	30%	30%	29%	-	25%	30%	26%
Newspaper advertisements	28%	21%	15%	25%	14%	5%	13%	29%	7%	38%	45%	20%
Others	20%	21%	11%	19%	18%	17%	21%	23%	29%	29%	10%	19%

Q11. Which of the following sources do you usually use to recruit candidates?

Base: Those involved or somewhat involved in the hiring process (1,043)

\*caution – low base

All figures are %'s

# Sources considered effective to recruit candidates

	GCC				Levant		North Africa				Others	
	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco	Sudan	Pakistan	Other
<b>Base</b>	<b>100</b>	<b>127</b>	<b>54</b>	<b>55</b>	<b>47</b>	<b>72</b>	<b>101</b>	<b>31</b>	<b>13*</b>	<b>24*</b>	<b>20*</b>	<b>314</b>
Social networks (Facebook, Twitter, LinkedIn etc.)	31%	25%	19%	27%	21%	22%	14%	26%	38%	33%	35%	23%
Online job sites	19%	15%	31%	27%	38%	28%	33%	19%	15%	29%	20%	21%
Company's website	19%	16%	9%	11%	17%	8%	10%	19%	8%	4%	15%	17%
Employee or referrals	16%	15%	13%	9%	17%	18%	20%	13%	15%	21%	5%	12%
Recruitment agencies	3%	9%	17%	15%	4%	8%	11%	16%	15%	4%	15%	16%
Job fairs	8%	9%	4%	5%	2%	8%	8%	3%	-	4%	-	2%
Newspaper advertisements	1%	5%	-	-	-	-	1%	-	-	-	10%	3%
Others	3%	6%	7%	5%	-	7%	4%	3%	8%	4%	-	5%

Q12. Among these recruitment sources, which do you find as the most effective?

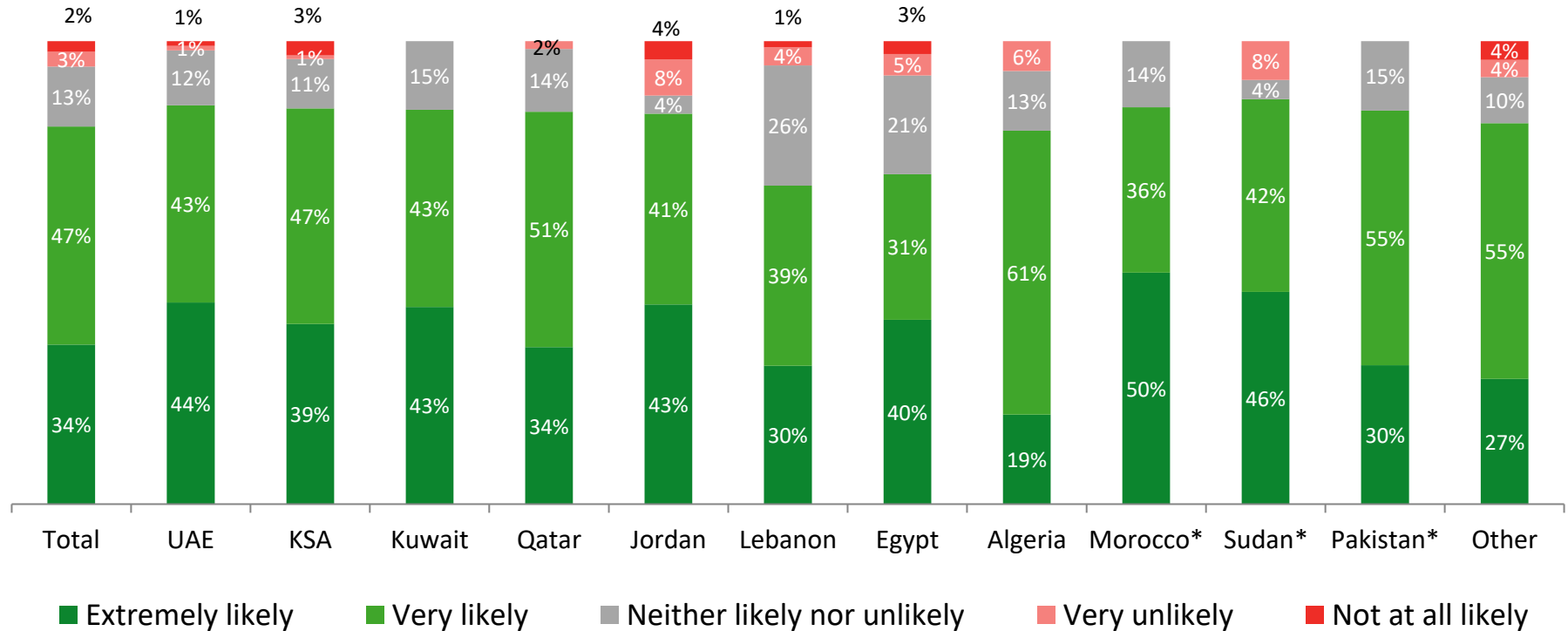
Base: Those involved or somewhat involved in the hiring process (1,007)

\*caution – low base

All figures are %'s

# Likelihood of hiring process to change in the future

- More than 4 in 5 recruiters believe that the hiring process is likely to change in the future.



Total	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco*	Sudan*	Pakistan*	Other
1043	101	131	54	59	51	77	108	31	14	24	20	322

Q13. Compared to the current hiring process followed by companies, how likely do you think this process is going to change?

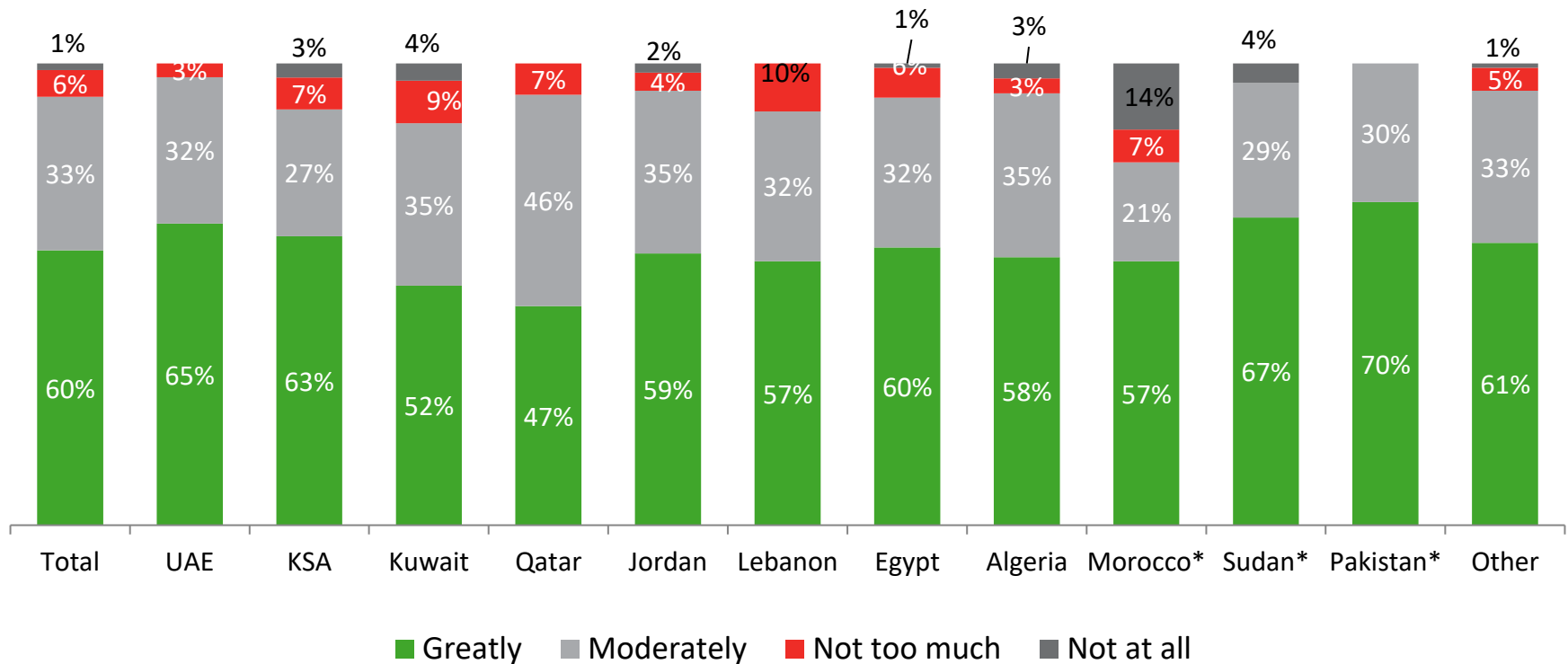
Base: Those involved or somewhat involved in the hiring process (1,043)

\*caution – low base

All figures are %'s

# Future impact of online recruitment compared to traditional ones

- 60% believe that in the future the online recruitment will greatly facilitate the recruiting process as compared to the traditional methods.



Total	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco*	Sudan*	Pakistan*	Other
1043	101	131	54	59	51	77	108	31	14	24	20	322

Q14. To what extent do you think online recruitment will facilitate the process of finding candidates compared to traditional methods in the future?

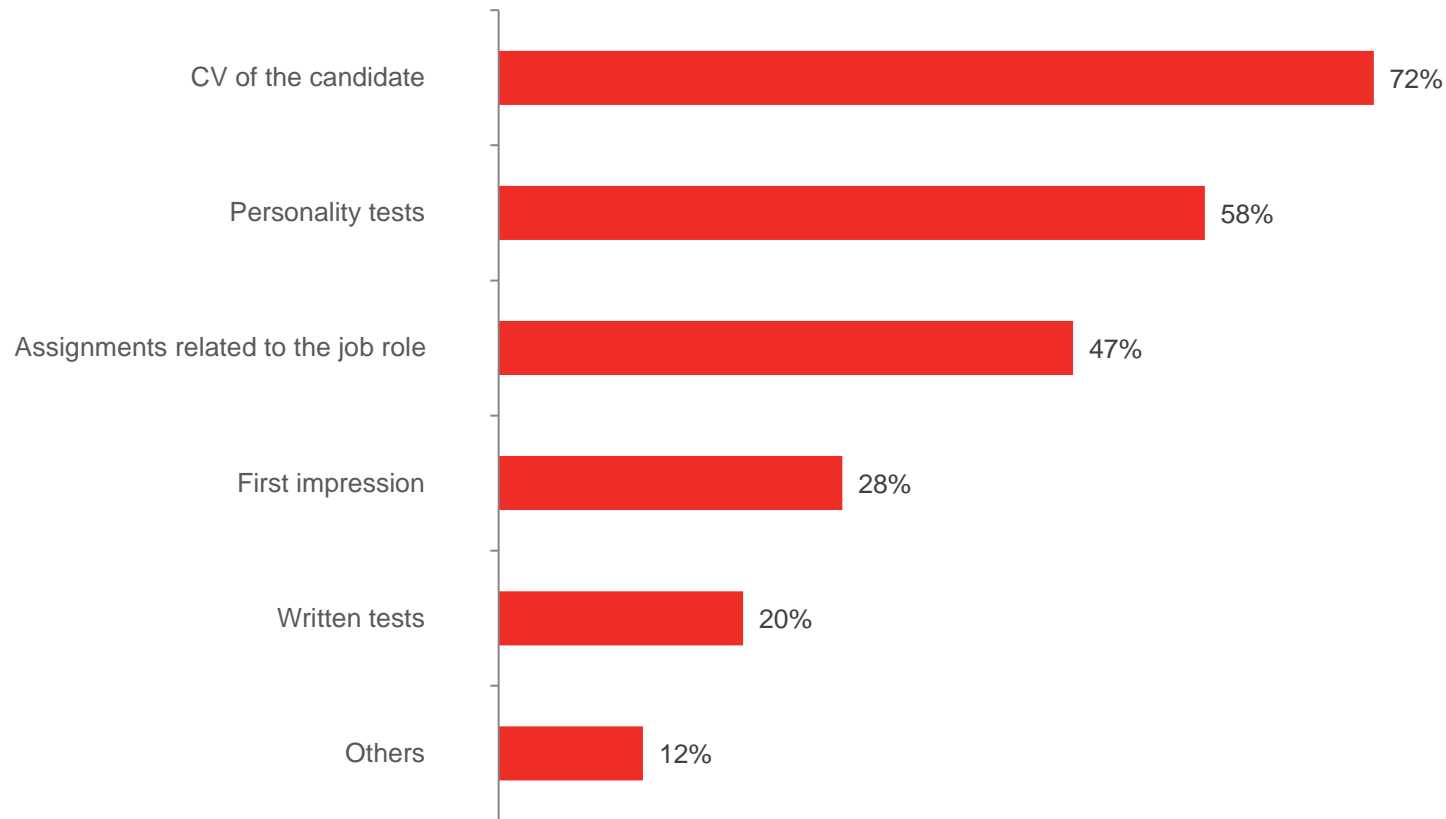
Base: Those involved or somewhat involved in the hiring process (1,043)

\*caution – low base

All figures are %'s

# Essential factors when recruiting a candidate

- More than 7 in 10 recruiters believe that the CV of a candidate is one of the most essential factors when recruiting.



Q15. Which of the following factors do you think are essential when recruiting a candidate? Please select all that apply

Base: Those involved or somewhat involved in the hiring process (1,043)

All figures are %'s



# Essential factors when recruiting a candidate

	GCC				Levant		North Africa				Others	
	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco	Sudan	Pakistan	Other
Base	101	131	54	59	51	77	108	31	14*	24*	20*	322
CV of the candidate	70%	79%	70%	78%	71%	64%	63%	55%	71%	79%	85%	76%
Personality tests	52%	50%	50%	49%	51%	65%	73%	68%	64%	63%	70%	57%
Assignments related to the job role	43%	44%	43%	47%	45%	48%	49%	48%	29%	58%	55%	48%
First impression	17%	28%	22%	22%	27%	40%	26%	23%	14%	29%	40%	31%
Written tests	16%	13%	17%	17%	14%	21%	18%	23%	21%	33%	40%	25%
Others	8%	14%	11%	17%	14%	13%	8%	19%	14%	17%	10%	11%

Q15. Which of the following factors do you think are essential when recruiting a candidate? Please select all that apply

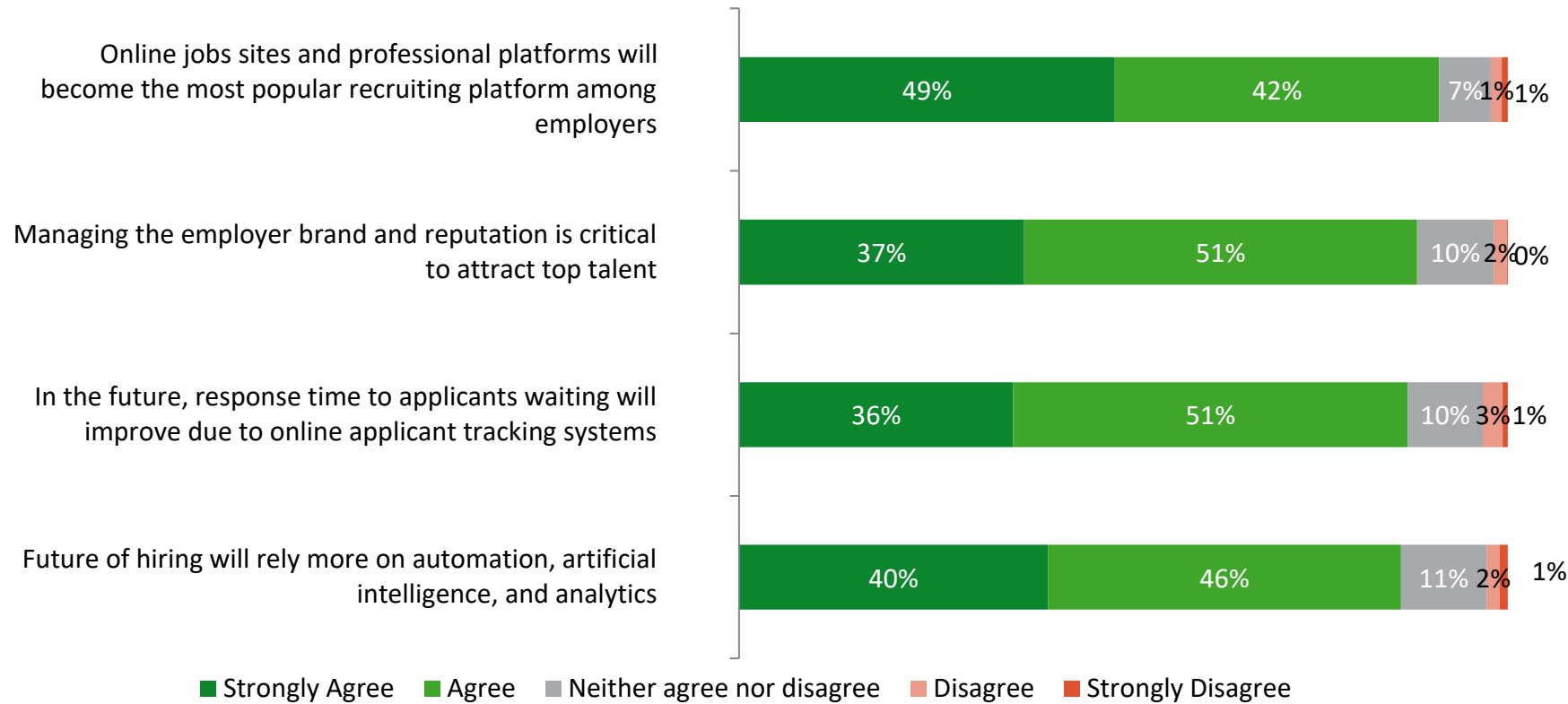
\*caution – low base

All figures are %'s



# Perceptions of future hiring

- 91% of the recruiters agree that online job sites and professional platforms will be the most popular recruiting platforms.



Q16. Please state your level of agreement on each of the below statements.

Base: Those involved or somewhat involved in the hiring process (1,043)

All figures are %'s

# Perceptions of future hiring

	GCC				Levant		North Africa				Others	
	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco	Sudan	Pakistan	Other
Base	101	131	54	59	51	77	108	31	14	24	20	322
Online jobs sites and professional platforms will become the most popular recruiting platform among employers												
Strongly Agree	39%	48%	57%	46%	57%	43%	52%	32%	43%	58%	40%	53%
Agree	52%	37%	35%	51%	33%	47%	37%	45%	50%	38%	55%	42%
Neither agree nor disagree	7%	9%	6%	2%	6%	10%	9%	19%	7%	-	-	4%
Disagree	2%	4%	2%	2%	-	-	1%	-	-	-	5%	1%
Strongly Disagree	-	2%	-	-	4%	-	1%	3%	-	4%	-	-
Managing the employer brand and reputation is critical to attract top talent												
Strongly Agree	37%	43%	33%	25%	43%	31%	45%	42%	50%	50%	20%	34%
Agree	51%	50%	54%	59%	43%	57%	41%	35%	36%	46%	75%	55%
Neither agree nor disagree	11%	6%	11%	14%	10%	12%	12%	23%	7%	4%	5%	9%
Disagree	1%	2%	2%	2%	4%	-	2%	-	7%	-	-	2%
Strongly Disagree	-	-	-	-	-	-	-	-	-	-	-	-

Q16. Please state your level of agreement on each of the below statements.

Base: Those involved or somewhat involved in the hiring process (1.043)

\*caution – low base

All figures are %'s

# Perceptions of future hiring

	GCC				Levant		North Africa				Others	
	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco	Sudan	Pakistan	Other
Base	101	131	54	59	51	77	108	31	14*	24*	20*	322
In the future, response time to applicants waiting will improve due to online applicant tracking systems												
Strongly Agree	38%	39%	26%	31%	33%	38%	41%	32%	29%	54%	35%	34%
Agree	51%	52%	61%	59%	49%	49%	49%	61%	50%	33%	60%	51%
Neither agree nor disagree	6%	7%	9%	8%	14%	12%	6%	6%	21%	4%	5%	12%
Disagree	5%	2%	2%	2%	4%	1%	4%	-	-	4%	-	3%
Strongly Disagree	1%	-	2%	-	-	-	1%	-	-	4%	-	1%
Future of hiring will rely more on automation, artificial intelligence, and analytics												
Strongly Agree	47%	38%	37%	29%	43%	43%	45%	39%	43%	54%	45%	39%
Agree	46%	47%	46%	59%	45%	48%	34%	42%	21%	33%	50%	49%
Neither agree nor disagree	4%	13%	11%	8%	10%	9%	17%	19%	21%	4%	5%	11%
Disagree	3%	2%	4%	-	-	-	3%	-	14%	4%	-	1%
Strongly Disagree	1%	1%	2%	3%	2%	-	1%	-	-	4%	-	1%

Q16. Please state your level of agreement on each of the below statements.

Base: Those involved or somewhat involved in the hiring process (1.043)

\*caution – low base

All figures are %'s

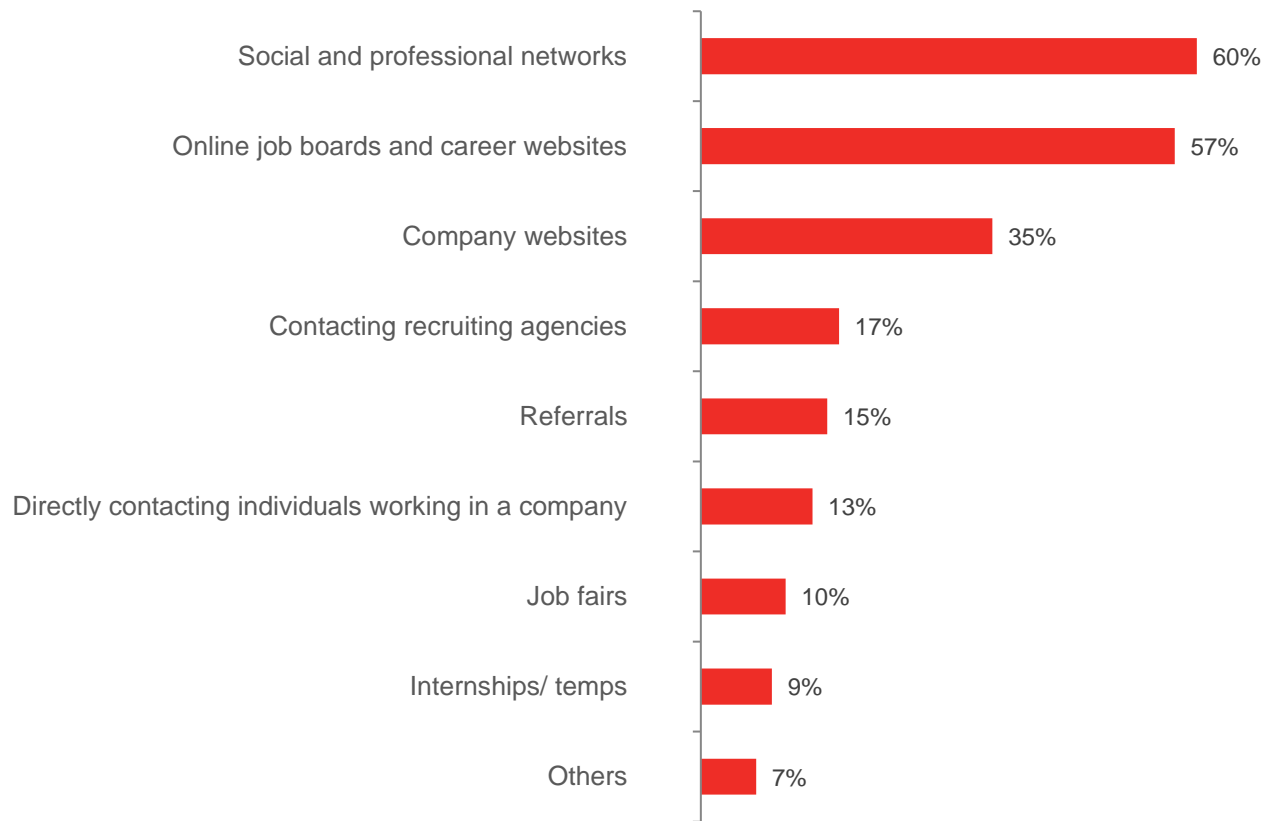


Section 3c

# RELIABLE JOB SEEKING SOURCES

## Reliable job seeking sources in the future

- Respondents believe that social and professional networks (60%) and online job boards and career websites (57%) will be the most reliable job seeking sources in the future. 35% of the respondents believe company website will be reliable.



Q17. 10 years from now, which of the following methods do you think job seekers will rely on the most?

Base: Total (2,123)

All figures are %'s

# Reliable job seeking sources in the future

	GCC				Levant		North Africa				Others	
	UAE	KSA	Kuwait	Qatar	Jordan	Lebanon	Egypt	Algeria	Morocco	Sudan	Pakistan	Other
Base: All	193	343	100	98	139	135	248	70	53	45	37	565
Social and professional networks	54%	61%	55%	52%	75%	62%	69%	60%	62%	60%	62%	55%
Online job boards and career websites	51%	52%	52%	56%	58%	67%	63%	47%	70%	64%	57%	55%
Company websites	38%	37%	20%	33%	36%	25%	38%	34%	57%	36%	35%	36%
Contacting recruiting agencies	12%	17%	17%	16%	19%	16%	15%	16%	11%	18%	14%	19%
Referrals	23%	11%	20%	19%	13%	13%	8%	13%	8%	16%	14%	18%
Directly contacting individuals working in a company	9%	16%	18%	15%	10%	11%	11%	17%	9%	11%	11%	15%
Job fairs	14%	11%	18%	8%	7%	8%	7%	6%	9%	7%	14%	11%
Internships/ temps	7%	12%	6%	8%	9%	10%	7%	20%	6%	9%	-	7%
Others	6%	11%	6%	3%	4%	7%	5%	4%	6%	7%	19%	6%

Q17. 10 years from now, which of the following methods do you think job seekers will rely on the most?

All figures are %'s

Base: Total (2,123)



Section 4

# DEMOGRAPHICS



# Respondent Profile (1/3)

## Gender

- Male – 80%
- Female – 20%

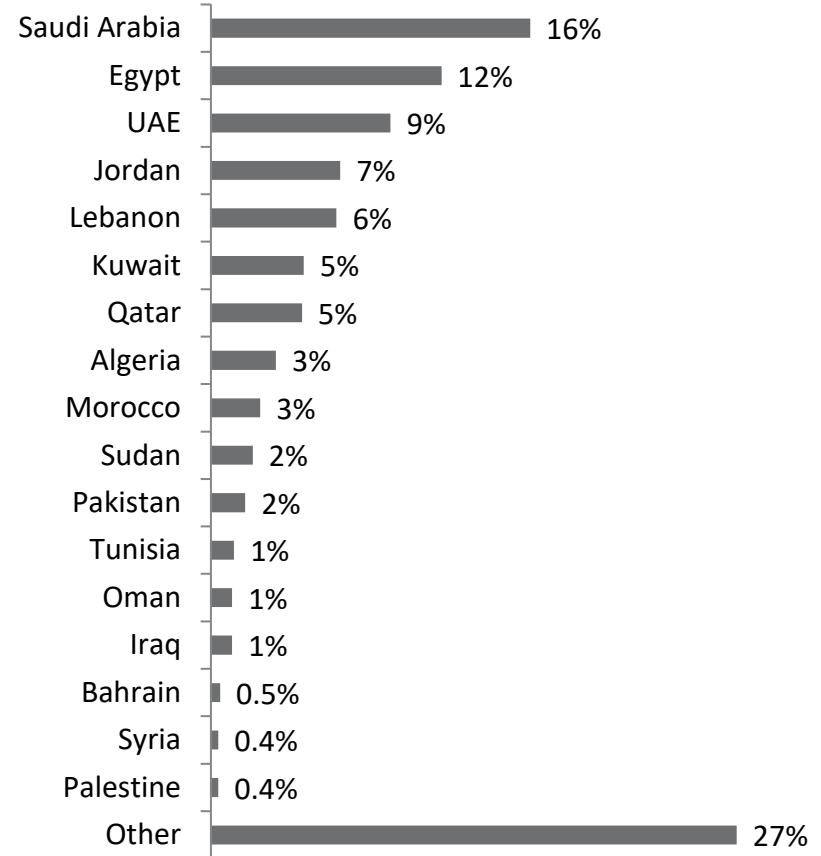
## Age

- 18 – 29 – 25%
- 30 – 39 – 31%
- 40+ – 44%

## Marital status

- Single – 37%
- Married – 58%
- Divorced – 3%
- Separated – 1%
- Widowed – 1%

## Country of residence



Base: Total (2,123)

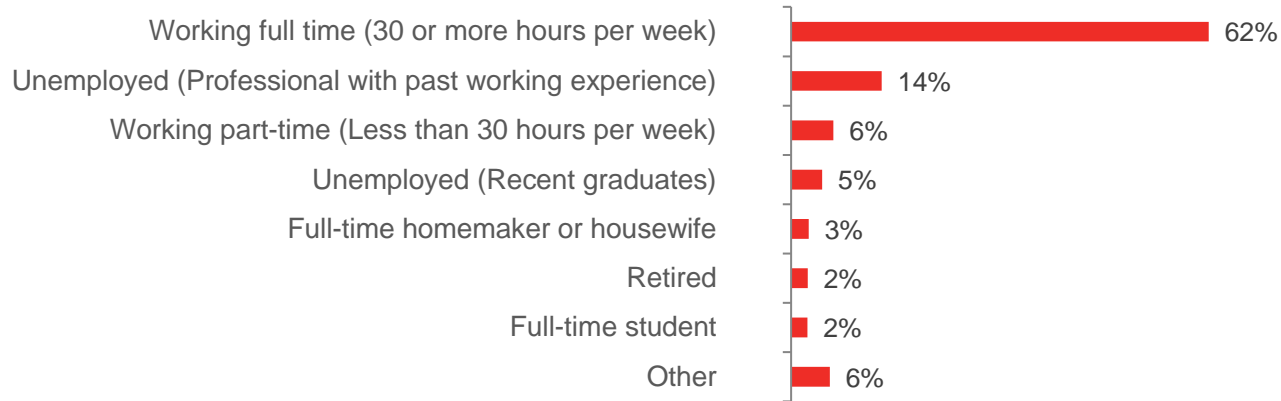
All figures are %'s



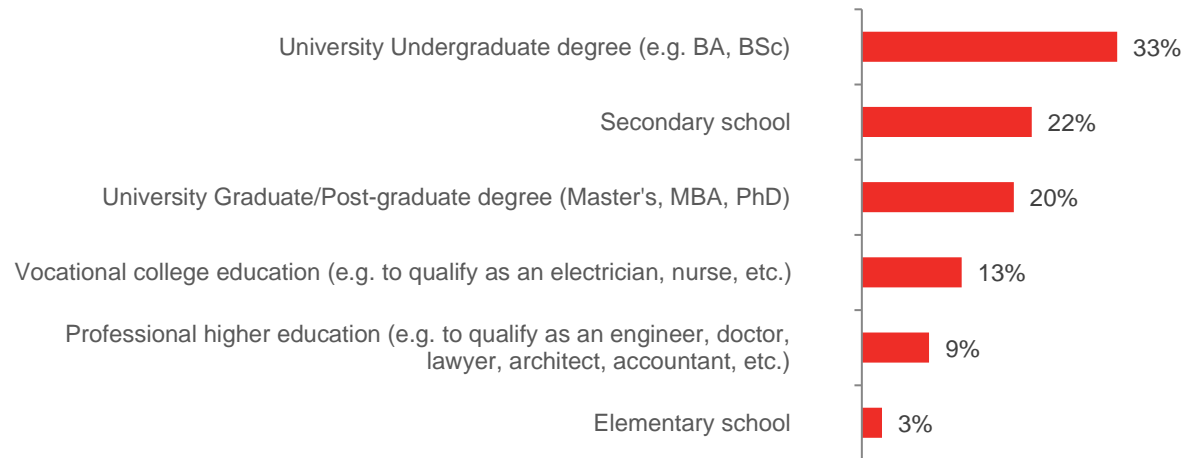


## Respondent Profile (2/3)

### Working Status



### Level of Education



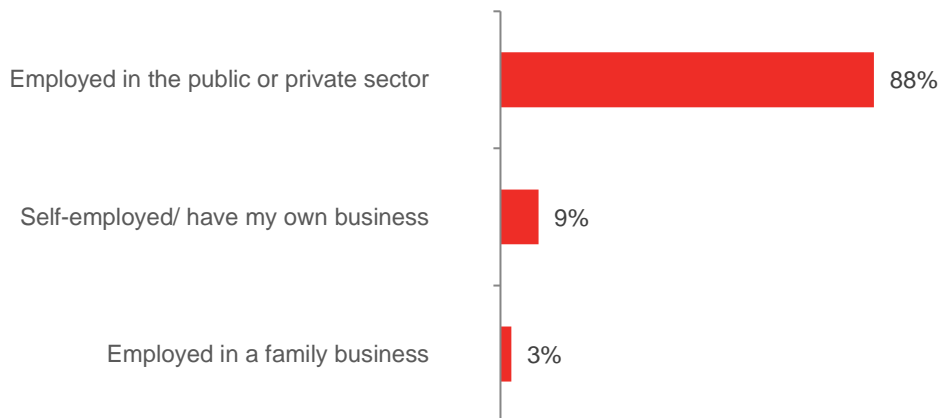
Base: Total (2,123)

All figures are %'s

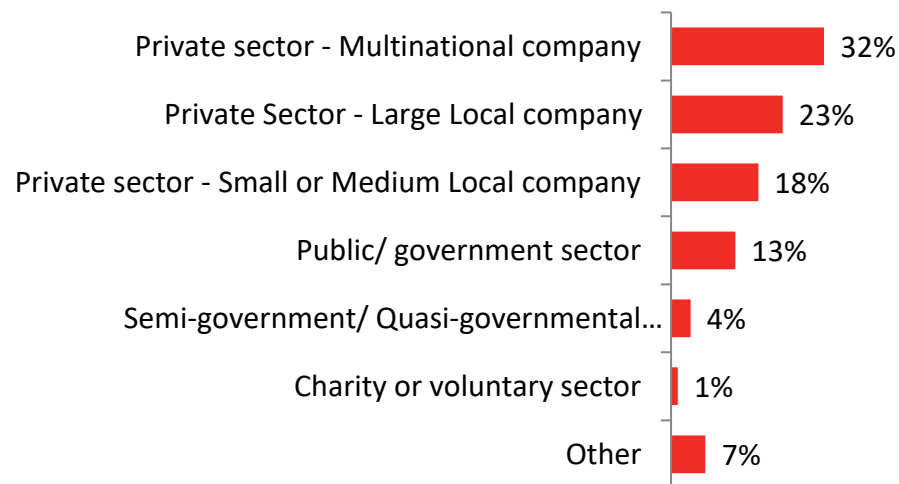


# Respondent Profile (3/3)

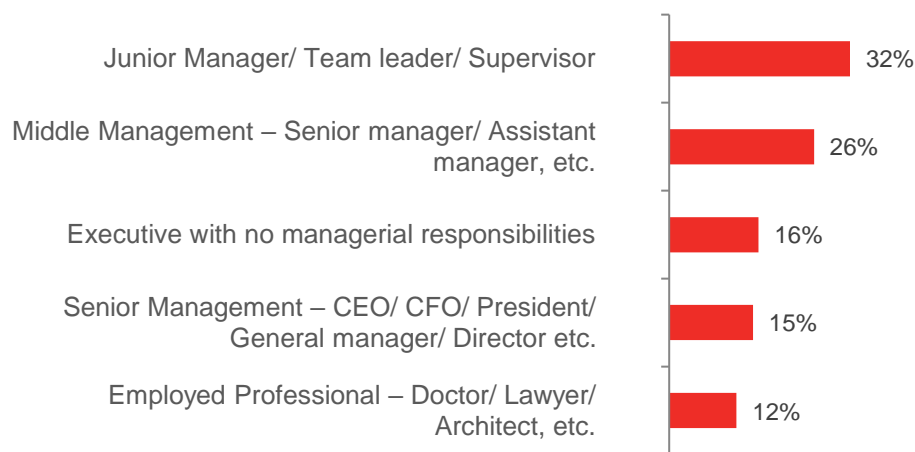
**Type of Employment**



**Sector of Employment**



**Level of Seniority at Work**



Base: Those employed (1,458)

All figures are %'s



THANK YOU