

JANUARY 2009

SALARY BENCHMARKS

**GULF COOPERATIVE COUNCIL
SIX-COUNTRY, 3-YEAR SALARY BENCHMARKS
2007 TO 2009**



INTRODUCTION

In the following pages we have compiled a 3-year tabulation of salary benchmarks for the six countries in the Gulf Cooperative Council (GCC). Data used in this white paper were sourced from surveys published annually by a leading publication, Gulf Business.

IMPORTANT TO NOTE

Stanton Chase has presented data published over three years in one comparative page for a number of positions. While not all positions are covered, we still believe this should give you a benchmark which you can use against the positions that you need to fill.

Mind the Gap

We would like you to be mindful of the difference in sector offerings in salary which can vary dramatically from this tabulation. We believe this data is an indication that should be taken into consideration for initial benchmarking purposes.

It is important for readers to note that the indicated salary amounts reflect basic monthly salaries only and do not include any other living allowances, benefits, bonuses, commissions or other perks, whether financial or non financial. Each column, though listed under a specific year, reflects the benchmark of the previous year, and the year mentioned in the column is the year it was published. The data is always published in January of that year to reflect previous year results. For example the column entitled 2007 is data reflecting the average in 2006, and so on. We have also added a column between each annual data column which indicates the percentage increase or decrease (change) from the previous year.

STANTON CHASE INTERNATIONAL

If, as an employer, you would like to receive in-depth data on a specific role, Stanton Chase can provide you with our insight drawn from information we maintain in our databases and from the data of our internal research teams who are continuously connected to the market. A detailed report on a specific role would include a concise analysis on salary benchmarks, the role itself, in as wide a domain to encompass multiple sectors or in as specific a focus as a single subsector, such as big-box retail, oil and gas refineries, soft drinks, energy drinks, juice and dairy. Please note that these subsectors are listed by way of example only to demonstrate the focus we can deliver, and should not be construed as a limitation.

ABOUT THE PRESENTATION OF DATA

Each country is represented in four different tables and pages, due to the nature of the categories of the GCC's workforce. While the data was published originally in a different tabular format split in those four workforce categories, we have opted to present a different approach to outline a country-by-country overview. The data reflects the fact that specific positions are based in specific countries and shows a comparison across the four categories within each country of the GCC region.

The countries that are covered in this report make up the total of the six GCC countries that include: Saudi Arabia, United Arab Emirates (UAE), Kuwait, Qatar, Bahrain, and Oman. The four categories of

employees that are represented in the data are: Arab Nationals, Arab Expats, Asian Expats, and Western Expats.

DEFINITIONS AND CLARIFICATIONS OF EMPLOYEE CATEGORIES

Here are some definitions and clarifications that you should be mindful of as you sift through the data.

Arab Nationals

In each of the six represented countries in this white paper, an Arab National would refer to that group of people who are nationals of that country. For example in Saudi Arabia, the Arab Nationals table will refer to Saudi Nationals, and in the UAE that Arab Nationals table will refer to Emirati Nationals. There may be some minimal crossover in the analysis, such as some Saudis may have been surveyed and included under the UAE tabulation if they were found to be employed in the UAE; however, as the crossover is so minimal, the impact it has on the accuracy of the data is so minimal that it is negligible.

Arab Expats

This group refers to nationals of Arabic speaking countries outside of the GCC countries. Arab expats are defined as employees who are originally from Lebanon, Syria, Jordan, Egypt, Morocco, Algeria, Sudan, Yemen, and other such countries.

Asian Expats

This group refers to nationals recognized in this region as coming from Asian countries primarily in reference to employees from countries such as India, Pakistan, Afghanistan, Philippines, Singapore, China etc... It is important to note that Australia and New Zealand are not included in this data compilation as it may have misrepresented the group and drastically skewed the data. Those two countries are represented under the Western Expat tabulation.

Western Expats

This group refers to all the Western European, American, Canadian, and Australian working population.

We hope you find this information helpful. Please let me know if Stanton Chase can assist you with our Role Analysis Reports which can be very comprehensive, both on the compensation side as well as on the purpose, responsibilities, and requirements, of specific roles which you are considering to hire for or introduce into your organizations. Don't hesitate to contact me if you have any questions on Stanton Chase's Role Analysis Reports – a service that is intended to complement Stanton Chase's core Executive Search Services.

Sincerely,

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THE KINGDOM OF SAUDI ARABIA – ARAB NATIONALS

Role	Arab Nationals				
	2007	Change	2008	Change	2009
CEO/MD - Sales \$50 million+	\$28,000	25.00%	\$35,000	22.86%	\$43,000
CEO/MD - Sales \$10-15 million	\$23,500	27.66%	\$30,000	33.33%	\$40,000
CEO/MD - Sales \$1-10 million	\$19,000	5.26%	\$20,000	55.00%	\$31,000
General Manager - Multinational Company	\$22,000	-4.55%	\$21,000	-33.33%	\$14,000
General Manager - Local Company	\$18,000	-13.89%	\$15,500	-9.68%	\$14,000
Human Resources - Head of	\$10,500	14.29%	\$12,000	58.33%	\$19,000
Information Technology - Head of	\$10,000	0.00%	\$10,000	70.00%	\$17,000
Sales/Marketing - Head of a Multinational Company	\$11,500	30.43%	\$15,000	-6.67%	\$14,000
Sales/Marketing - Head of a Local Company	\$10,600	32.08%	\$14,000	14.29%	\$16,000
Hotel - General Manager	\$7,500	12.00%	\$8,400	66.67%	\$14,000
Accountant	-	-	\$11,000	-36.36%	\$7,000
Sales Manager	\$11,000	9.09%	\$12,000	-16.67%	\$10,000
Business Development - Manager	\$13,400	4.48%	\$14,000	7.14%	\$15,000
Real Estate - Manager	\$11,000	9.09%	\$12,000	8.33%	\$13,000
Banking - Head of Operations	-	-	-	-	\$15,000
Banking - Branch Manager	\$13,000	7.69%	\$14,000	-14.29%	\$12,000
Banking - Treasury Manager	\$19,000	0.00%	\$19,000	-5.26%	\$18,000
Banking - Retail/Personal Banking Manager	\$16,000	0.00%	\$16,000	-6.25%	\$15,000
Media - Advertising Creative Director	\$12,000	8.33%	\$13,000	-23.08%	\$10,000
Media - Public Relations Director	\$11,000	9.09%	\$12,000	-20.83%	\$9,500
Media - Publishing Editor	\$9,000	0.00%	\$9,000	22.22%	\$11,000
Construction - Project Manager/Chief Engineer	\$13,000	30.77%	\$17,000	5.88%	\$18,000
Executive Secretary/PA	\$5,700	-3.51%	\$5,500	-36.36%	\$3,500

THE KINGDOM OF SAUDI ARABIA – ARAB EXPATS

Role	Arab Expats				
	2007	Change	2008	Change	2009
CEO/MD - Sales \$50 million+	\$29,600	18.24%	\$35,000	14.64%	\$40,125
CEO/MD - Sales \$10-15 million	\$25,000	20.00%	\$30,000	17.50%	\$35,250
CEO/MD - Sales \$1-10 million	\$17,000	17.65%	\$20,000	25.00%	\$25,000
General Manager - Multinational Company	\$17,500	20.00%	\$21,000	-13.93%	\$18,075
General Manager - Local Company	\$13,250	16.98%	\$15,500	-3.79%	\$14,913
Human Resources - Head of	\$10,000	20.00%	\$12,000	28.33%	\$15,400
Information Technology - Head of	\$10,250	-2.44%	\$10,000	27.50%	\$12,750
Sales/Marketing - Head of a Multinational Company	\$13,000	15.38%	\$15,000	-2.50%	\$14,625
Sales/Marketing - Head of a Local Company	\$12,000	16.67%	\$14,000	7.50%	\$15,050
Hotel - General Manager	\$7,000	20.00%	\$8,400	28.93%	\$10,830
Accountant	\$9,250	18.92%	\$11,000	-24.32%	\$8,325
Sales Manager	\$10,000	20.00%	\$12,000	-9.17%	\$10,900
Business Development - Manager	\$12,000	16.67%	\$14,000	0.36%	\$14,050
Real Estate - Manager	\$10,000	20.00%	\$12,000	3.33%	\$12,400
Banking - Head of Operations	-	-	-	-	\$19,268
Banking - Branch Manager	\$12,250	14.29%	\$14,000	-17.50%	\$11,550
Banking - Treasury Manager	\$17,000	11.76%	\$19,000	-21.45%	\$14,925
Banking - Retail/Personal Banking Manager	\$14,500	10.34%	\$16,000	-31.56%	\$10,950
Media - Advertising Creative Director	\$11,500	13.04%	\$13,000	-11.73%	\$11,475
Media - Public Relations Director	\$10,000	20.00%	\$12,000	-9.17%	\$10,900
Media - Publishing Editor	\$7,000	28.57%	\$9,000	10.28%	\$9,925
Construction - Project Manager/Chief Engineer	\$15,000	13.33%	\$17,000	1.62%	\$17,275
Executive Secretary/PA	\$4,700	17.02%	\$5,500	-18.85%	\$4,463

THE KINGDOM OF SAUDI ARABIA – ASIAN EXPATS

Role	Asian Expats				
	2007	Change	2008	Change	2009
CEO/MD - Sales \$50 million+	\$26,000	15.38%	\$30,000	20.83%	\$36,250
CEO/MD - Sales \$10-15 million	\$22,000	18.18%	\$26,000	24.81%	\$32,450
CEO/MD - Sales \$1-10 million	\$16,000	18.75%	\$19,000	23.29%	\$23,425
General Manager - Multinational Company	\$15,500	19.35%	\$18,500	-15.47%	\$15,638
General Manager - Local Company	\$10,500	19.05%	\$12,500	-2.50%	\$12,188
Human Resources - Head of	\$9,000	11.11%	\$10,000	32.50%	\$13,250
Information Technology - Head of	\$9,500	-5.26%	\$9,000	29.72%	\$11,675
Sales/Marketing - Head of a Multinational Company	\$11,000	13.64%	\$12,500	-2.50%	\$12,188
Sales/Marketing - Head of a Local Company	\$9,500	5.26%	\$10,000	17.50%	\$11,750
Hotel - General Manager	\$5,000	10.00%	\$5,500	48.42%	\$8,163
Accountant	\$4,500	22.22%	\$5,500	-15.22%	\$4,663
Sales Manager	\$6,000	-16.67%	\$5,000	17.50%	\$5,875
Business Development - Manager	\$9,000	5.56%	\$9,500	15.40%	\$10,963
Real Estate - Manager	\$9,000	5.56%	\$9,500	4.87%	\$9,963
Banking - Head of Operations	-	-	-	-	\$13,840
Banking - Branch Manager	\$11,000	9.09%	\$12,000	15.00%	\$13,800
Banking - Treasury Manager	\$15,000	10.00%	\$16,500	2.96%	\$16,988
Banking - Retail/Personal Banking Manager	\$13,000	7.69%	\$14,000	2.14%	\$14,300
Media - Advertising Creative Director	\$7,500	13.33%	\$8,500	-1.32%	\$8,388
Media - Public Relations Director	\$7,500	13.33%	\$8,500	-1.32%	\$8,388
Media - Publishing Editor	\$4,000	25.00%	\$5,000	37.50%	\$6,875
Construction - Project Manager/Chief Engineer	\$7,000	14.29%	\$8,000	32.50%	\$10,600
Executive Secretary/PA	\$2,200	13.64%	\$2,500	5.52%	\$2,638

THE KINGDOM OF SAUDI ARABIA – WESTERN EXPATS

Role	Western Expats				
	2007	Change	2008	Change	2009
CEO/MD - Sales \$50 million+	\$28,000	17.86%	\$33,000	19.62%	\$39,475
CEO/MD - Sales \$10-15 million	\$26,000	15.38%	\$30,000	20.83%	\$36,250
CEO/MD - Sales \$1-10 million	\$19,000	15.79%	\$22,000	23.41%	\$27,150
General Manager - Multinational Company	\$17,500	16.57%	\$20,400	-10.64%	\$18,230
General Manager - Local Company	\$13,300	12.78%	\$15,000	0.83%	\$15,125
Human Resources - Head of	\$12,400	4.84%	\$13,000	26.73%	\$16,475
Information Technology - Head of	\$11,000	13.64%	\$12,500	21.50%	\$15,188
Sales/Marketing - Head of a Multinational Company	\$11,750	19.15%	\$14,000	3.93%	\$14,550
Sales/Marketing - Head of a Local Company	\$10,500	16.67%	\$12,250	18.73%	\$14,544
Hotel - General Manager	\$9,000	8.33%	\$9,750	24.16%	\$12,106
Accountant	\$10,000	15.00%	\$11,500	-16.41%	\$9,613
Sales Manager	\$10,000	5.00%	\$10,500	0.36%	\$10,538
Business Development - Manager	\$11,500	19.57%	\$13,750	8.41%	\$14,906
Real Estate - Manager	\$9,350	17.65%	\$11,000	12.05%	\$12,325
Banking - Head of Operations	-	-	-	-	\$17,613
Banking - Branch Manager	\$16,000	-6.25%	\$15,000	15.00%	\$17,250
Banking - Treasury Manager	\$20,000	-2.50%	\$19,500	7.50%	\$20,963
Banking - Retail/Personal Banking Manager	\$17,000	-5.88%	\$16,000	8.28%	\$17,325
Media - Advertising Creative Director	\$12,000	8.33%	\$13,000	-7.88%	\$11,975
Media - Public Relations Director	\$10,000	20.00%	\$12,000	-5.00%	\$11,400
Media - Publishing Editor	\$8,625	18.84%	\$10,250	8.72%	\$11,144
Construction - Project Manager/Chief Engineer	\$14,000	28.57%	\$18,000	4.72%	\$18,850
Executive Secretary/PA	\$6,000	-25.00%	\$4,500	-9.16%	\$4,088

THE UNITED ARAB EMIRATES – ARAB NATIONALS

Role	Arab Nationals				
	2007	Change	2008	Change	2009
CEO/MD - Sales \$50 million+	\$29,000	17.24%	\$34,000	19.12%	\$40,500
CEO/MD - Sales \$10-15 million	\$23,000	17.39%	\$27,000	30.00%	\$35,100
CEO/MD - Sales \$1-10 million	\$18,000	11.11%	\$20,000	35.00%	\$27,000
General Manager - Multinational Company	\$24,000	-4.17%	\$23,000	-41.30%	\$13,500
General Manager - Local Company	\$17,000	11.76%	\$19,000	-21.05%	\$15,000
Human Resources - Head of	\$10,000	20.00%	\$12,000	57.50%	\$18,900
Information Technology - Head of	\$9,000	55.56%	\$14,000	15.71%	\$16,200
Sales/Marketing - Head of a Multinational Company	\$11,000	36.36%	\$15,000	-26.67%	\$11,000
Sales/Marketing - Head of a Local Company	\$9,000	40.00%	\$12,600	-4.76%	\$12,000
Hotel - General Manager	\$6,700	11.94%	\$7,500	80.00%	\$13,500
Accountant	-	-	\$11,000	-45.45%	\$6,000
Sales Manager	\$8,500	41.18%	\$12,000	-21.25%	\$9,450
Business Development - Manager	\$12,500	12.00%	\$14,000	6.07%	\$14,850
Real Estate - Manager	\$11,000	9.09%	\$12,000	1.25%	\$12,150
Banking - Head of Operations	-	-	-	-	\$10,000
Banking - Branch Manager	\$8,000	37.50%	\$11,000	-36.36%	\$7,000
Banking - Treasury Manager	\$14,000	0.00%	\$14,000	-7.14%	\$13,000
Banking - Retail/Personal Banking Manager	\$11,000	45.45%	\$16,000	-37.50%	\$10,000
Media - Advertising Creative Director	\$8,500	17.65%	\$10,000	8.00%	\$10,800
Media - Public Relations Director	\$8,250	-3.03%	\$8,000	35.00%	\$10,800
Media - Publishing Editor	\$7,000	0.00%	\$7,000	57.14%	\$11,000
Construction - Project Manager/Chief Engineer	\$13,000	7.69%	\$14,000	7.14%	\$15,000
Executive Secretary/PA	\$5,000	0.00%	\$5,000	14.00%	\$5,700

THE UNITED ARAB EMIRATES – ARAB EXPATS

Role	Arab Expat				
	2007	Change	2008	Change	2009
CEO/MD - Sales \$50 million+	\$28,500	19.30%	\$34,000	10.44%	\$37,550
CEO/MD - Sales \$10-15 million	\$22,500	20.00%	\$27,000	18.61%	\$32,025
CEO/MD - Sales \$1-10 million	\$16,250	23.08%	\$20,000	17.50%	\$23,500
General Manager - Multinational Company	\$19,000	21.05%	\$23,000	-14.24%	\$19,725
General Manager - Local Company	\$16,000	18.75%	\$19,000	-6.97%	\$17,675
Human Resources - Head of	\$9,750	23.08%	\$12,000	20.00%	\$14,400
Information Technology - Head of	\$12,000	16.67%	\$14,000	11.07%	\$15,550
Sales/Marketing - Head of a Multinational Company	\$12,500	20.00%	\$15,000	-9.17%	\$13,625
Sales/Marketing - Head of a Local Company	\$10,500	20.00%	\$12,600	-0.83%	\$12,495
Hotel - General Manager	\$7,000	7.14%	\$7,500	37.51%	\$10,313
Accountant	\$9,500	15.79%	\$11,000	-24.32%	\$8,325
Sales Manager	\$9,700	23.71%	\$12,000	-13.33%	\$10,400
Business Development - Manager	\$12,000	16.67%	\$14,000	0.36%	\$14,050
Real Estate - Manager	\$10,000	20.00%	\$12,000	-0.83%	\$11,900
Banking - Head of Operations	-	-	-	-	\$13,855
Banking - Branch Manager	\$9,500	15.79%	\$11,000	-4.77%	\$10,475
Banking - Treasury Manager	\$12,500	12.00%	\$14,000	-9.29%	\$12,700
Banking - Retail/Personal Banking Manager	\$13,000	23.08%	\$16,000	-29.38%	\$11,300
Media - Advertising Creative Director	\$9,000	11.11%	\$10,000	-2.50%	\$9,750
Media - Public Relations Director	\$7,000	14.29%	\$8,000	7.50%	\$8,600
Media - Publishing Editor	\$6,000	16.67%	\$7,000	21.79%	\$8,525
Construction - Project Manager/Chief Engineer	\$11,750	19.15%	\$14,000	0.36%	\$14,050
Executive Secretary/PA	\$4,250	17.65%	\$5,000	9.50%	\$5,475

THE UNITED ARAB EMIRATES – ASIAN EXPATS

Role	Asian Expat				
	2007	Change	2008	Change	2009
CEO/MD - Sales \$50 million+	\$26,250	20.00%	\$31,500	13.06%	\$35,613
CEO/MD - Sales \$10-15 million	\$23,000	19.57%	\$27,500	15.68%	\$31,813
CEO/MD - Sales \$1-10 million	\$16,000	18.75%	\$19,000	18.03%	\$22,425
General Manager - Multinational Company	\$15,750	20.63%	\$19,000	-13.55%	\$16,425
General Manager - Local Company	\$11,500	17.39%	\$13,500	1.95%	\$13,763
Human Resources - Head of	\$8,500	17.65%	\$10,000	27.50%	\$12,750
Information Technology - Head of	\$9,750	-2.56%	\$9,500	31.19%	\$12,463
Sales/Marketing - Head of a Multinational Company	\$12,000	16.67%	\$14,000	-10.36%	\$12,550
Sales/Marketing - Head of a Local Company	\$10,000	20.00%	\$12,000	-0.83%	\$11,900
Hotel - General Manager	\$5,500	18.18%	\$6,500	30.58%	\$8,488
Accountant	\$5,000	20.00%	\$6,000	-17.50%	\$4,950
Sales Manager	\$5,700	5.26%	\$6,000	-0.83%	\$5,950
Business Development - Manager	\$9,000	11.11%	\$10,000	2.50%	\$10,250
Real Estate - Manager	\$8,500	5.88%	\$9,000	1.94%	\$9,175
Banking - Head of Operations	-	-	-	-	\$10,492
Banking - Branch Manager	\$9,000	11.11%	\$10,000	15.00%	\$11,500
Banking - Treasury Manager	\$11,500	13.04%	\$13,000	-0.83%	\$12,892
Banking - Retail/Personal Banking Manager	\$9,500	15.79%	\$11,000	-4.62%	\$10,492
Media - Advertising Creative Director	\$8,000	12.50%	\$9,000	-3.61%	\$8,675
Media - Public Relations Director	\$6,250	20.00%	\$7,500	4.17%	\$7,813
Media - Publishing Editor	\$4,750	15.79%	\$5,500	30.24%	\$7,163
Construction - Project Manager/Chief Engineer	\$6,875	23.64%	\$8,500	22.21%	\$10,388
Executive Secretary/PA	\$2,375	15.79%	\$2,750	48.40%	\$4,081

THE UNITED ARAB EMIRATES – WESTERN EXPATS

Role	Western Expat				
	2007	Change	2008	Change	2009
CEO/MD - Sales \$50 million+	\$30,000	20.00%	\$36,000	10.28%	\$39,700
CEO/MD - Sales \$10-15 million	\$27,000	18.52%	\$32,000	10.63%	\$35,400
CEO/MD - Sales \$1-10 million	\$19,000	21.05%	\$23,000	11.85%	\$25,725
General Manager - Multinational Company	\$19,000	20.00%	\$22,800	-16.18%	\$19,110
General Manager - Local Company	\$12,500	20.00%	\$15,000	4.17%	\$15,625
Human Resources - Head of	\$10,000	20.00%	\$12,000	24.17%	\$14,900
Information Technology - Head of	\$11,000	18.18%	\$13,000	17.12%	\$15,225
Sales/Marketing - Head of a Multinational Company	\$12,500	20.00%	\$15,000	-6.50%	\$14,025
Sales/Marketing - Head of a Local Company	\$10,500	19.05%	\$12,500	1.50%	\$12,688
Hotel - General Manager	\$8,000	18.75%	\$9,500	23.29%	\$11,713
Accountant	\$10,000	20.00%	\$12,000	-20.00%	\$9,600
Sales Manager	\$10,000	20.00%	\$12,000	-9.17%	\$10,900
Business Development - Manager	\$12,500	20.00%	\$15,000	2.50%	\$15,375
Real Estate - Manager	\$10,000	20.00%	\$12,000	3.33%	\$12,400
Banking - Head of Operations	-	-	-	-	\$14,904
Banking - Branch Manager	\$12,500	20.00%	\$15,000	15.00%	\$17,250
Banking - Treasury Manager	\$16,000	18.75%	\$19,000	-5.44%	\$17,967
Banking - Retail/Personal Banking Manager	\$13,000	23.08%	\$16,000	-8.64%	\$14,617
Media - Advertising Creative Director	\$11,000	18.18%	\$13,000	-7.88%	\$11,975
Media - Public Relations Director	\$11,000	18.18%	\$13,000	-7.88%	\$11,975
Media - Publishing Editor	\$9,000	22.22%	\$11,000	2.95%	\$11,325
Construction - Project Manager/Chief Engineer	\$16,000	18.75%	\$19,000	-5.66%	\$17,925
Executive Secretary/PA	\$5,250	4.76%	\$5,500	6.60%	\$5,863

KUWAIT – ARAB NATIONALS

Role	Arab Nationals				
	2007	Change	2008	Change	2009
CEO/MD - Sales \$50 million+	\$27,000	14.81%	\$31,000	12.90%	\$35,000
CEO/MD - Sales \$10-15 million	\$22,500	20.00%	\$27,000	40.74%	\$38,000
CEO/MD - Sales \$1-10 million	\$18,000	5.56%	\$19,000	31.58%	\$25,000
General Manager - Multinational Company	\$21,000	-14.29%	\$18,000	-38.89%	\$11,000
General Manager - Local Company	\$16,000	6.25%	\$17,000	-29.41%	\$12,000
Human Resources - Head of	\$9,000	11.11%	\$10,000	50.00%	\$15,000
Information Technology - Head of	\$10,000	10.00%	\$11,000	27.27%	\$14,000
Sales/Marketing - Head of a Multinational Company	\$11,000	27.27%	\$14,000	-35.71%	\$9,000
Sales/Marketing - Head of a Local Company	\$11,000	-9.09%	\$10,000	10.00%	\$11,000
Hotel - General Manager	\$6,000	33.33%	\$8,000	37.50%	\$11,000
Accountant	-	-	\$10,000	-50.00%	\$5,000
Sales Manager	\$9,000	0.00%	\$9,000	-22.22%	\$7,000
Business Development - Manager	\$11,400	-3.51%	\$11,000	9.09%	\$12,000
Real Estate - Manager	\$9,000	11.11%	\$10,000	0.00%	\$10,000
Banking - Head of Operations	-	-	-	-	\$12,500
Banking - Branch Manager	\$11,000	0.00%	\$11,000	-9.09%	\$10,000
Banking - Treasury Manager	\$16,000	12.50%	\$18,000	-16.67%	\$15,000
Banking - Retail/Personal Banking Manager	\$13,000	15.38%	\$15,000	-16.67%	\$12,500
Media - Advertising Creative Director	\$8,000	25.00%	\$10,000	-30.00%	\$7,000
Media - Public Relations Director	\$8,200	9.76%	\$9,000	-22.22%	\$7,000
Media - Publishing Editor	\$6,500	23.08%	\$8,000	0.00%	\$8,000
Construction - Project Manager/Chief Engineer	\$12,500	12.00%	\$14,000	-14.29%	\$12,000
Executive Secretary/PA	\$5,600	-19.64%	\$4,500	-42.22%	\$2,600

KUWAIT – ARAB EXPATS

Role	Arab Expats				
	2007	Change	2008	Change	2009
CEO/MD - Sales \$50 million+	\$26,000	19.23%	\$31,000	5.89%	\$32,825
CEO/MD - Sales \$10-15 million	\$23,000	17.39%	\$27,000	20.46%	\$32,525
CEO/MD - Sales \$1-10 million	\$16,000	18.75%	\$19,000	10.13%	\$20,925
General Manager - Multinational Company	\$15,000	20.00%	\$18,000	-17.50%	\$14,850
General Manager - Local Company	\$14,500	17.24%	\$17,000	-13.09%	\$14,775
Human Resources - Head of	\$8,250	21.21%	\$10,000	17.50%	\$11,750
Information Technology - Head of	\$9,380	17.27%	\$11,000	7.50%	\$11,825
Sales/Marketing - Head of a Multinational Company	\$12,000	16.67%	\$14,000	18.21%	\$16,550
Sales/Marketing - Head of a Local Company	\$8,750	14.29%	\$10,000	2.50%	\$10,250
Hotel - General Manager	\$6,750	18.52%	\$8,000	13.75%	\$9,100
Accountant	\$8,250	21.21%	\$10,000	-32.50%	\$6,750
Sales Manager	\$7,700	16.88%	\$9,000	-14.72%	\$7,675
Business Development - Manager	\$9,750	12.82%	\$11,000	-1.59%	\$10,825
Real Estate - Manager	\$8,750	14.29%	\$10,000	-2.50%	\$9,750
Banking - Head of Operations	-	-	-	-	\$18,285
Banking - Branch Manager	\$9,550	15.18%	\$11,000	-11.59%	\$9,725
Banking - Treasury Manager	\$15,000	20.00%	\$18,000	-20.83%	\$14,250
Banking - Retail/Personal Banking Manager	\$12,500	20.00%	\$15,000	-31.17%	\$10,325
Media - Advertising Creative Director	\$8,330	20.05%	\$10,000	-15.00%	\$8,500
Media - Public Relations Director	\$7,250	24.14%	\$9,000	-11.94%	\$7,925
Media - Publishing Editor	\$6,750	18.52%	\$8,000	-1.88%	\$7,850
Construction - Project Manager/Chief Engineer	\$12,000	16.67%	\$14,000	-6.79%	\$13,050
Executive Secretary/PA	\$3,900	15.38%	\$4,500	-16.93%	\$3,738

KUWAIT – ASIAN EXPATS

Role	Asian Expats				
	2007	Change	2008	Change	2009
CEO/MD - Sales \$50 million+	\$26,000	15.38%	\$30,000	7.50%	\$32,250
CEO/MD - Sales \$10-15 million	\$23,000	19.57%	\$27,500	17.50%	\$32,313
CEO/MD - Sales \$1-10 million	\$14,000	17.86%	\$16,500	18.11%	\$19,488
General Manager - Multinational Company	\$14,500	20.69%	\$17,500	-22.50%	\$13,563
General Manager - Local Company	\$10,500	19.05%	\$12,500	-10.50%	\$11,188
Human Resources - Head of	\$8,000	18.75%	\$9,500	15.40%	\$10,963
Information Technology - Head of	\$9,750	-17.95%	\$8,000	20.00%	\$9,600
Sales/Marketing - Head of a Multinational Company	\$11,000	9.09%	\$12,000	-21.67%	\$9,400
Sales/Marketing - Head of a Local Company	\$8,000	12.50%	\$9,000	-3.61%	\$8,675
Hotel - General Manager	\$6,500	7.69%	\$7,000	7.50%	\$7,525
Accountant	\$5,000	20.00%	\$6,000	-34.17%	\$3,950
Sales Manager	\$5,000	10.00%	\$5,500	-15.22%	\$4,663
Business Development - Manager	\$7,250	10.34%	\$8,000	1.25%	\$8,100
Real Estate - Manager	\$8,000	6.25%	\$8,500	-7.20%	\$7,888
Banking - Head of Operations	-	-	-	-	\$11,850
Banking - Branch Manager	\$9,500	10.53%	\$10,500	15.00%	\$12,075
Banking - Treasury Manager	\$13,000	11.54%	\$14,500	0.61%	\$14,588
Banking - Retail/Personal Banking Manager	\$12,000	8.33%	\$13,000	-2.44%	\$12,683
Media - Advertising Creative Director	\$7,000	14.29%	\$8,000	-11.25%	\$7,100
Media - Public Relations Director	\$6,250	20.00%	\$7,500	-9.16%	\$6,813
Media - Publishing Editor	\$4,000	25.00%	\$5,000	17.50%	\$5,875
Construction - Project Manager/Chief Engineer	\$7,000	14.29%	\$8,000	13.75%	\$9,100
Executive Secretary/PA	\$2,200	13.64%	\$2,500	-2.48%	\$2,438

KUWAIT – WESTERN EXPATS

Role	Western Expats				
	2007	Change	2008	Change	2009
CEO/MD - Sales \$50 million+	\$28,000	7.14%	\$30,000	12.50%	\$33,750
CEO/MD - Sales \$10-15 million	\$26,000	7.69%	\$28,000	21.79%	\$34,100
CEO/MD - Sales \$1-10 million	\$16,500	27.27%	\$21,000	12.26%	\$23,575
General Manager - Multinational Company	\$16,000	12.50%	\$18,000	-14.72%	\$15,350
General Manager - Local Company	\$13,000	15.38%	\$15,000	-5.83%	\$14,125
Human Resources - Head of	\$10,500	33.33%	\$14,000	7.50%	\$15,050
Information Technology - Head of	\$10,700	12.15%	\$12,000	11.67%	\$13,400
Sales/Marketing - Head of a Multinational Company	\$11,250	15.56%	\$13,000	-11.73%	\$11,475
Sales/Marketing - Head of a Local Company	\$9,250	29.73%	\$12,000	-0.83%	\$11,900
Hotel - General Manager	\$7,500	33.33%	\$10,000	7.50%	\$10,750
Accountant	\$9,000	22.22%	\$11,000	-24.32%	\$8,325
Sales Manager	\$8,500	5.88%	\$9,000	-9.17%	\$8,175
Business Development - Manager	\$12,250	2.04%	\$12,500	1.50%	\$12,688
Real Estate - Manager	\$10,000	0.00%	\$10,000	2.50%	\$10,250
Banking - Head of Operations	-	-	-	-	\$16,258
Banking - Branch Manager	\$13,500	11.11%	\$15,000	15.00%	\$17,250
Banking - Treasury Manager	\$18,000	11.11%	\$20,000	-1.88%	\$19,625
Banking - Retail/Personal Banking Manager	\$14,500	10.34%	\$16,000	-0.18%	\$15,971
Media - Advertising Creative Director	\$10,500	23.81%	\$13,000	-17.50%	\$10,725
Media - Public Relations Director	\$10,000	10.00%	\$11,000	-12.95%	\$9,575
Media - Publishing Editor	\$8,250	15.15%	\$9,500	-5.65%	\$8,963
Construction - Project Manager/Chief Engineer	\$14,250	19.30%	\$17,000	-10.15%	\$15,275
Executive Secretary/PA	\$5,750	-21.74%	\$4,500	-14.71%	\$3,838

QATAR – ARAB NATIONALS

Role	Arab Nationals				
	2007	Change	2008	Change	2009
CEO/MD - Sales \$50 million+	\$22,250	39.33%	\$31,000	45.16%	\$45,000
CEO/MD - Sales \$10-15 million	\$19,500	29.74%	\$25,300	69.96%	\$43,000
CEO/MD - Sales \$1-10 million	\$16,000	6.25%	\$17,000	94.12%	\$33,000
General Manager - Multinational Company	\$17,000	17.65%	\$20,000	-25.00%	\$15,000
General Manager - Local Company	\$12,000	16.67%	\$14,000	21.43%	\$17,000
Human Resources - Head of	\$7,500	33.33%	\$10,000	100.00%	\$20,000
Information Technology - Head of	\$8,000	62.50%	\$13,000	38.46%	\$18,000
Sales/Marketing - Head of a Multinational Company	\$10,500	33.33%	\$14,000	7.14%	\$15,000
Sales/Marketing - Head of a Local Company	\$8,000	37.50%	\$11,000	54.55%	\$17,000
Hotel - General Manager	\$5,500	45.45%	\$8,000	87.50%	\$15,000
Accountant	-	-	\$10,000	-20.00%	\$8,000
Sales Manager	\$8,000	37.50%	\$11,000	0.00%	\$11,000
Business Development - Manager	\$9,750	33.33%	\$13,000	23.08%	\$16,000
Real Estate - Manager	\$10,000	10.00%	\$11,000	27.27%	\$14,000
Banking - Head of Operations	-	-	-	-	\$10,000
Banking - Branch Manager	\$8,500	17.65%	\$10,000	-30.00%	\$7,000
Banking - Treasury Manager	\$14,000	0.00%	\$14,000	-7.14%	\$13,000
Banking - Retail/Personal Banking Manager	\$11,000	36.36%	\$15,000	-33.33%	\$10,000
Media - Advertising Creative Director	\$8,250	21.21%	\$10,000	-10.00%	\$9,000
Media - Public Relations Director	\$8,000	0.00%	\$8,000	12.50%	\$9,000
Media - Publishing Editor	\$5,750	21.74%	\$7,000	42.86%	\$10,000
Construction - Project Manager/Chief Engineer	\$11,000	27.27%	\$14,000	21.43%	\$17,000
Executive Secretary/PA	\$4,000	12.50%	\$4,500	55.56%	\$7,000

QATAR – ARAB EXPATS

Role	Arab Expats				
	2007	Change	2008	Change	2009
CEO/MD - Sales \$50 million+	\$27,000	14.81%	\$31,000	23.63%	\$38,325
CEO/MD - Sales \$10-15 million	\$22,000	15.00%	\$25,300	32.60%	\$33,548
CEO/MD - Sales \$1-10 million	\$15,000	13.33%	\$17,000	42.79%	\$24,275
General Manager - Multinational Company	\$17,000	17.65%	\$20,000	-12.50%	\$17,500
General Manager - Local Company	\$12,500	12.00%	\$14,000	3.93%	\$14,550
Human Resources - Head of	\$9,000	11.11%	\$10,000	47.50%	\$14,750
Information Technology - Head of	\$11,500	13.04%	\$13,000	15.19%	\$14,975
Sales/Marketing - Head of a Multinational Company	\$12,500	12.00%	\$14,000	3.93%	\$14,550
Sales/Marketing - Head of a Local Company	\$10,000	10.00%	\$11,000	25.68%	\$13,825
Hotel - General Manager	\$7,000	14.29%	\$8,000	38.75%	\$11,100
Accountant	\$9,000	11.11%	\$10,000	-17.50%	\$8,250
Sales Manager	\$9,500	15.79%	\$11,000	-1.59%	\$10,825
Business Development - Manager	\$11,500	13.04%	\$13,000	11.35%	\$14,475
Real Estate - Manager	\$9,500	15.79%	\$11,000	12.05%	\$12,325
Banking - Head of Operations	-	-	-	-	\$15,355
Banking - Branch Manager	\$9,000	11.11%	\$10,000	-2.50%	\$9,750
Banking - Treasury Manager	\$12,000	16.67%	\$14,000	-10.36%	\$12,550
Banking - Retail/Personal Banking Manager	\$12,700	18.11%	\$15,000	-29.17%	\$10,625
Media - Advertising Creative Director	\$8,500	17.65%	\$10,000	-7.50%	\$9,250
Media - Public Relations Director	\$7,000	14.29%	\$8,000	1.25%	\$8,100
Media - Publishing Editor	\$6,000	16.67%	\$7,000	14.64%	\$8,025
Construction - Project Manager/Chief Engineer	\$12,000	16.67%	\$14,000	7.50%	\$15,050
Executive Secretary/PA	\$4,000	12.50%	\$4,500	13.07%	\$5,088

QATAR – ASIAN EXPATS

Role	Asian Expats				
	2007	Change	2008	Change	2009
CEO/MD - Sales \$50 million+	\$21,000	19.05%	\$25,000	37.50%	\$34,375
CEO/MD - Sales \$10-15 million	\$17,000	20.59%	\$20,500	47.75%	\$30,288
CEO/MD - Sales \$1-10 million	\$13,000	19.23%	\$15,500	47.83%	\$22,913
General Manager - Multinational Company	\$13,000	19.23%	\$15,500	-7.01%	\$14,413
General Manager - Local Company	\$11,000	38.18%	\$15,200	-10.59%	\$13,590
Human Resources - Head of	\$7,000	14.29%	\$8,000	57.50%	\$12,600
Information Technology - Head of	\$7,700	-2.60%	\$7,500	50.84%	\$11,313
Sales/Marketing - Head of a Multinational Company	\$10,000	20.00%	\$12,000	3.33%	\$12,400
Sales/Marketing - Head of a Local Company	\$8,000	25.00%	\$10,000	22.50%	\$12,250
Hotel - General Manager	\$6,000	8.33%	\$6,500	42.12%	\$9,238
Accountant	\$5,000	20.00%	\$6,000	-9.17%	\$5,450
Sales Manager	\$6,000	-8.33%	\$5,500	21.15%	\$6,663
Business Development - Manager	\$8,000	12.50%	\$9,000	29.72%	\$11,675
Real Estate - Manager	\$8,500	5.88%	\$9,000	13.06%	\$10,175
Banking - Head of Operations	-	-	-	-	\$10,175
Banking - Branch Manager	\$8,500	11.76%	\$9,500	15.00%	\$10,925
Banking - Treasury Manager	\$1,200	983.33%	\$13,000	-0.83%	\$12,892
Banking - Retail/Personal Banking Manager	\$9,500	10.53%	\$10,500	-2.82%	\$10,204
Media - Advertising Creative Director	\$7,000	14.29%	\$8,000	-5.00%	\$7,600
Media - Public Relations Director	\$6,000	16.67%	\$7,000	0.36%	\$7,025
Media - Publishing Editor	\$4,000	12.50%	\$4,500	40.84%	\$6,338
Construction - Project Manager/Chief Engineer	\$6,000	16.67%	\$7,000	43.21%	\$10,025
Executive Secretary/PA	\$2,200	13.64%	\$2,500	37.52%	\$3,438

QATAR – WESTERN EXPATS

Role	Western Expats				
	2007	Change	2008	Change	2009
CEO/MD - Sales \$50 million+	\$21,750	19.54%	\$26,000	40.19%	\$36,450
CEO/MD - Sales \$10-15 million	\$18,000	16.67%	\$21,000	52.74%	\$32,075
CEO/MD - Sales \$1-10 million	\$14,050	21.00%	\$17,000	48.68%	\$25,275
General Manager - Multinational Company	\$13,000	23.08%	\$16,000	1.25%	\$16,200
General Manager - Local Company	\$10,500	23.81%	\$13,000	15.19%	\$14,975
Human Resources - Head of	\$8,300	20.48%	\$10,000	52.50%	\$15,250
Information Technology - Head of	\$7,750	16.13%	\$9,000	51.94%	\$13,675
Sales/Marketing - Head of a Multinational Company	\$11,000	18.18%	\$13,000	11.35%	\$14,475
Sales/Marketing - Head of a Local Company	\$8,000	25.00%	\$10,000	37.50%	\$13,750
Hotel - General Manager	\$6,500	23.08%	\$8,000	45.00%	\$11,600
Accountant	\$8,000	25.00%	\$10,000	-7.50%	\$9,250
Sales Manager	\$7,500	20.00%	\$9,000	13.06%	\$10,175
Business Development - Manager	\$9,500	21.05%	\$11,500	22.72%	\$14,113
Real Estate - Manager	\$8,000	25.00%	\$10,000	22.50%	\$12,250
Banking - Head of Operations	-	-	-	-	\$13,323
Banking - Branch Manager	\$10,500	19.05%	\$12,500	15.00%	\$14,375
Banking - Treasury Manager	\$15,000	20.00%	\$18,000	-3.38%	\$17,392
Banking - Retail/Personal Banking Manager	\$11,500	21.74%	\$14,000	-3.81%	\$13,467
Media - Advertising Creative Director	\$7,050	20.57%	\$8,500	4.56%	\$8,888
Media - Public Relations Director	\$7,500	20.00%	\$9,000	1.94%	\$9,175
Media - Publishing Editor	\$6,700	19.40%	\$8,000	13.75%	\$9,100
Construction - Project Manager/Chief Engineer	\$11,000	18.18%	\$13,000	15.19%	\$14,975
Executive Secretary/PA	\$4,250	5.88%	\$4,500	24.18%	\$5,588

BAHRAIN – ARAB NATIONALS

Role	Arab Nationals				
	2007	Change	2008	Change	2009
CEO/MD - Sales \$50 million+	22,250	13.71%	25,300	50.20%	\$38,000
CEO/MD - Sales \$10-15 million	19,500	4.36%	20,350	76.90%	\$36,000
CEO/MD - Sales \$1-10 million	16,000	-4.38%	15,300	83.01%	\$28,000
General Manager - Multinational Company	17,000	-2.94%	16,500	-27.27%	\$12,000
General Manager - Local Company	12,000	-3.75%	11,550	12.55%	\$13,000
Human Resources - Head of	7500	2.67%	7700	120.78%	\$17,000
Information Technology - Head of	8000	7.25%	8580	80.65%	\$15,500
Sales/Marketing - Head of a Multinational Company	10,500	10.00%	11,550	3.90%	\$12,000
Sales/Marketing - Head of a Local Company	8000	10.00%	8800	59.09%	\$14,000
Hotel - General Manager	5250	12.38%	5900	103.39%	\$12,000
Accountant	-	-	8500	-47.06%	\$4,500
Sales Manager	8000	3.13%	8250	-3.03%	\$8,000
Business Development - Manager	9750	7.69%	10,500	28.57%	\$13,500
Real Estate - Manager	10,000	-7.50%	9250	18.92%	\$11,000
Banking - Head of Operations	-	-	-	-	\$10,000
Banking - Branch Manager	8500	2.94%	8750	-20.00%	\$7,000
Banking - Treasury Manager	14,000	0.00%	14,000	-7.14%	\$13,000
Banking - Retail/Personal Banking Manager	11,000	0.00%	11,000	-9.09%	\$10,000
Media - Advertising Creative Director	7500	6.67%	8000	0.00%	\$8,000
Media - Public Relations Director	8000	-10.00%	7200	11.11%	\$8,000
Media - Publishing Editor	6000	-4.17%	5750	56.52%	\$9,000
Construction - Project Manager/Chief Engineer	11,000	13.64%	12,500	-12.00%	\$11,000
Executive Secretary/PA	4000	12.50%	4500	-37.78%	\$2,800

BAHRAIN – ARAB EXPATS

Role	Arab Expats				
	2007	Change	2008	Change	2009
CEO/MD - Sales \$50 million+	\$23,000	10.00%	\$25,300	24.70%	\$31,548
CEO/MD - Sales \$10-15 million	\$18,500	10.00%	\$20,350	33.67%	\$27,201
CEO/MD - Sales \$1-10 million	\$14,000	9.29%	\$15,300	35.93%	\$20,798
General Manager - Multinational Company	\$15,000	10.00%	\$16,500	-12.19%	\$14,488
General Manager - Local Company	\$10,500	10.00%	\$11,550	5.12%	\$12,141
Human Resources - Head of	\$7,000	10.00%	\$7,700	48.42%	\$11,428
Information Technology - Head of	\$7,800	10.00%	\$8,580	27.44%	\$10,934
Sales/Marketing - Head of a Multinational Company	\$10,500	10.00%	\$11,550	0.79%	\$11,641
Sales/Marketing - Head of a Local Company	\$8,000	10.00%	\$8,800	25.68%	\$11,060
Hotel - General Manager	\$5,400	9.26%	\$5,900	42.25%	\$8,393
Accountant	\$7,800	8.97%	\$8,500	-36.61%	\$5,388
Sales Manager	\$7,450	10.74%	\$8,250	-6.13%	\$7,744
Business Development - Manager	\$9,500	10.53%	\$10,500	5.12%	\$11,038
Real Estate - Manager	\$8,500	8.82%	\$9,250	6.15%	\$9,819
Banking - Head of Operations	-	-	-	-	\$15,005
Banking - Branch Manager	\$8,000	9.38%	\$8,750	-12.79%	\$7,631
Banking - Treasury Manager	\$12,500	12.00%	\$14,000	-20.36%	\$11,150
Banking - Retail/Personal Banking Manager	\$10,000	10.00%	\$11,000	-30.23%	\$7,675
Media - Advertising Creative Director	\$7,350	8.84%	\$8,000	-5.00%	\$7,600
Media - Public Relations Director	\$6,600	9.09%	\$7,200	-0.83%	\$7,140
Media - Publishing Editor	\$5,250	9.52%	\$5,750	18.37%	\$6,806
Construction - Project Manager/Chief Engineer	\$11,750	6.38%	\$12,500	1.50%	\$12,688
Executive Secretary/PA	\$3,750	20.00%	\$4,500	-14.71%	\$3,838

BAHRAIN – ASIAN EXPATS

Role	Asian Expat				
	2007	Change	2008	Change	2009
CEO/MD - Sales \$50 million+	\$21,000	9.52%	\$23,000	29.24%	\$29,725
CEO/MD - Sales \$10-15 million	\$17,500	8.57%	\$19,000	36.45%	\$25,925
CEO/MD - Sales \$1-10 million	\$13,000	7.69%	\$14,000	39.64%	\$19,550
General Manager - Multinational Company	\$13,000	7.69%	\$14,000	-13.93%	\$12,050
General Manager - Local Company	\$10,500	9.52%	\$11,500	-3.37%	\$11,113
Human Resources - Head of	\$7,000	7.14%	\$7,500	44.17%	\$10,813
Information Technology - Head of	\$7,700	-9.09%	\$7,000	36.07%	\$9,525
Sales/Marketing - Head of a Multinational Company	\$10,200	7.84%	\$11,000	-6.14%	\$10,325
Sales/Marketing - Head of a Local Company	\$7,700	3.90%	\$8,000	20.00%	\$9,600
Hotel - General Manager	\$5,000	10.00%	\$5,500	30.24%	\$7,163
Accountant	\$5,250	14.29%	\$6,000	-35.00%	\$3,900
Sales Manager	\$5,250	4.76%	\$5,500	-6.13%	\$5,163
Business Development - Manager	\$6,700	4.48%	\$7,000	14.64%	\$8,025
Real Estate - Manager	\$8,000	6.25%	\$8,500	-1.32%	\$8,388
Banking - Head of Operations	-	-	-	-	\$9,859
Banking - Branch Manager	\$8,200	9.76%	\$9,000	15.00%	\$10,350
Banking - Treasury Manager	\$11,500	4.35%	\$12,000	2.64%	\$12,317
Banking - Retail/Personal Banking Manager	\$9,500	5.26%	\$10,000	-0.83%	\$9,917
Media - Advertising Creative Director	\$6,000	16.67%	\$7,000	-6.79%	\$6,525
Media - Public Relations Director	\$5,000	20.00%	\$6,000	-0.83%	\$5,950
Media - Publishing Editor	\$3,500	28.57%	\$4,500	29.73%	\$5,838
Construction - Project Manager/Chief Engineer	\$5,700	14.04%	\$6,500	34.43%	\$8,738
Executive Secretary/PA	\$2,000	0.00%	\$2,000	15.00%	\$2,300

BAHRAIN – WESTERN EXPATS

Role	Western Expats				
	2007	Change	2008	Change	2009
CEO/MD - Sales \$50 million+	\$21,750	10.34%	\$24,000	32.50%	\$31,800
CEO/MD - Sales \$10-15 million	\$18,000	11.11%	\$20,000	42.50%	\$28,500
CEO/MD - Sales \$1-10 million	\$14,050	6.76%	\$15,000	44.17%	\$21,625
General Manager - Multinational Company	\$13,000	10.00%	\$14,300	-4.03%	\$13,723
General Manager - Local Company	\$10,500	10.00%	\$11,550	9.45%	\$12,641
Human Resources - Head of	\$8,300	8.43%	\$9,000	46.39%	\$13,175
Information Technology - Head of	\$7,750	9.68%	\$8,500	39.86%	\$11,888
Sales/Marketing - Head of a Multinational Company	\$11,000	9.09%	\$12,000	3.33%	\$12,400
Sales/Marketing - Head of a Local Company	\$8,000	12.50%	\$9,000	29.72%	\$11,675
Hotel - General Manager	\$6,500	7.69%	\$7,000	36.07%	\$9,525
Accountant	\$8,000	12.50%	\$9,000	-25.83%	\$6,675
Sales Manager	\$7,500	6.67%	\$8,000	1.25%	\$8,100
Business Development - Manager	\$9,500	5.26%	\$10,000	20.00%	\$12,000
Real Estate - Manager	\$8,000	12.50%	\$9,000	13.06%	\$10,175
Banking - Head of Operations	-	-	-	-	\$13,007
Banking - Branch Manager	\$10,500	14.29%	\$12,000	15.00%	\$13,800
Banking - Treasury Manager	\$15,000	6.67%	\$16,000	1.51%	\$16,242
Banking - Retail/Personal Banking Manager	\$11,500	8.70%	\$12,500	0.83%	\$12,604
Media - Advertising Creative Director	\$7,050	6.38%	\$7,500	4.17%	\$7,813
Media - Public Relations Director	\$7,500	6.67%	\$8,000	1.25%	\$8,100
Media - Publishing Editor	\$6,700	4.48%	\$7,000	14.64%	\$8,025
Construction - Project Manager/Chief Engineer	\$11,000	9.09%	\$12,000	7.50%	\$12,900
Executive Secretary/PA	\$4,250	-5.88%	\$4,000	-9.38%	\$3,625

OMAN – ARAB NATIONALS

Role	Arab Nationals				
	2007	Change	2008	Change	2009
CEO/MD - Sales \$50 million+	\$22,250	34.83%	\$30,000	26.67%	\$38,000
CEO/MD - Sales \$10-15 million	\$19,500	28.21%	\$25,000	44.00%	\$36,000
CEO/MD - Sales \$1-10 million	\$16,000	0.00%	\$16,000	75.00%	\$28,000
General Manager - Multinational Company	\$16,000	3.13%	\$16,500	-27.27%	\$12,000
General Manager - Local Company	\$11,750	19.15%	\$14,000	-7.14%	\$13,000
Human Resources - Head of	\$7,000	21.43%	\$8,500	100.00%	\$17,000
Information Technology - Head of	\$7,750	16.13%	\$9,000	72.22%	\$15,500
Sales/Marketing - Head of a Multinational Company	\$10,000	15.00%	\$11,500	4.35%	\$12,000
Sales/Marketing - Head of a Local Company	\$7,750	9.68%	\$8,500	64.71%	\$14,000
Hotel - General Manager	\$5,000	20.00%	\$6,000	100.00%	\$12,000
Accountant	-	-	\$8,500	-47.06%	\$4,500
Sales Manager	\$7,750	3.23%	\$8,000	0.00%	\$8,000
Business Development - Manager	\$9,050	10.50%	\$10,000	35.00%	\$13,500
Real Estate - Manager	\$10,000	0.00%	\$10,000	10.00%	\$11,000
Banking - Head of Operations	-	-	-	-	\$10,000
Banking - Branch Manager	\$8,500	5.88%	\$9,000	-22.22%	\$7,000
Banking - Treasury Manager	\$14,000	0.00%	\$14,000	-7.14%	\$13,000
Banking - Retail/Personal Banking Manager	\$11,000	4.55%	\$11,500	-13.04%	\$10,000
Media - Advertising Creative Director	\$8,000	0.00%	\$8,000	0.00%	\$8,000
Media - Public Relations Director	\$8,000	-12.50%	\$7,000	14.29%	\$8,000
Media - Publishing Editor	\$5,750	-4.35%	\$5,500	63.64%	\$9,000
Construction - Project Manager/Chief Engineer	\$11,000	13.64%	\$12,500	12.00%	\$14,000
Executive Secretary/PA	\$3,750	6.67%	\$4,000	-30.00%	\$2,800

OMAN – ARAB EXPATS

Role	Arab Expats				
	2007	Change	2008	Change	2009
CEO/MD - Sales \$50 million+	\$26,000	15.38%	\$30,000	14.17%	\$34,250
CEO/MD - Sales \$10-15 million	\$22,000	13.64%	\$25,000	21.50%	\$30,375
CEO/MD - Sales \$1-10 million	\$14,000	14.29%	\$16,000	32.50%	\$21,200
General Manager - Multinational Company	\$14,500	13.79%	\$16,500	-12.19%	\$14,488
General Manager - Local Company	\$12,500	12.00%	\$14,000	-3.21%	\$13,550
Human Resources - Head of	\$7,500	13.33%	\$8,500	39.86%	\$11,888
Information Technology - Head of	\$7,800	15.38%	\$9,000	24.17%	\$11,175
Sales/Marketing - Head of a Multinational Company	\$10,250	12.20%	\$11,500	0.98%	\$11,613
Sales/Marketing - Head of a Local Company	\$7,500	13.33%	\$8,500	28.09%	\$10,888
Hotel - General Manager	\$5,250	14.29%	\$6,000	40.83%	\$8,450
Accountant	\$7,700	10.39%	\$8,500	-36.61%	\$5,388
Sales Manager	\$7,250	10.34%	\$8,000	-5.00%	\$7,600
Business Development - Manager	\$9,000	11.11%	\$10,000	12.50%	\$11,250
Real Estate - Manager	\$8,500	17.65%	\$10,000	2.50%	\$10,250
Banking - Head of Operations	-	-	-	-	\$14,405
Banking - Branch Manager	\$7,770	15.83%	\$9,000	-9.17%	\$8,175
Banking - Treasury Manager	\$12,000	16.67%	\$14,000	-17.50%	\$11,550
Banking - Retail/Personal Banking Manager	\$10,000	15.00%	\$11,500	-29.45%	\$8,113
Media - Advertising Creative Director	\$7,250	10.34%	\$8,000	-5.00%	\$7,600
Media - Public Relations Director	\$6,000	16.67%	\$7,000	0.36%	\$7,025
Media - Publishing Editor	\$5,000	10.00%	\$5,500	21.15%	\$6,663
Construction - Project Manager/Chief Engineer	\$11,000	13.64%	\$12,500	-2.50%	\$12,188
Executive Secretary/PA	\$3,500	14.29%	\$4,000	-11.25%	\$3,550

OMAN – ASIAN EXPATS

Role	Asian Expats				
	2007	Change	2008	Change	2009
CEO/MD - Sales \$50 million+	\$21,000	19.05%	\$25,000	23.50%	\$30,875
CEO/MD - Sales \$10-15 million	\$17,000	20.59%	\$20,500	30.67%	\$26,788
CEO/MD - Sales \$1-10 million	\$13,000	19.23%	\$15,500	31.70%	\$20,413
General Manager - Multinational Company	\$13,000	19.23%	\$15,500	-16.69%	\$12,913
General Manager - Local Company	\$11,000	13.64%	\$12,500	-6.50%	\$11,688
Human Resources - Head of	\$7,000	21.43%	\$8,500	33.98%	\$11,388
Information Technology - Head of	\$7,700	3.90%	\$8,000	26.25%	\$10,100
Sales/Marketing - Head of a Multinational Company	\$10,000	15.00%	\$11,500	-7.71%	\$10,613
Sales/Marketing - Head of a Local Company	\$8,000	18.75%	\$9,500	10.14%	\$10,463
Hotel - General Manager	\$6,000	8.33%	\$6,500	19.05%	\$7,738
Accountant	\$5,000	20.00%	\$6,000	-35.00%	\$3,900
Sales Manager	\$6,000	-8.33%	\$5,500	-6.13%	\$5,163
Business Development - Manager	\$8,000	12.50%	\$9,000	1.94%	\$9,175
Real Estate - Manager	\$8,500	5.88%	\$9,000	-3.61%	\$8,675
Banking - Head of Operations	-	-	-	-	\$10,175
Banking - Branch Manager	\$8,500	11.76%	\$9,500	15.00%	\$10,925
Banking - Treasury Manager	\$12,000	8.33%	\$13,000	-0.83%	\$12,892
Banking - Retail/Personal Banking Manager	\$9,500	10.53%	\$10,500	-2.82%	\$10,204
Media - Advertising Creative Director	\$7,000	14.29%	\$8,000	-11.25%	\$7,100
Media - Public Relations Director	\$6,000	16.67%	\$7,000	-6.79%	\$6,525
Media - Publishing Editor	\$4,000	12.50%	\$4,500	29.73%	\$5,838
Construction - Project Manager/Chief Engineer	\$6,000	16.67%	\$7,000	21.79%	\$8,525
Executive Secretary/PA	\$2,200	13.64%	\$2,500	3.52%	\$2,588

OMAN – WESTERN EXPATS

Role	Western Expats				
	2007	Change	2008	Change	2009
CEO/MD - Sales \$50 million+	\$21,750	14.94%	\$25,000	29.50%	\$32,375
CEO/MD - Sales \$10-15 million	\$18,000	13.89%	\$20,500	40.43%	\$28,788
CEO/MD - Sales \$1-10 million	\$14,050	13.88%	\$16,000	38.75%	\$22,200
General Manager - Multinational Company	\$13,000	15.38%	\$15,000	-5.83%	\$14,125
General Manager - Local Company	\$10,500	14.29%	\$12,000	7.50%	\$12,900
Human Resources - Head of	\$8,300	14.46%	\$9,500	41.72%	\$13,463
Information Technology - Head of	\$7,750	16.13%	\$9,000	38.06%	\$12,425
Sales/Marketing - Head of a Multinational Company	\$11,000	13.64%	\$12,500	1.50%	\$12,688
Sales/Marketing - Head of a Local Company	\$8,000	12.50%	\$9,000	29.72%	\$11,675
Hotel - General Manager	\$6,500	15.38%	\$7,500	30.84%	\$9,813
Accountant	\$8,000	12.50%	\$9,000	-25.83%	\$6,675
Sales Manager	\$7,500	13.33%	\$8,500	-1.32%	\$8,388
Business Development - Manager	\$9,500	15.79%	\$11,000	14.32%	\$12,575
Real Estate - Manager	\$8,000	12.50%	\$9,000	13.06%	\$10,175
Banking - Head of Operations	-	-	-	-	\$13,007
Banking - Branch Manager	\$10,500	14.29%	\$12,000	15.00%	\$13,800
Banking - Treasury Manager	\$15,000	13.33%	\$17,000	-1.08%	\$16,817
Banking - Retail/Personal Banking Manager	\$11,500	13.04%	\$13,000	-0.83%	\$12,892
Media - Advertising Creative Director	\$7,050	13.48%	\$8,000	1.25%	\$8,100
Media - Public Relations Director	\$7,500	13.33%	\$8,500	-1.32%	\$8,388
Media - Publishing Editor	\$6,700	11.94%	\$7,500	10.84%	\$8,313
Construction - Project Manager/Chief Engineer	\$11,000	13.64%	\$12,500	5.50%	\$13,188
Executive Secretary/PA	\$4,250	-5.88%	\$4,000	-8.75%	\$3,650