

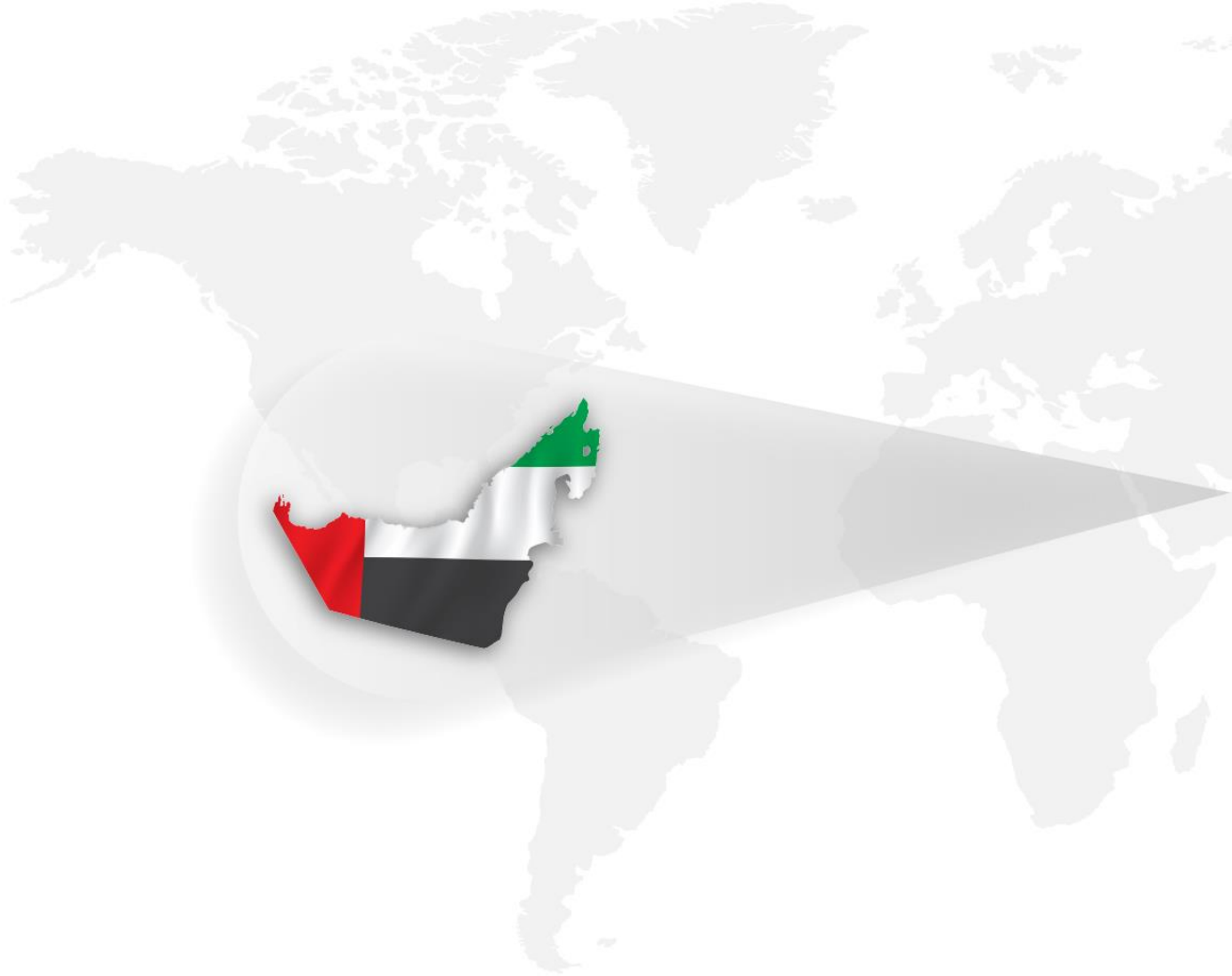


Human Resource Management
in the Age of Digital Challenges

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Local and Expat Workforce in the United Arab Emirates

Presentation Overview



- Overview of local and expat population in the UAE
- Nationality and gender preferences
- Salary ranges and working time differences
- Employees' rights and protection
- Employer-employee relationship
- Emiratisation
- Women in Business

Overview of Local and Expat Population in the UAE



Total Population: 9.5 Million
(2018)

72% Male vs 28% Female

India – 28%

Pakistan – 13%

Emirati (Locals) – 11%

Bangladesh – 7%

Philippines – 6%

Iran – 5%

Egypt – 4%

Nepal – 3%

Sri Lanka – 3%

China – 2%

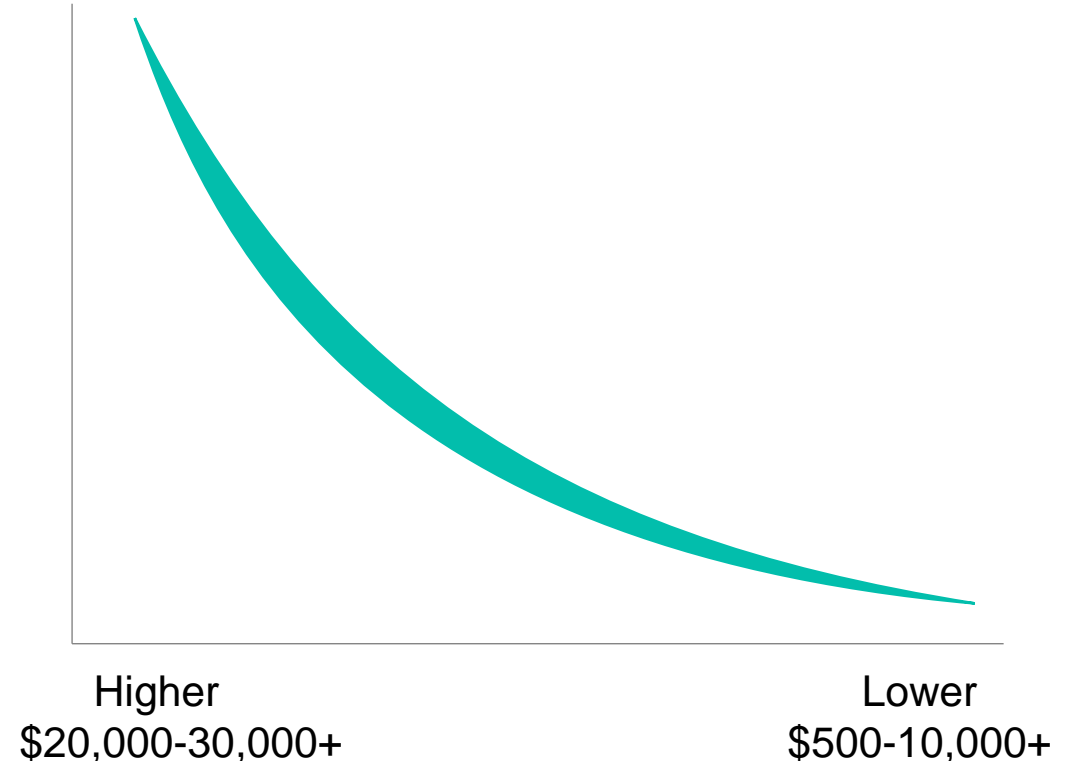
Other Countries – 18%

Nationality and Gender Preferences

- Nationality and gender-related preferences for various positions and industries
- Clearly mentioned requirements and preferences in job openings
- *Examples:*
 - Construction: Male / Indians and Pakistani
 - Hospitality: Female / Filipinos
 - Aviation: Female / Eastern Europeans, Russians and Arab Expats
 - Administration: Female / Indians and Filipinos
 - Sales: Male / Egyptians and other Arab Expats, Indians, Europeans
 - Retail: Female / Filipinos
 - IT: Male / Indians
- Lately: increasing number of African female expats in Hospitality industry

Compensation Differences by Nationality

- Widely-spread and known differences in compensation between different nationalities
- Partially resulting from productivity and partially from their nationality
- *Examples:*
 - Emirati (Locals)
 - English and Other Native English Speakers
 - Arab Expats
 - North and Western Europeans
 - Eastern Europeans and Russians
 - Filipinos, Chinese, Nigerians...
 - Indian, Pakistani, Bangladeshi...



Compensation Ranges by Job Title / Position

Significant differences in compensation based on position (education, experience, nationality)

Position	From* (USD / Month)	To* (USD / Month)
Chief Executive Officer / Chief Operations Officer / Chief Marketing Officer / Chief Financial Officer / VP	25,000	33,000
Country Head / General Manager / Director	18,000	25,000
HR Director / Manager / Account Director / Supply Chain Director	12,000	20,000
Account Manager / Project Manager	9,000	12,000
Procurement Manager / Construction Manager / Doctor / Head of Marketing	5,000	10,000
Contracts Manager / Category Manager / Assistant Professor	6,000	8,000
Office Manager / Admin. Manager / Dentist / Legal Consultant / Marketing Manager / Area Sales Manager / Relationship Manager / HSE Manager	3,000	7,000
Personal Assistant / Property Consultant / Teacher / Engineer / Marketing Specialist / Chef	2,000	5,000
Accountant / Admin. Assistant / Teaching Assistant / Graphic Designer / IT Admin. / Web Developer	1,000	3,000
Secretary / Receptionist / Document Controller / Travel Consultant / Sales Executive / Safety Officer	800	2,000
Taxi Driver / Waitress / Drivers / Food Delivery Drivers / Construction Worker	500	1,800
Office Boy / Office Cleaner	300	800

* On average

Working Times Differences by Sector and Position

Different working hours in the UAE depending on the Sector and Position:

- **Public Sector** (Government Staff) working hours: 7 hours/day
- Working by UAE Labour Law hours for the **private sector**: 8 hours/day OR 48 hours/week
- Actual working hours in offices and hotels: 9,5 hours/day (with 30 min lunch break)
- **Taxi Drivers** working hours: 12 hours/day, every day
- **Hair Dressers** and **Retail Sales Staff**: 9 hours/day, 6 days a week
- Construction **Workers**: 9 hours/day, 6 days a week **with overtime** (even 12+ hours/day)

Different times:

- Public Sector (DED, Municipality): from 7:30 to 14:30
- Private Sector: from 7:00-9:00 to 16:00-18:00
- Taxi Drivers: from 6:00 to 18:00 (and 18:00 to 6:00)
- Retail in Malls: from 10:00 to 23:00 (24:00 during weekends)

Ramadan working hours:
2 hours reduction per day

Employees Rights and Protection

- **UAE Labour Law (No. 8 of 1980)**
 - Employment of Workers and Youth and Women Labour
 - Employment Contracts, Records and Wages
 - Working Hours and Leaves
 - Safety, Protection, Health and Social Care of Workers
 - Disciplinary Rules
 - Termination of Employment Contract and End of Service Gratuity
 - Compensation for Occupational Injuries and Diseases
 - Collective Labour Disputes
 - Labour Inspection
- Law applies to locals and expats in private sector
- Does not apply to government and public sector
- Discrimination
 - Employees are protected against discrimination as a **constitutional protection** (not specific to the UAE Labour Law)
 - Discrimination on the grounds of gender, marital status, race, nationality, religion and mental or physical disability
 - **HOWEVER:** presence of clear preferences by **gender** and **nationality** for specific positions, as well as by nationality for wages

Employer-Employee Relationship

- Employer-employee relationships are primarily based on the company senior management
- Company owners and decision-makers have significant power towards all employees
- Employees are, however, protected by the UAE Labour Law
- **Coronavirus crisis:** UAE Ministry regulates employer-employee relations in private sector:
 - Companies allowed to lay off additional staff and cut salary
 - Gradual adoption of following actions (in agreement with their employees):
 - Implementing a remote work system
 - Granting employees paid leave
 - Granting employees unpaid leave
 - Temporary reducing salaries during the Coronavirus crisis period
 - Permanently reducing salaries
 - Termination of additional staff: continue to provide these employees with accommodation and other dues, except for salary, as long as they are in the country or until they are hired by other businesses

Emiratisation

- Launched by the UAE Government
- Campaign which mandates the inclusion of Emiratis in the job sector
- Aim: to increase the number of Emiratis in the job market
- Initially, every company with more than 100 employees: ensure min. % of Emirati employees
- **New implementation rules** issued in 2019:
 - Employers must take steps to confirm that no UAE national registered in Tawteen Center's unemployment registry fits the criteria and work needs for the role
 - It now applies to all companies registered in the UAE, regardless of corporate form, business or number of employees (excluding free zone companies)
 - **The process:**
 1. Schedule an **Open Day** (Ministry arranges a number of candidates to be interviewed)
 2. Open Day with interviews (with dedicated employment officers from the company)
 3. *Shortlisted* (decision within 10 days) / *Rejected* (must be provided a **valid reason** for rejection)
 4. If no Emirati is selected, the company can proceed to employ an expat

Women in Business

- The UAE offers greater gender equality than any other country in the region
- Women make up 70% of the region's university graduates and 44% of the workforce
- Increase in **female entrepreneur** support groups, advisories and workshops
 - Dubai Business Women Council, Abu Dhabi Businesswomen Council, Womentum, Cherie Blair Foundation for Women, Dubai Women Establishment etc.
 - Groups that empower women and provide a place to acquire key entrepreneurial skills
 - Through mentoring, advocacy, funding, research, workshops, events...
- Increased funding for new businesses
- Women empowerment related **events** in UAE:
 - Dubai Women Empowerment Summit, Global Women's Forum Dubai, UAE Women in Tech Events, Global Women Leaders Summit, Women in Energy Conference, Noon Art Award...

Final Remarks

- UAE: Multicultural Environment
- Resulting differences in nationality and gender preferences / specialisation
- Different positions and salary ranges
- Employees rights and protection
- Increased Emiratisation requirements
- Support for women in business



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Thank you!

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