



Elizabeth Williams **Search**

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GCC IN-HOUSE LEGAL SALARY INDEX **2012**





“ We are frequently approached for up-to-date information on remuneration and without your participation would not be able to help you. Elizabeth Williams Search would like to thank everyone who took part in the survey. ”

Message from the Managing Director

We are delighted to publish our second annual survey of in-house legal salaries across the GCC.

This year 361 GCC in-house lawyers participated in the survey, representing a 32% increase on last year, indicating that an increasing number of lawyers value the information that it contains.

The survey, which was completed in the final quarter of 2011 shows that:

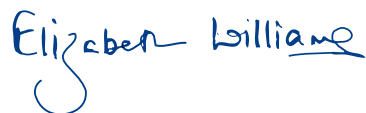
- Although, at some levels of qualification, average salaries have dropped a few percentage points, pay has generally held up and bonuses are still being paid.
- Most lawyers are happy in their jobs.
- Most are also optimistic about the future and want to remain in the GCC, at least for as long as their jobs are satisfying.

In addition to this, almost half of the Heads of Legal surveyed said they anticipate needing to recruit in 2012, which shows a very positive picture for the regional legal profession this year.

We hope this survey provides you with some of the information you may need to plan your legal career and organisations in 2012.

If you have any questions about the survey or would like to discuss any recruitment needs with us, we would be delighted to hear from you.

With warm wishes for a happy, healthy and successful 2012.



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“This Survey builds on the strong tradition of timely and meaningful in-house counsel employment trends and market intelligence that we have come to expect from Elizabeth Williams Search. Their focused review of GCC salaries and hiring trends distinguishes itself from other surveys in its thorough analysis, providing tangible and useful information for both candidates and hiring managers in the region. The survey is an indispensable tool for the in-house legal community.”

Elias Hayek -- Chairman and President, Corporate Counsel Middle East Group

Contents

1. Definitions	8-10
2. Participant Profile	12
3. Summary of Findings	14
4. Remuneration by PQE Level	
4.1 Remuneration Heads of Legal	16-20
4.2 Remuneration Heads of Legal and PQE 16+ vs. Industry Sector	22
4.3 Remuneration PQE 21+	24
4.4 Remuneration PQE 16-20	26
4.5 Remuneration PQE 12-15	28
4.6 Remuneration PQE 9-11	30
4.7 Remuneration PQE 6-8	32
4.8 Remuneration PQE 4-5	34
5. Bonuses	36
6. Satisfaction	38
7. Redundancies and Recruitment	40
8. Pay Reviews	40
9. Changing jobs	42
10. Optimism	44
11. Commitment to the GCC	46
12. Country Popularity Index	48



Contents (continued)

Tables

1. Remuneration - Heads of Legal vs. Team Size	16
2. Remuneration - Heads of Legal vs. Influencing Factors	18
3. Remuneration - Head of Legal as influenced by Jurisdiction of Qualification	18
4. Remuneration - Average and Median Heads of Legal vs. Residency	20
5. Remuneration - Heads of Legal and PQE 16+ vs. Industry Sector	22
6. Remuneration - PQE 21+ as influenced by Gender and Languages	24
7. Remuneration - PQE 16-20 as influenced by Gender and Languages	26
8. Remuneration - PQE 12-15 as influenced by Gender and Languages	28
9. Remuneration - PQE 9-11 as influenced by Gender and Languages	30
10. Remuneration - PQE 6-8 as influenced by Gender and Languages	32
11. Remuneration - PQE 4-5 as influenced by Gender and Languages	34
12. Bonuses in 2010	36
13. Bonuses in 2010 as influenced by Industry Sector	36

Charts

1. Remuneration Satisfaction	38
2. Job Satisfaction	38
3. Reasons for staying with current employer	42
4. Reasons for leaving current employer	42
5. Optimism vs. Pessimism	44
6. Commitment to staying in the GCC	46
7. Country Popularity Index	48

Lawyers from all industry sectors and numerous jurisdictions participated in this survey.



1. Definitions

Industry Sectors

Banking and Finance

Includes banks and financial institutions, investment companies and sovereign wealth funds

Oil and Gas/Heavy Engineering

Includes oil and gas, heavy engineering, mining and metals, and chemical companies

Real Estate and Construction

Includes real estate and construction companies

Other

Unless otherwise stated includes aviation and maritime, consulting/professional services, healthcare and pharmaceutical, leisure and hospitality, mining and metals/chemicals, transport and logistics, utilities and energy, IT and telecom, IP/media, retail and FMCG companies and government entities

Jurisdictions of Qualification

Asia Pacific

Includes Australia, Hong Kong, New Zealand and Singapore

Canada

Canada only

England and Wales

Includes England, Wales and Scotland

Europe

Includes all European countries including Ireland and Turkey but excluding England, Wales and Scotland

Middle East

Includes Bahrain, Iran, Kuwait, Lebanon, Oman, Qatar, Jordan, Saudi Arabia, Syria and the United Arab Emirates

North Africa

Includes Egypt, the Sudan and Tunisia

South Africa

South Africa only

South (East) Asia

Includes Bangladesh, India, Indonesia, Pakistan and Philippines

US

The United States of America only



1. Definitions (continued)

AED

United Arab Emirates Dirham

NB: All compensation in this survey has been converted to AED using the Universal Currency Converter on 08/12/2011

Currency	AED equivalent
1 Bahraini Dinar (BHD)	9.75
1 Kuwaiti Dinar (KWD)	13.20
1 Omani Rial (OMR)	9.54
1 Qatari Rial (QAR)	1.01
1 US Dollar (USD)	3.67
1 Saudi Rial (SAR)	0.98

Average

The total number of values divided by the number of responses

Bonus

Bonuses are quoted as a percentage of gross remuneration

Fluent

Means professional spoken, written and/or drafting capability

Median

The middle value that separates the higher half from the lower half of the data

Remuneration

Includes base salary, transport, allowance and housing allowances but excludes bonus and other benefits

Where ‘-’ is used

Insufficient data collated

Three hundred and sixty one lawyers took part in this survey, a significant number of which are fluent in either Arabic or French.



2. Participant Profile

Participant Profile

Three hundred and sixty one lawyers took part in this survey. This is a marked increase from the 274 that participated in our 2011 survey. Of these, the majority (57%) are Heads of Legal, 48% qualified in either England & Wales, elsewhere in Europe or the US and 24% qualified in the Middle East.

Gender

77% are male, 23% are female (versus 72% and 28% in 2011)

Languages

39% of participants are fluent in Arabic which is a healthy increase from last year's 27%. Those fluent in French account for 26% (versus 15% last year), and are 14% fluent in both Arabic and French.

Residency

Forty five percent of participants reside in Dubai, 18% in Abu Dhabi, 11% in Qatar, 10% in Saudi Arabia 7% in Bahrain, 4% in Kuwait, 4% in Oman and 1% in one of the other Emirates.

Time in the GCC

Only 13% of participants have spent less than two years in the GCC whilst 47% have been GCC residents for more than five years indicating that, despite the global economic downturn, the GCC is still home to many lawyers who were present in the GCC when Lehmans Bank collapsed.

Head of Legal Reporting Lines

The most common reporting line for a Head of Legal is to the CEO (44%). Slightly fewer than 20% report to the Chairman and only 8% and 4% to the COO and CFO respectively.



3. Summary of Findings

Qualification Levels

Not enough data was collated to provide any meaningful analysis for lawyers PQE 0-3. We analysed other PQE levels as follows: PQE 4-5, PQE 6-8, PQE 9-11, PQE 12-15, PQE 16-20, PQE 21+ and Heads of Legal. [See pages 16 – 34 for a detailed analysis of salaries.](#)

Heads of Legal

Fifty seven percent of participants are Heads of Legal. Their average remuneration is AED 76,924 which is lower than in 2011 when it was AED 79,300. The Banking and Finance sector pays Heads of Legal 10% more salary than other industry sectors, but is the second least likely sector to pay a bonus after the Real Estate and Construction sector. [See pages 16 - 20 for details.](#)

Head of Legal and PQE 16+ Remuneration vs. Industry Sector

Page 22 gives a brief overview of how remuneration varies between different industry sectors for Heads of Legal and Lawyers with PQE 16+. The Banking and Finance/Investment industry pays on average 19% more than other industry sectors.

Redundancies and Recruitment

In 2009, 24% of Heads of Legal said they made redundancies. This figure dropped to 10% in 2010 and 6% in 2011. So with redundancies abating and 46% of Heads of Legal planning to recruit in 2012 the picture being painted is surprisingly positive. [See page 40 for details.](#)

Bonuses 2010

We asked everyone who had been in the GCC for at least one year about bonuses in 2010. Sixty eight per cent said they received a bonus with just under one third receiving between 11% and 20%. As in 2009, the Oil & Gas sector was one of the most likely sectors to pay a bonus (with 83% of participants in this sector receiving one in 2010). The industries that were least likely to pay a bonus in 2010 were the Banking & Finance / Investment and Real Estate & Construction sectors. [See page 36 for details.](#)

Bonuses 2011

Seventy nine percent of participants said they expect to receive a bonus for the year ending 2011 with just over a quarter expecting it to be 11% to 20% of their remuneration and just under a quarter (23%) expecting it to be 21% to 30%. Around a fifth is expecting up to 10%.

School Fees

A quarter (27%) of participants is reimbursed for their children's school fees in full. A third (30%) receives a partial contribution. In general, the more senior the participant the more likely it is a full reimbursement will be received.

Importance of Language Skills on Future Hiring

Of the 94 Heads of Legal that anticipate hiring in 2012, 71% indicated fluency in Arabic will be necessary.

Fifty seven percent of participants are Heads of Legal. Their average remuneration is AED 76,924 per month. However it is certainly not unusual to see Head of Legal salaries well in excess of AED 100,000 per month. A Head of Legal's salary is affected by many factors most notably team size, language capability and country of residence.



4. Remuneration

4.1 Remuneration Heads of Legal

Snapshot

- Heads of Legal account for 205 responses (57%), making them the highest number of participants in this survey. Most (61%) work in the UAE.
- 86% are male, and 14% are female
- On average a Head of Legal earns AED 76,924
- Most qualified in England and Wales (26%) and their average pay is AED 93,808.
- A quarter (24%) qualified in the Middle East and their average pay is AED 71,722.
- 14% qualified in the US, 14% in Europe and 10% in Asia Pacific.
- On average, a male Head of Legal earns AED 78,044 while their female counterparts earn AED 72,818 (versus AED 80,300 and AED 74,846 respectively in 2011).

Influence of Team Size

Table 1 below shows the largest proportion of Heads of Legal manages a team of two to three other lawyers. The table also shows that in general, the bigger the team, the more a Head of Legal earns.

Remuneration vs. Team Size	Replies	Average	Median	Range
Sole Counsel	23%	68,307	63,547	< 20,000 - 155,000
1 other lawyer	15%	70,142	69,375	< 20,000 - 117,000
2 to 3 other lawyers	30%	81,126	74,500	< 20,000 - 220,000
4 to 6 other lawyers	18%	80,934	79,762	21,000 - 140,000
6 to 10 other lawyers	9%	88,557	82,500	30,000 - 160,000
More than 10 other lawyers	5%	85,763	88,750	39,000 - 124,000

Table 1: Remuneration of Heads of Legal vs. Team Size (All remuneration is quoted in monthly AED)



4. Remuneration

4.1 Remuneration Heads of Legal (continued)

Influence of Language Skills

Table 2 demonstrates that the average remuneration for Heads of Legal with no Arabic language capability is around AED 11,000 per month higher than those fluent in Arabic.

Influencing factor	Replies	Average	Median	Range
Overall	100%	76,924	73,200	<20,000 - >210,000
Male	86%	78,044	73,200	<20,000 - >210,000
Female	14%	72,818	73,200	<20,000 - 150,000
No Arabic	44%	81,588	79,524	<20,000 - 200,000
Fluent Arabic	43%	70,480	66,000	<20,000 - 155,000
Fluent French	30%	81,403	79,215	<20,000 - 155,000
Fluent Arabic & French	17%	78,816	70,000	<20,000 - 155,000

Table 2: Remuneration of Heads of Legal vs. Influencing Factors (All remuneration is quoted in monthly AED)

Influence of Jurisdiction of Qualification

Heads of Legal who qualified in England and Wales are paid on average AED 93,808 versus AED 92,703 by their US counterparts. Those qualified in Canada average AED 72,637 and the Middle East AED 71,722. Heads of Legal qualified in Asia Pacific average AED 71,595, with those qualified in South (East) Asia trailing very far behind with an average salary of AED 39,200.

Country of jurisdiction	Replies	Average	Median	Range
England and Wales	26%	93,808	90,782	37,000 - 200,000
US	14%	92,703	90,135	36,800 - >210,000
Canada	4%	72,637	70,000	45,000 - 91,000
Middle East	26%	71,722	65,322	<20,000 - 155,000
Asia Pacific	10%	71,595	67,000	43,900 - 140,000
Europe	7%	68,732	66,375	30,000 - 115,000
North Africa	8%	53,646	55,000	<20,000 - 100,000
South (East) Asia	5%	39,200	37,350	<20,000 - 64,000

Table 3: Head of Legal as influenced by Jurisdiction of Qualification (All remuneration is quoted in monthly AED)

Abu Dhabi followed by Qatar pay the highest average salaries with Bahrain claiming seventh place.



4. Remuneration

4.1 Remuneration Heads of Legal (continued)

Influence of Arabic and Jurisdiction of Qualification

Arabic language skills combined with a Western qualification have a big influence on remuneration. Heads of Legal who are fluent in Arabic and who qualified in England & Wales are paid an average salary of AED 90,400 and if they qualified in the US, AED 84,658. Arabic speaking Heads of Legal who qualified in Middle East earn a much lower average of AED 71,722.

Influence of Residency

Average remuneration for a Head of Legal is highest in Abu Dhabi (AED 90,053), Qatar (AED 85,850), and then Kuwait (AED 76,848). Dubai comes in at fourth place with AED 76,267 followed by Saudi Arabia (AED 73,398), Oman (AED 61,156) and Bahrain (AED 58,969) at fifth, sixth and seventh positions respectively.

However, these salaries are skewed by both very low and high salaries (the highest salary was seen in Saudi Arabia, Abu Dhabi topped 200,000 with Dubai and Qatar both seeing salaries in excess of AED 150,000). Accordingly, in Table 3 we show the median remuneration.

Country of Residence	Replies	Average	Median
UAE - Abu Dhabi	15%	90,053	86,000
Qatar	10%	85,850	84,725
Kuwait	5%	76,848	79,524
UAE – Dubai	45%	76,267	70,000
Saudi Arabia	12%	73,398	64,592
Oman	5%	61,156	57,725
Bahrain	8%	58,969	46,274
UAE - Other Emirates	–	–	–

Table 4: Average and Median Salaries: Heads of Legal vs. Residency (All remuneration is quoted in monthly AED)



4. Remuneration

4.2 Remuneration Heads of Legal and PQE 16+ versus Industry Sector

Response levels are such that we are only able to provide an overview on how a particular industry sector influences remuneration at the senior end of the qualification spectrum namely Heads of Legal and PQE 16+. Combined these participants make up 237 out of 361 participants (66%).

Even though the Banking & Finance / Investment sector was (with the Real Estate & Construction sector) one of the industry sectors least likely to pay a bonus in 2010, in 2011 it reveals in the highest average salary at this level, overtaking the Oil & Gas sector which was the highest paying sector in 2010.

Table 4 shows average salaries in sectors where there are more than ten responses. Any industry sector that had fewer than eleven responses is shown under 'Other'. Not surprisingly the lowest average salary is seen in the still depressed Real Estate & Construction sector which showed an average salary of AED 72,214.

Industry	Replies	Average	Median	Range
Banking & Finance / Investment	23%	87,435	90,391	< 20,000 - 200,000
FMCG / Retail	5%	81,091	76,874	32,000 - 155,000
Oil & Gas / Heavy Engineering	13%	79,731	75,000	36,700 - 138,000
Other*	40%	76,169	69,500	< 20,000 - >220,000
IT / Telecoms	8%	75,515	77,715	37,000 - 132,000
Real Estate / Construction	11%	72,214	67,860	< 20,000 - 150,000

*Including but not limited to Aviation/Maritime, Mining & Metals, Energy & Utilities, Consulting / Professional Services, Healthcare / Pharmaceutical, IP / Media / Entertainment, Leisure / Hospitality and Transport / Logistics

Table 5: Remuneration Heads of Legal and PQE 16+ vs. Industry Sector (All remuneration is quoted in monthly AED)

Senior lawyers with 21+ PQE fare extremely well if they qualified in the US. Equally at this level of qualification, working in Saudi Arabia seems to be highly beneficial when it comes to securing competitive remuneration.

4. Remuneration

4.3 Remuneration PQE 21+

Forty nine participants (or 14%) are PQE 21+ (some of whom are Heads of Legal). Most (one third) qualified in England and Wales. The UAE is home to half (50%). Eighteen percent reside in Qatar and 14% in Saudi Arabia. The remainder reside in Bahrain, Kuwait and Oman. Over one third (37%) is fluent in Arabic. Average pay at this level is AED 87,310.

Influence of Jurisdiction of Qualification

The highest average salaries are paid to lawyers qualified in the US (AED 119,789) the Middle East (106,776) and England and Wales (AED 101,852). The lowest average salary is for lawyers qualified in North Africa (AED 54,696)

Influence of Residency

At this level the highest average salaries are in Saudi Arabia (AED 96,949) closely followed by Qatar at AED 95,420, Abu Dhabi at AED 84,608, and Dubai at AED 81,824. Bahrain has the lowest average salary at AED 81,506.

Influence of Language Skills

Surprisingly at this level, no Western qualified lawyers are fluent in Arabic. The average salary for fluent Arabic speaker qualifying in the Middle East is AED 106,776 versus AED 92,179 for a non Arabic speaker.

Influencing factor	Replies	Average	Median	Range
Overall	100%	87,310	80,000	<20,000 - 220,000
Male	92%	86,708	79,524	<20,000 - 220,000
Female	8%	97,610	89,950	75,000 - 133,000
No Arabic	41%	92,179	82,205	45,000 - 138,000
Fluent Arabic	37%	69,163	62,144	42,000 - 155,000
Fluent French	24%	104,944	109,163	<20,000 - 155,000
Fluent Arabic & French	10%	89,632	79,524	<20,000 - 155,000

Table 6: Remuneration PQE 21+ as influenced by Gender and Languages (All remuneration is quoted in monthly AED)



4. Remuneration

4.4 Remuneration PQE 16 - 20

Seventy participants (or 19%) are 16 to 20 years qualified (19%) (some of whom are Heads of Legal). The largest proportion qualified the Middle East (24%) followed by England & Wales (18%), the US and Asia Pacific. The UAE is home to 61% and 41% are fluent in Arabic. Average pay at this level is AED 77,650.

Influence of Jurisdiction of Qualification

On average US qualified lawyers earn more than their England and Wales counterparts (AED 96,541 vs. AED 88,789). They are followed by lawyers qualified in Europe averaging AED 79,474 and Asia Pacific averaging AED 73,091. A lawyer qualified in the Middle East or North Africa attracts the lowest average salaries (AED 72,835 and AED 50,699 respectively).

Influence of Residency

The highest average salaries are in Abu Dhabi (AED 95,235), followed by Qatar (AED 81,587), Dubai (AED 74,328) and Kuwait (AED 73,767). Saudi Arabia (AED 59,427) and Bahrain (AED 59,414) have the lowest average salaries.

Influence of Language Skills

At this level of PQE, there is only a slight difference in pay between fluent Arabic and non-Arabic speaking lawyers. The average salary for a lawyer fluent in Arabic is AED 77,412 versus a slightly higher average salary of AED 78,550 for non Arabic speakers.

Influencing factor	Replies	Average	Median	Range
Overall	100%	77,650	74,000	27,000 - 160,000
Male	77%	80,093	76,874	27,000 - 160,000
Female	25%	70,000	68,320	30,000 - 120,000
No Arabic	49%	78,550	75,729	30,000 - 160,000
Fluent Arabic	42%	77,412	70,000	27,000 - 155,000
Fluent French	30%	82,294	78,905	35,000 - 155,000
Fluent Arabic & French	16%	89,381	85,333	48,500 - 155,000

Table 7: Remuneration PQE 16 -20 as Influenced by Gender and Languages (All remuneration is quoted in monthly AED)

The average salary at PQE 12 – 15 is AED 70,074. However combine a US qualification and fluency in Arabic and that average leaps up to AED 84,738.



4. Remuneration

4.5 Remuneration PQE 12 – 15

Ninety-one participants (or 25%) are 12 to 15 years qualified (some of whom are Heads of Legal). Most qualified in England and Wales (29%) followed by the Middle East (23%). The UAE is home to 66%. 42% are fluent in Arabic and 13% are fluent in both Arabic and French. Average pay at this level is AED 70,074.

Influence of Jurisdiction of Qualification

US qualified lawyers boast the highest average salary of AED 95,502. Lawyers who qualified in England and Wales follow with an average salary of AED 84,903. Lawyers who qualified in Asia Pacific come in next at AED 66,786, the Middle East at AED 64,990 and Europe at AED 56,998. The lowest salaries are paid to lawyers who qualified in North Africa and South East Asia.

Influence of Residency

Dubai leads the way in the pay stakes this year with an average salary of AED 74,057. Abu Dhabi follows closely behind with an average salary of AED 73,221, and Saudi Arabia with an average salary of AED 70,308. Kuwait comes in at fourth place at AED 65,454.

Influence of Language Skills

The average salary for a fluent Arabic speaker is AED 62,256 but combine fluency in Arabic and a Western qualification and the average increases significantly. The average salary for a fluent Arabic speaker qualified in the US is AED 84,738. However at this level being a Western qualified Arabic speaker does not always guarantee you are at the top of the pay ladder as a large number of participants at this level have no Arabic language capability and their average pay is still AED 81,327. However throw into the mix those qualified in South (East) Asia and the average is brought down significantly to AED 78,407. A fluent Arabic speaker qualified in the Middle East has an average salary of AED 64,109.

Influencing factor	Replies	Average	Median	Range
Overall	100%	70,074	68,000	<20,000 - 150,000
Male	79%	71,296	69,375	<20,000 - 140,000
Female	21%	65,572	61,000	45,000 - 150,000
No Arabic	43%	78,407	77,500	33,000 - 140,000
Fluent Arabic	42%	62,256	63,667	<20,000 - 137,500
Fluent French	25%	74,089	68,000	40,000 - 137,500
Fluent Arabic & French	13%	72,633	66,074	40,000 - 137,500

Table 8: Remuneration PQE 12 - 15 as influenced by Gender and Languages (All remuneration is quoted in monthly AED)



4. Remuneration

4.6 Remuneration PQE 9 -11

Sixty participants (17%) are 9 to 11 years qualified (a small number of which are Heads of Legal). Most are qualified in England and Wales or the Middle East. The UAE is home to 61%. Forty per cent are fluent in Arabic.

Influence of Jurisdiction of Qualification

Average remuneration at this level is AED 65,869. Canadian qualified lawyers boast the highest average pay at AED 78,344. Lawyers qualified in England and Wales average AED 76,995, Asia Pacific AED 76,464, and the US AED 73,946. A qualification from the Middle East shows an average salary of AED 49,000 but this is skewed by some very low salaries. Certainly a fluent Arabic speaker qualified in the Middle East at this level can earn excess of AED 100,000.

Influence of Residency

This year Abu Dhabi paid the highest average salary of AED 87,905 displacing Qatar into second place with a much lower average salary of AED 69,590. Saudi Arabia comes in at third place at AED 68,317, and Dubai fourth at AED 63,950.

Influence of Language Skills

There is a significant difference in average salary at this level between Arabic and non-Arabic speakers. Non Arabic speakers on average earn AED 71,615 and fluent Arabic speakers earn AED 58,132.

Influencing factor	Replies	Average	Median	Range
Overall	100%	65,869	62,441	48,000 - 200,000
Male	82%	70,238	65,641	48,000 - 200,000
Female	18%	44,781	45,000	<20,000 - 97,000
No Arabic	49%	71,615	65,781	25,000 - 200,000
Fluent Arabic	39%	58,132	53,690	<20,000 - 133,000
Fluent French	28%	72,521	72,621	<20,000 - 133,000
Fluent Arabic & French	16%	60,051	63,721	<20,000 - 133,000

Table 9: Remuneration PQE 9 -11 as influenced by Gender and Languages (All remuneration is quoted in monthly AED)

At the 6 – 8 PQE level almost three quarters of participants reside in the UAE and a healthy 38% are fluent in Arabic. The average salary at this level is AED 53,152.



4. Remuneration

4.7 Remuneration PQE 6 – 8

Sixty-one participants (17%) are 6 to 8 years qualified. The UAE is home to 69%. Thirty eight per cent are fluent in Arabic. Average pay at this level is AED 53,152.

Influence of Jurisdiction of Qualification

At this level there is a smaller differential in average pay between different jurisdictions of qualification. The overall average pay at this level is AED 53,152. The highest average salary at this level is earned by lawyers with a US qualification at AED 67,085 with the lowest salary coming in at AED 34,490 for lawyers qualified in South (East) Asia.

Influence of Residency

Qatar remains on top for the highest average salary at this level at AED 69,665. Abu Dhabi is next at AED 59,364, followed by Saudi Arabia AED 55,701. Bahrain edges ahead of Dubai in at fourth place with an average salary of AED 51,077 against an average salary of AED 50,132 for Dubai based lawyers.

Influence of Language Skills

A fluent Arabic speaker who qualified in the US has an average salary of AED 58,981 versus a non-Arabic speaker who has an average salary of AED 53,767.

Influencing factor	Replies	Average	Median	Range
Overall	100%	53,152	50,876	<20,000 - 122,000
Male	66%	56,238	50,752	<20,000 - 122,000
Female	34%	47,273	50,000	<20,000 - 73,000
No Arabic	44%	53,767	50,752	<20,000 - 100,000
Fluent Arabic	38%	52,757	51,000	<24,000 - 122,000
Fluent French	21%	54,088	50,000	<40,000 - 100,000
Fluent Arabic & French	10%	49,433	49,100	<40,000 - 60,000

Table 10: Remuneration PQE 6-8 as influenced by Gender and Languages (All remuneration is quoted in monthly AED)



4. Remuneration

4.8 Remuneration PQE 4 – 5

Only twenty-three participants (6%) are 4 to 5 year qualified. Less than a quarter are fluent in Arabic. A third qualified in England & Wales. The average salary at this level is AED 39,105.

Influence of Jurisdiction of Qualification

Lawyers who qualified in England and Wales have a higher average salary of AED 46,233 versus AED 35,309 who qualified elsewhere in the world.

Influence of Residency

Average remuneration in Abu Dhabi is the highest at AED 50,517, followed by Dubai at AED 40,000, Bahrain at AED 27,799 and Kuwait at AED 22,532.

Influence of Language Skills

There is a significant difference in average salary between Arabic speaking and non-Arabic speaking lawyers at this level. Non-Arabic speaking lawyers earn on average AED 40,867 whilst fluent Arabic speakers earn on average AED 24,128. However the numbers at this level are so few it is hard to see how meaningful these figures are.

Influencing factor	Replies	Average	Median	Range
Overall	100%	39,105	40,610	<20,000 - 60,000
Male	61%	39,244	45,438	<20,000 - 60,000
Female	39%	38,889	39,904	27,800 - 60,000
No Arabic	65%	40,867	41,466	23,500 - 60,000
Fluent Arabic	17%	24,128	17,399	<20,000 - 50,000
Fluent French	35%	32,726	33,000	<20,000 - 50,000
Fluent Arabic & French	100%	39,105	40,610	<20,000 - 60,000

Table 11: Remuneration PQE 4 -5 as influenced by Gender and Languages (All remuneration is quoted in monthly AED)

Working in the Oil & Gas / Heavy Engineering sector seems to give lawyers the best chance of receiving a bonus. Those most likely to be disappointed (for the second year running) are working in the Real Estate & Construction sector.



5. Bonuses

Table 12 shows that 68% of participants received a bonus for the year ending 2010 (up from 53% in 2009). Seventy nine percent of participants expect to receive a bonus for the year ending 2011. As Table 12 shows, the most likely bonus in 2010 was 11% to 20% (and whilst the Table 12 does not show it, lawyers with up to 8 years PQE in general received lower bonuses than their more senior counterparts). The results also show that in 2010 the more senior you were the more likely it was that you would receive a bonus.

Influencing factor	Received by	0 - 10%	11 - 20%	21 - 30%	31 - 50%	50%+
Overall	68%	18%	32%	19%	15%	16%
Head of Legal	72%	15%	27%	21%	17%	20%
PQE 21+	69%	12%	21%	26%	24%	18%
PQE 16-20	81%	19%	24%	20%	19%	18%
PQE 12-15	70%	14%	31%	22%	15%	18%
PQE 9-11	64%	13%	45%	13%	13%	16%
PQE 6-8	54%	33%	44%	17%	3%	3%
PQE 4-5	60%	33%	42%	8%	-	16%

Table 12: Bonuses in 2010

Table 13 shows that in 2010, working in Oil & Gas/Heavy Engineering meant participants were the most likely to receive a bonus (83%). The level of bonus in the Oil & Gas/Heavy Engineering sector was also likely to be quite healthy with almost a third receiving a bonus of 20%. Participants in the Real Estate/Construction sector were most likely to be disappointed because less than a third received a bonus.

Industry Sector	Received by	0 - 10%	11 - 20%	21 - 30%	31 - 50%	50%+
Oil & Gas / Heavy Engineering	82%	17%	50%	19%	8%	6%
IP / Media / Entertainment	79%	46%	27%	27%	-	-
Energy / Utilities	78%	29%	21%	29%	14%	7%
FMCG / Retail	72%	15%	46%	8%	15%	15%
IT / Telecoms	67%	-	25%	35%	20%	20%
Overall	65%	18%	32%	20%	15%	15%
Banking & Finance / Investment	65%	13%	26%	13%	30%	19%
Other	65%	21%	33%	18%	9%	19%
Real Estate / Construction	46%	19%	25%	25%	13%	19%

Table 13: Bonuses in 2010 as influenced by Industry Sector.

NB: Only sectors with a minimum of 11 participants specified otherwise sector is grouped under 'Other'



6. Satisfaction

The Charts below indicate 56% of participants are satisfied or very satisfied with their remuneration and 75% satisfied or very satisfied with their jobs. Of the 56% of participants who are satisfied or very satisfied with their remuneration, 8% are not actually happy in their jobs.

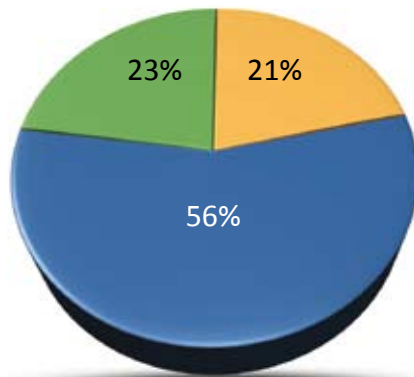





Chart 1: Remuneration Satisfaction

-  Satisfied or very satisfied
-  Dissatisfied or very dissatisfied
-  Neither satisfied nor dissatisfied

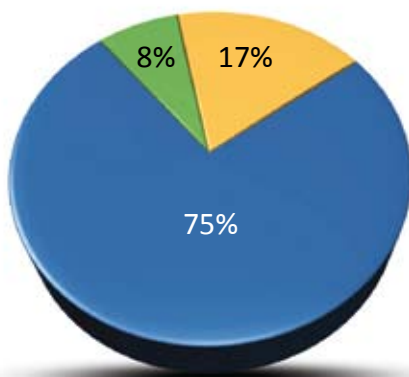





Chart 2: Job Satisfaction

-  Satisfied or very satisfied
-  Dissatisfied or very dissatisfied
-  Neither satisfied nor dissatisfied

Despite the ongoing economic downturn almost 50% of Heads of Legal said they expect to recruit in 2012.



7. Redundancies and Recruitment

Despite the ongoing economic crisis, only 6% of Heads of Legal state redundancies had been or might be made in their Legal departments in 2011 in contrast to 10% in 2010, and 24% in 2009. Looking forward, things look like they might go well in 2012 compared to what is happening in the rest of the world as 46% of Heads of Legal anticipate recruiting lawyers this year.

8. Pay Reviews

One third of participants last had a pay review in 2010 (so over a year ago) and of those only half received a pay rise (half were told their pay was staying the same). Things seem to have improved in 2011 because two thirds had a pay review in 2011 and of these the vast majority (85%) received a pay increase (the remaining 15% saw their pay frozen). Of those that received a pay rise in 2011 a lucky few saw their pay double but the vast majority (50%) were reviewed by up to 10%.



9. Changing Jobs

A fifth (19%) of participants changed jobs in last 12 months. Most (almost 70%) indicate that their job change came as the result of a better opportunity (and this doesn't necessarily mean more money). Only a few say were made redundant and only 6% moved because they were offered more money. Despite the large majority of participants stating that they are satisfied with their jobs and/or remuneration, almost 40% still say they will consider changing jobs in 2012 and more money looks to be a motivating factor.

When asked what would make participants leave their current employer, almost half (48%) say higher remuneration would. In contrast 29% think a better environment would make them pursue another opportunity, 22% more job stability and 13% better training.

When asked what would make participants leave their current employer, half say more money would but a better environment (29%) or promotion (20%) are also important factors.

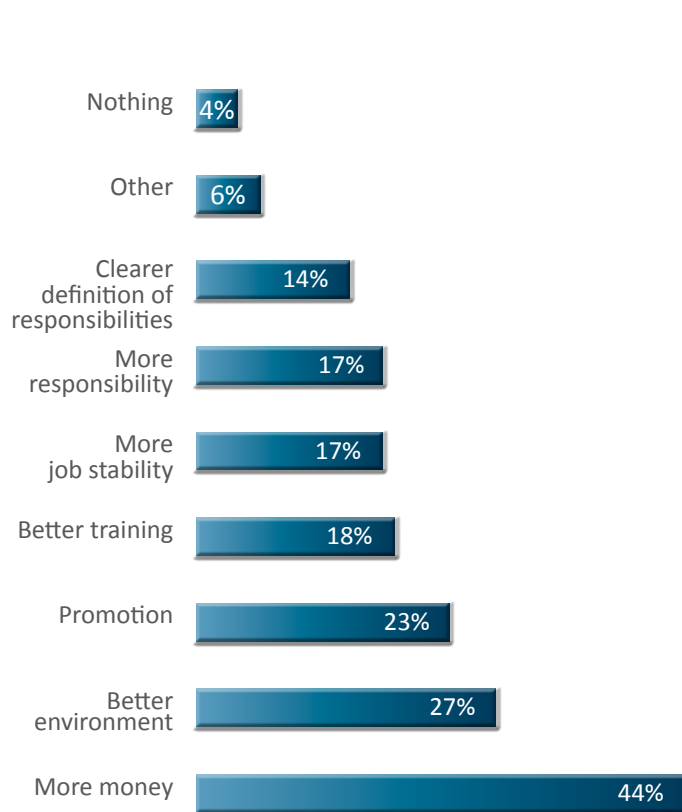


Chart 3: Reasons for staying with current employer

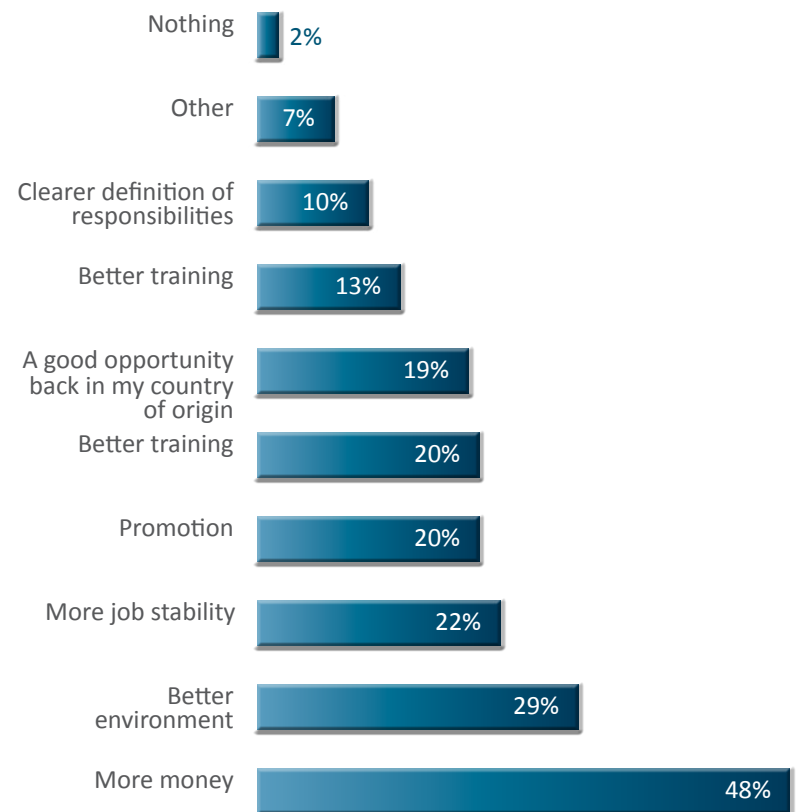


Chart 4: Reasons for leaving current employer

Almost two thirds of participants are feeling optimistic about 2012 although a quarter said they are feeling less optimistic than last year.



10. Optimism

When asked whether they feel optimistic or pessimistic about the 2012 economic prospects of the GCC country they are residing in, 61% say they are optimistic, 9% are pessimistic and 30% say neither or don't know. We asked participants how this compares to how they felt last year and 38% say it is the same as they felt last year, 24% say they are feeling less optimistic than last year and 35% say they are feeling more optimistic than last year.

How optimistic are you about the economic prospects for GCC country you are residing in over the next twelve months?

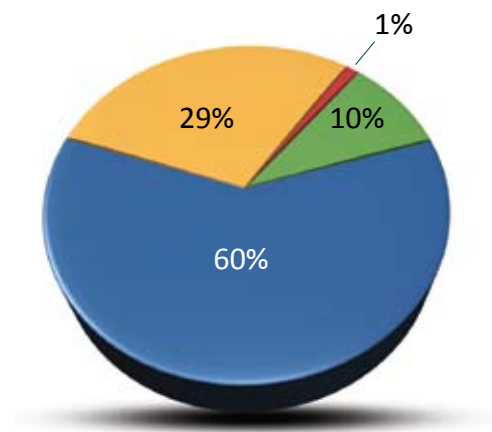






Chart 5: Optimism vs. Pessimism

-  Very optimistic or somewhat optimistic
-  Quite pessimistic or very pessimistic
-  Neither optimistic nor pessimistic
-  Don't know



11. Commitment to the GCC

When asked how much longer they want to remain in the GCC, participants continue to show a real commitment. Twenty eight percent want to stay for up to another five years, and 39% indicate that they plan to stay as long as they are happy with their job and/or remuneration. The number saying they hope to stay until retirement is 13%, up from 7% in 2011. Given 49% of participants qualified in either England & Wales, elsewhere in Europe or the US this last statistic perhaps reflects the ongoing worry felt by talk of a Euro collapse or double dip recession – indicating lawyers qualified in these jurisdictions are reticent to head home until they are financially secure.

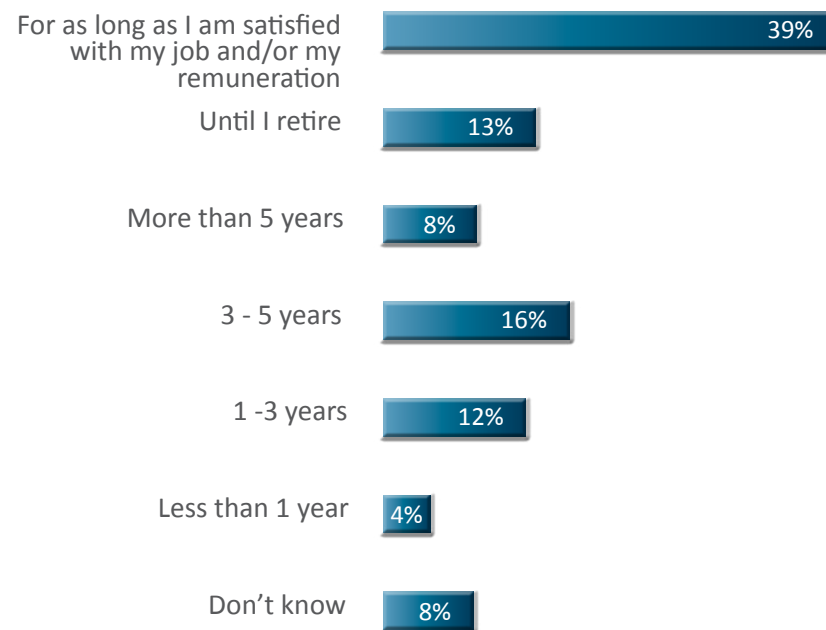


Chart 6: Commitment to staying in the GCC

The UAE continues to be the most favoured country to live and work in. However Qatar's popularity is on the rise with almost two thirds of participants open to working there (a jump up from last year).



12. Country Popularity Index

Dubai and Abu Dhabi remain by far the preferred places to live and work with 93% and 80% affirmative responses. Qatar's popularity has increased considerably since last year with 63% as opposed to 40% in 2010 open to working there. Forty three percent would consider working in Oman (up from 36% last year) and 22% would consider working in Saudi Arabia (up from 13% last year). Kuwait too has seen an increase in participants open to working there rising from 10% in 2011 to 19% in 2012. Bahrain's popularity has dropped from 44% in 2011 to 34% in 2012.

Positions are starting to emerge in Iraq so we asked participants if they would consider working there. Only 5% said they would.

Which GCC countries would you consider working in?

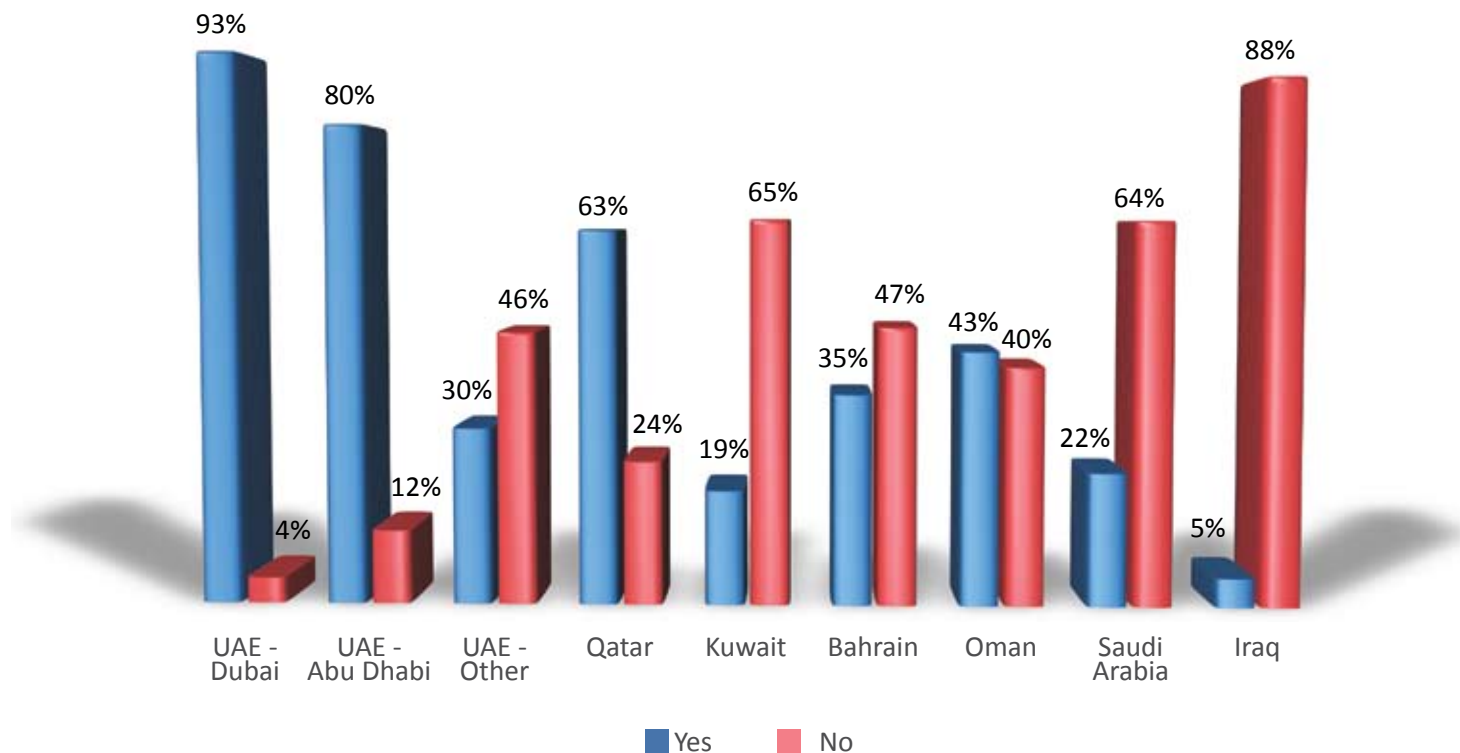


Chart 7: Country Popularity Index

Our Track Record Includes

General Counsel, major Bank, Kuwait
General Counsel, Transport & Logistics sector, Oman
General Counsel, Transport & logistics sector, UAE
General Counsel, Real Estate Major, UAE
General Counsel, Sovereign Wealth Fund, UAE
General Counsel, Asset Manager, UAE
General Counsel, Private Family Office, UAE
General Counsel, major Education Provider, UAE
General Counsel, prominent Islamic Investment Bank, UAE
General Counsel, Private Equity House, UAE
Chief Legal Counsel, Mining & Metals Company, UAE
Chief IP Counsel, global FMCG Company, UAE
Head of Legal, major Regional Conglomerate, UAE
Head of Legal, FTSE 100 Hotel Group, UAE

Senior Legal Counsel, Fortune 500 Company, Qatar
Senior Legal Counsel, FTSE 100 global Beverage Company, Saudi Arabia
Senior Legal Counsel, Fortune 500 Company, Turkey
Senior Legal Counsel, Oil Major, UAE
Senior Legal Counsel, prominent Islamic Investment Bank, UAE
Senior Legal Counsel, FTSE 100 global Beverage Company, UAE
Senior Legal Counsel, Private Equity House, UAE
Senior Legal Counsel, Aviation sector, UAE
Senior Legal Counsel, FTSE 100 FMCG, UAE
Senior Construction Counsel, major Real Estate Developer, UAE
Senior Legal Counsel, Media sector, UAE
Senior Real Estate Counsel, Media sector, UAE
Legal Counsel, global Oil & Gas Services Company, India
Legal Manager, prominent Real Estate Company, UAE
Legal Counsel, Mining & Metals Company, UAE
Legal Counsel, Transport & Logistics sector, UAE

Here is what some of our clients say about us

Nicholas Fisher, CEO, Oman Shipping Company S.A.O.C.

“From the outset, Elizabeth exhibited a strong sense of urgency and detail in understanding our requirements making our final selection process pleasingly difficult. Their dogged determination to reach our goal, with constant follow up throughout the process, gave my team a strong sense of comfort and confidence for a successful outcome. Would we use EWS again? Yes absolutely.”

Khalid Khan, General Counsel, Gulf Investment Corporation

“Elizabeth Williams is the most effective executive search specialist I’ve come across in over 12 years in the region. She’s bright, incredibly hard-working, and totally committed to finding the right person...Her scrupulous attention to detail and personal integrity is rare and refreshing. It’s reassuring to know she’s interested in building a long-term relationship, rather than simply chasing a fee for a one-off transaction.”

Ibrahim Nassir, HR Director, Dubai Aluminum

“Elizabeth, who is always prompt, understood our needs and, ... with her wide network both domestically and internationally, did a meticulous job providing us with resumes of candidates of the right calibre. During the process, from inception to finalizing the candidates’ acceptances, her services were far above our expectations and we look forward to involving her on future assignments.”

Peter Davison, former Area Legal Counsel (Middle East), British American Tobacco

“I needed a lawyer for a challenging assignment and Elizabeth played a huge role in understanding my requirements in securing the right candidate. Not only did she immediately understand the type of experience I was looking for but also the type of person that would fit with us. She approached the brief with great professionalism and knowledge but also with great honesty and good humour. I thoroughly recommend her to others looking for lawyers in the Middle East.”

Rania Rizk, VP and Chief Legal Counsel, PepsiCo International, MEA Region

“As my recruiter of choice, Elizabeth has delivered on multiple mandates for PepsiCo International including five senior attorneys, two in the more challenging market of Saudi Arabia. Working with Elizabeth, I am confident that candidates will be screened for technical skill and organizational fit. Elizabeth’s reputation for diligent and thoughtful placements is well founded. I recommend her to anyone seeking to source the best talent in the market”

Greg Sweeting, Chief Legal Officer, Twofour54

“Elizabeth is an extremely focused, hands on and tenacious recruiter who bases her work on thorough research of the client, the market and candidates. This approach is rare in the UAE legal market place, which she was the first to service locally in a truly professional manner seven years ago. I have been extremely happy with the searches Elizabeth has undertaken for me and her track record has been 100%. I will continue to work with Elizabeth as new recruitment needs arise.”

Tim Frost, Head of Legal, Al Tayer Group

“One of Elizabeth’s distinguishing features is that she listens fully to each brief and refuses to propose candidates that do not fit client requirements. She is tenacious, locally experienced, refreshingly straight-forward in her approach and always approaches instructions with enthusiasm. I would have no hesitation recommending her.”

