



GCC

HR Trends & Practices Report

**Annual Report 2024-2025**

Public Edition



# CEO's Message



**Mohammad Abu Al Rob**  
CEO – Procapita Group  
Founder – Zenithr

Our Valued Partners,

As we reflect on a year of progress and transformation, I want to express my deepest gratitude for your continued trust. At Procapita Group, we are driven by a clear mission: to advance human resources management and consulting across the Middle East and expand the region's talent pool, empower organizations with actionable insights.

This year, our achievements reflect our dedication to empowering businesses across the region. Through Zenithr, our digital arm and ally pioneering HR intelligence and technological innovation, and our partnership with Thomas International, renowned for psychometric assessment tools, we continue to provide advanced solutions that support talent management development and help our clients stay ahead in today's evolving workforce landscape.

I invite you to explore our fifth Annual Report, the GCC HR Trends and Practices Report 2024–2025, which provides a deep understanding into key topics such as Talent Mobility, Rewards, HR Financials, and Board Remuneration. This report serves as a valuable guide for navigating the unique opportunities and challenges within the region, offering practical strategies to help you stay ahead in an evolving market.

Looking ahead, we are excited to unveil new developments that elevate the way businesses approach HR decision-making. Over the years, we have invested significantly in our research department to ensure consistency in publishing insightful studies and reports. Our robust database, enriched by over 2,000 clients, allows us to deliver data and research known for their accuracy and exclusivity. Through our frequent polls and surveys, we stay up to date with new HR trends and practices, ensuring our research remains relevant. These valuable findings empower business leaders and managers to make informed, effective decisions.

Building on this expertise, we are proud to introduce the upcoming Procapita Hub, a comprehensive platform offering fully customizable reporting options tailored by industry and country. This platform is designed to deliver meaningful knowledge that empowers businesses across the region to navigate challenges and tap into opportunities with confidence.

On behalf of Procapita Group, I extend my sincere gratitude for being a part of our journey. As we step into the future, we remain committed to empowering organizations with innovative human resources solutions and building organizations that are innovative, resilient, and prepared for the challenges of tomorrow.

**Warm Regards,**

Mohammad Abu Al-Rob  
CEO- Procapita Group  
Founder - Zenithr

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# Introduction

The **GCC** is at the forefront of transformative changes in the HR landscape. The GCC HR Trends & Practices Report for **2024-2025** provides a snapshot of critical trends and benchmarks across the region, helping organizations navigate workforce challenges and opportunities.

This report, created in collaboration with Zenithr HR Intelligence Solutions provides essential insights into trends such as the growing participation of national talent, rising demand for technology and AI, and shifts in compensation structures. It also offers a strategic decision-making framework, covering key metrics in Talent Mobility, Rewards, HR Financials, and Board Remuneration, empowering HR leaders and professionals to navigate the evolving market with clarity and precision.

As organizations anticipate change and opportunity in **2025**, these data-driven benchmarks set the stage for informed and agile HR strategies aligned with regional developments.

For in-depth, country-specific and industry-specific analysis, upgrade to Procapita Hub, featuring exclusive data and insights tailored to your needs.

# 01

## Talent Mobility

This section reflects the recruitment and manpower planning trends practiced by organizations in the GCC markets.

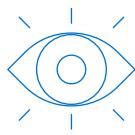
### Sources:

Procapita's Research Center  
<https://pro-capita.com>



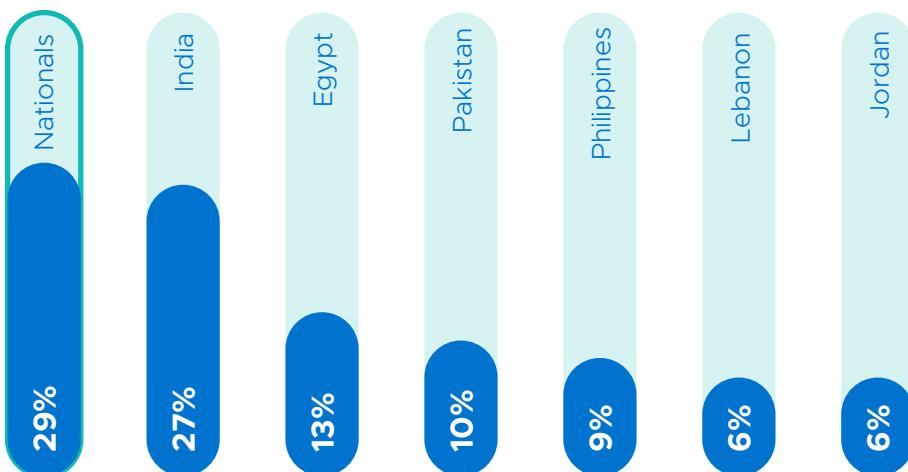
# Demographic Segmentation

With the rising participation of nationals in **2024**, nationalization initiatives in the **GCC** are proving success. Local talent plays a key role in the job market and is outpacing Indians, as the largest group of foreign workers, compared to **2023**. To fully capitalize on this momentum, organizations must prioritize attracting, developing, and ensuring that national talent's skills are aligned with roles that support the region's long-term economic diversification goals.



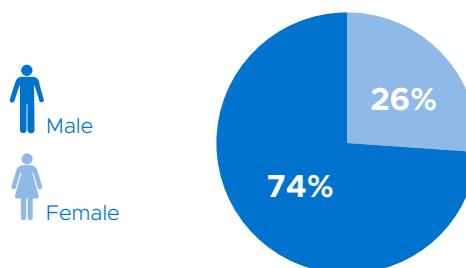
The programs associated with the **GCC** countries' visions continue to enhance the integration of national talent into the workforce, such as **Saudi Arabia Vision 2030**, **We The UAE 2031**, the **UAE Centennial Plan 2071**, **Qatar National Vision 2030**, **Kuwait Vision 2035**, **Oman Vision 2040**, and **Bahrain Economic Vision 2030**.

## Job seeker's by nationality in the GCC in 2024



The growth of female job seekers in the GCC remains stable in **2024**, reflecting the need for targeted initiatives to promote diversity, equity and inclusion (DEI) efforts in the region. **UAE** leads in female employment with **31%**, followed by **Bahrain** and **Qatar**, while **KSA** progresses at a slower pace at **19%**.

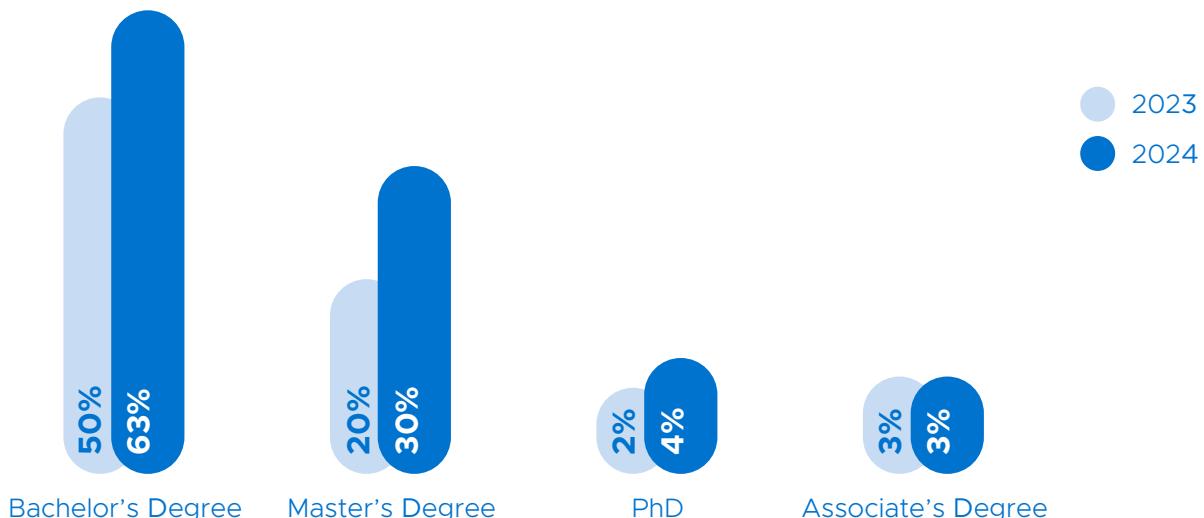
## Job seeker's gender in the GCC in 2024



# Demographic Segmentation

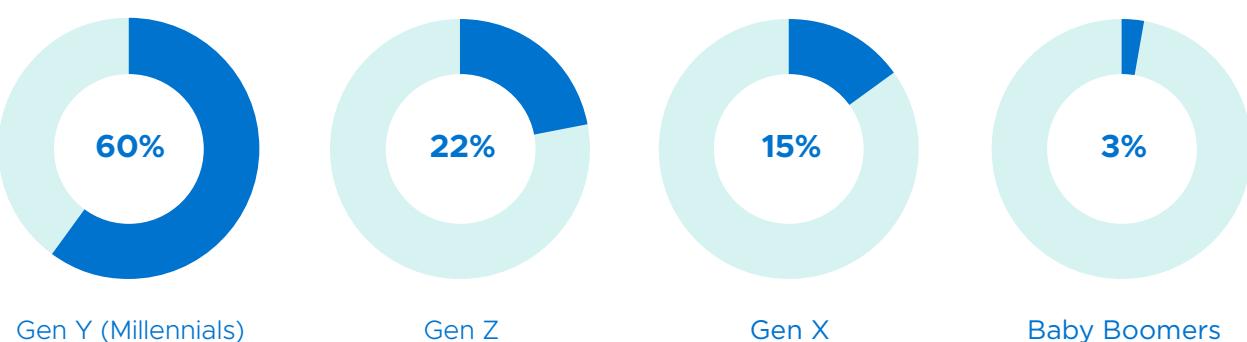
The increase in Master's degree holders shows growing interest in advanced education, especially for high-skill roles like Data and AI scientists, and cybersecurity professionals.

**Job seeker's qualification in the GCC in 2024**



With Gen Z and Millennials dominating the workforce, organizations must focus on work-life balance and employee well-being, as these are now standard expectations over traditional norms.

**Job seeker's by generation in the GCC in 2024**



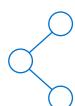
The rise in advanced qualifications among job seekers reflects the **GCC's** demand for specialized talent and its attraction for highly educated professionals.

*Note: The generational breakdown in this section follows the following criteria – Baby Boomers (1946–1964), Gen X (1965–1980), Millennials/Gen Y (1981–1996), and Gen Z (1997–2012) based on their corresponding years of experience in 2024.*

# Industries in Demand

01

In **2024**, industries like technology, renewable energy, and tourism witnessed growth, with artificial intelligence (AI) playing a key role in innovation. Notably, recent collaborations between private organizations and government-backed digital accelerators, such as **UAE's** DIFC Innovation Hub and **KSA's** National AI Program, are speeding up AI adoption. As organizations across the **GCC** region embrace digital solutions, traditional sectors like logistics and real estate are declining in demand as they adapt to this new landscape.



Technology and AI are transforming the **GCC's** job market, with demand surging in innovation-driven sectors.

## Recruitment trends by industries in the GCC in 2024



Industries  
**higher** in demand



Industries  
**lower** in demand

- Tourism & Entertainment
- Technology & Software
- Renewable Energy
- Hospitality
- F&B
- Insurance
- Legal Services
- Logistics & Freight Forwarding
- Real Estate
- Telecom
- Financial Services
- Contracting & Construction
- Trading & Manufacturing
- Oil & Gas



Industries expected to  
**increase** in 2025

- Renewable Energy
- Healthcare
- Hospitality
- Contracting & Construction
- Tourism & Entertainment
- Technology & Ecommerce

Source: Procapita Group HR Advisory and Talent Advisory databases

# Trending Jobs in The Talent Market

01

The ongoing digital transformation across the **GCC** is creating a rising demand for specialized roles such as Data Scientists and Cybersecurity Professionals. These positions are becoming increasingly critical as organizations prioritize advanced technical skills for growth. Moreover, the integration of big data and robotics is enhancing operational efficiencies, subtly increasing the need for professionals skilled in these areas.

## Recruitment trends by jobs in the GCC in 2024



Jobs **increasing** in demand

- Data and AI Scientists
- Cybersecurity Professionals
- Software & Applications Developers
- UI/UX Designers
- HR Professionals
- Sales & Marketing Professionals
- Financial Analysts
- Project Managers
- Engineers (Mechanical, Electrical, Civil)
- Business Development Specialists
- Legal Counsel/Advisers
- Digital Marketing Specialists
- Event Managers
- Nurses
- Semi-skilled (drivers, technicians, blue-collar, etc.)



Jobs **decreasing** in demand

- Data Entry Clerks
- Telemarketers
- Administrative Assistants
- Assembly Line Workers
- Travel Agents Cashiers
- Receptionists
- Office Support Assistants
- Warehouse Workers
- Manual Factory Workers
- Traditional Real Estate Brokers



The GCC's 2024 hiring trends reflect its focus on economic diversification and tech-driven growth.

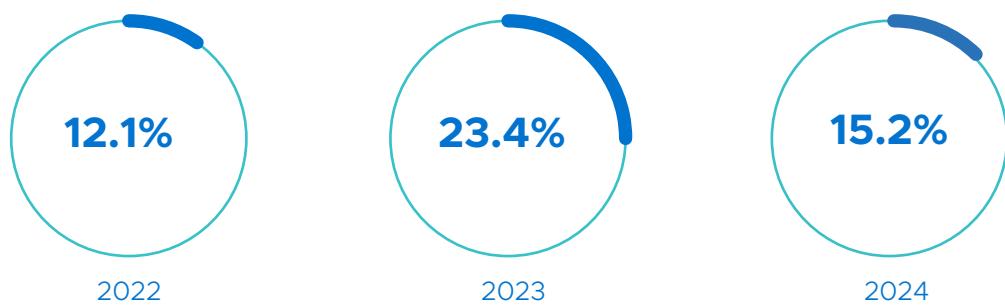
*Procapita Group notes not to use the above data as a reference for any salary reviews for current employees in any organization as many other factors and practices should be taken into consideration.*

# Organizational Employee Growth

The **GCC** countries are engaged in a "war for talent and skills" due to the gap between supply and demand in the labor market. This is evident in many countries through an oversupply of traditional fields, which leads to increased unemployment rates. Conversely, the demand for specialized roles is rising, contributing to higher salaries for these positions.

Many professionals are currently seeking opportunities in other **GCC** countries such as **Saudi Arabia** and the **UAE**, thanks to their supportive environments and flexible regulations. To overcome these challenges, **GCC** countries must enhance legislation and build systems that encourage innovation and help retain talent and skills.

## Organizational employee growth in the **GCC** in 2024



Average employee growth in the **GCC** in **2024** reduced due to economic caution amid geopolitical tensions, with organizations delaying hiring as they navigate uncertainties.

## Expected organizational employee growth in the **GCC** in 2025



Change management is essential with the employee growth rate expected to rise in the **GCC**, especially in sectors like technology. As organizations adopt AI integration, digital transformation, and hybrid work, effective change management involves clear communication, gradual implementation, leadership alignment, and continuous training.



Adopting a digital-first approach and employing strategic workforce planning are essential to aligning talent with organizational goals.

# Organizational Employee Growth

01

Key recruitment metrics—such as probation success rates, average applicants per vacancy, and time to hire—offer critical insights into the efficiency of hiring processes within the GCC.\* By analyzing these metrics, organizations can fine-tune their recruitment strategies, ensuring they attract, select, and retain the right talent.

01

## Employees passing the probation period

The figure reflects a good alignment between the hiring criteria and role requirements, ensuring that new employees are a strong fit for the organizations from the start.

76.7%

02

## Average number of applicants per vacancy

A higher number of applicants suggests a strong employer branding. The figure illustrates the competitiveness of the mid-level job market in the GCC.

72

Across mid-level positions

03

## Time to hire (days)

The time period from the date the position is opened to the date a candidate accepts the offer, excluding the notice period the candidate must serve before joining.

52

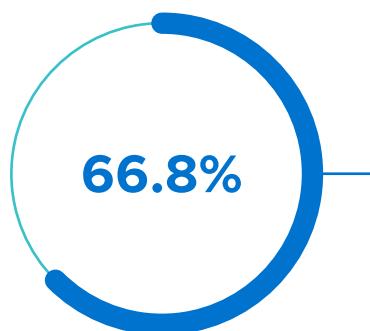
Global Benchmark: 44 Days

\*To know more detailed insights into how recruitment trends play out in specific countries and industries, visit our Procapita Hub.

# Remote Work Practices

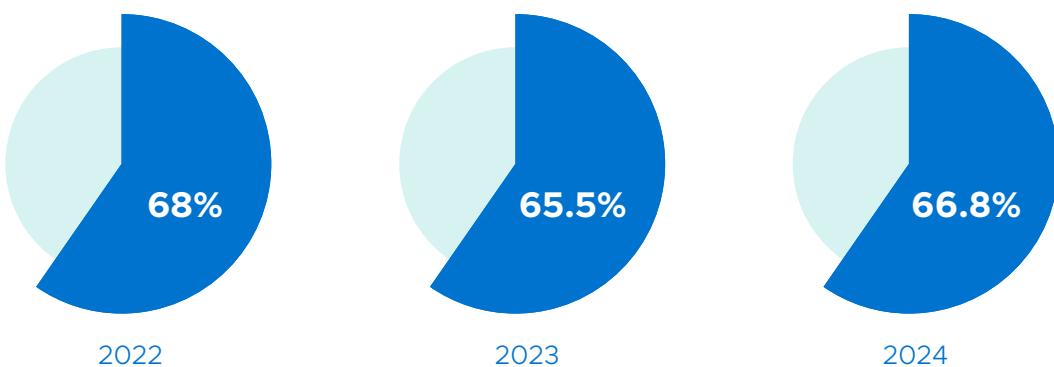
01

The adoption of remote work in the **GCC** has plateaued in **2024**, with a slight increase in organizations implementing remote policies. Government efforts, particularly in **Kuwait**, have yet to fully capitalize on the region's digital capabilities. Meanwhile, a rising awareness of the 'cost of work'—from commuting to in-office expenses—has brought a renewed focus to the practicality of remote and hybrid work models, potentially influencing future policy shifts.



**Organizations adopting remote work in the GCC in 2024**

The **UAE** and **KSA** lead in remote work adoption, with the technology industry driving this trend through digital transformation and talent competitiveness.

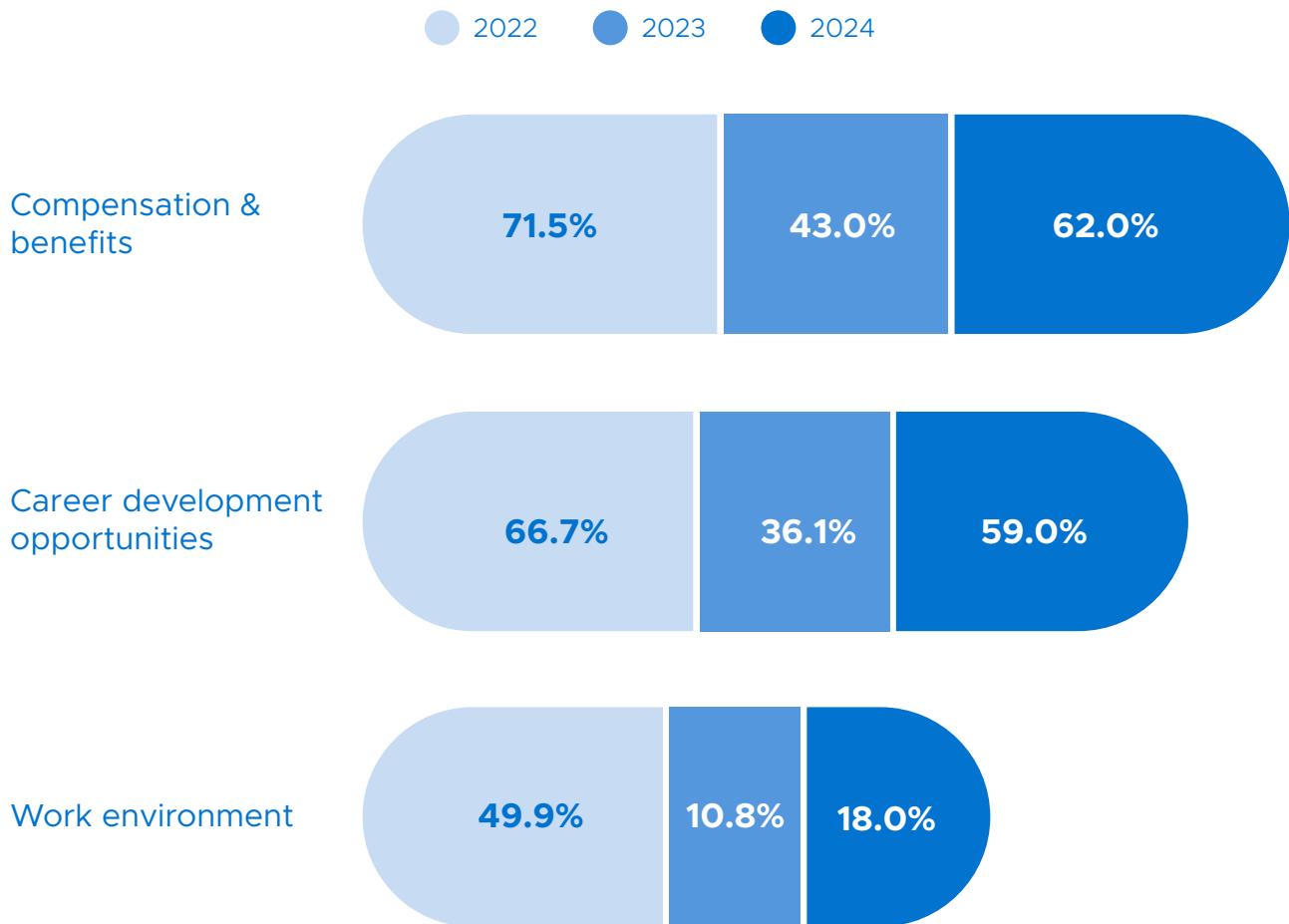


# Exit Reasons in The GCC

In the **GCC**, better compensation remains the leading reason for employee exits, as talent seek financial rewards that match the region's expanding opportunities. Competitive salaries have become a baseline expectation, especially in markets like **UAE** and **KSA**, where job mobility is high.

However, it is worth noticing that career development is emerging as a key factor in job retention. Organizations offering such opportunities are positioning themselves as 'career accelerators', a crucial advantage in the evolving job market.\*

## Employee exit reasons in the GCC in 2024



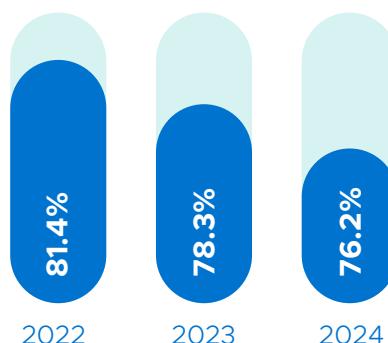
\*Solve the turnover puzzle! to learn why employees leave and how to keep your best talent, visit Procapita Hub—your comprehensive platform for HR metrics and strategic insights.

# Enhancing Employee Experience: Employee Engagement

In today's fast-paced world, organizations increasingly recognize the importance of employee experience. They focus mainly on employee engagement and employees' commitment to the workplace. When employees feel connected and valued at work, it doesn't just boost their morale—it can lead to higher productivity, lower turnover rates, and a more successful organization.

In **2024**, our benchmark for employee engagement in the MENA region is **76.2%**. This reflects a **2.1%** decrease from the previous year. We must address the concerns that have affected employees' engagement.

## Employee engagement score in MENA region in 2024



Economic instability, induced by fluctuating oil prices and rising inflation, has worried many employees about job security, decreasing motivation and morale. Besides, while remote work allows for greater flexibility, it has resulted in burnout owing to prolonged isolation and blurred work-life boundaries. Many people also feel trapped in their professions, with limited chances for advancement, resulting in dissatisfaction and disengagement.

By addressing these concerns, we may build a more supportive workplace that enhances employee engagement and fosters a stronger sense of belonging, leading to

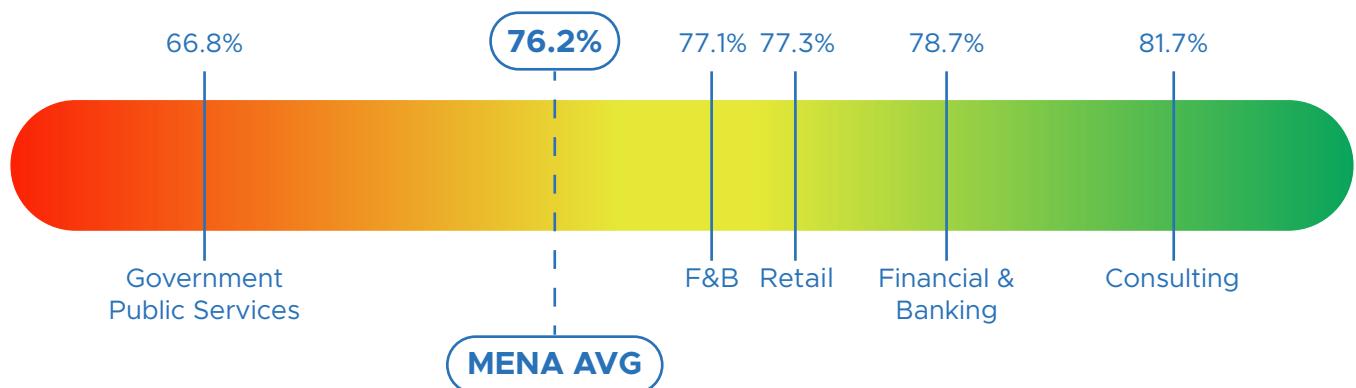
## eNPS Score in MENA Region

**26.3%**

indicating that employees in the area have a somewhat favorable level of loyalty toward their employers. This score suggests chances for organizations to boost employer reputation and improve employee engagement.

# Enhancing Employee Experience: Employee Engagement

Zenithr Employee Engagement benchmark for **2024** found that the Consulting, Investment & Financial Services Industries have the highest employee engagement scores, while Government Public Services rank the lowest.



The consulting industry stands out for its ability to foster innovation and autonomy. Employees in this industry often have access to dynamic, project-based work that challenges them to think creatively and solve complex problems. Similarly, the leadership in consulting firms emphasizes collaboration and mentorship, which empowers their employees to grow their skills and follow well-defined career paths. In the case of investment and financial services, engagement mostly stems from a results-oriented and performance-driven environment. While innovation plays a role, structured systems and clear goals are the primary motivators for engagement. Leadership in these organizations also prioritizes efficiency and generously rewards top performers with attractive compensation, rapid career advancement, and tailored training programs.

On the other hand, the government and public services sector has difficulty keeping engaged employees, resulting in low morale and high turnover rates. Employees in these industries frequently report decreased engagement due to limited autonomy, limited opportunity for creativity, and slow career development. Furthermore, their involvement in shaping organizational strategy and business goals tends to be limited.

By examining these differences, it becomes clear that industries with flexible, empowering cultures and strong leadership foster higher engagement.

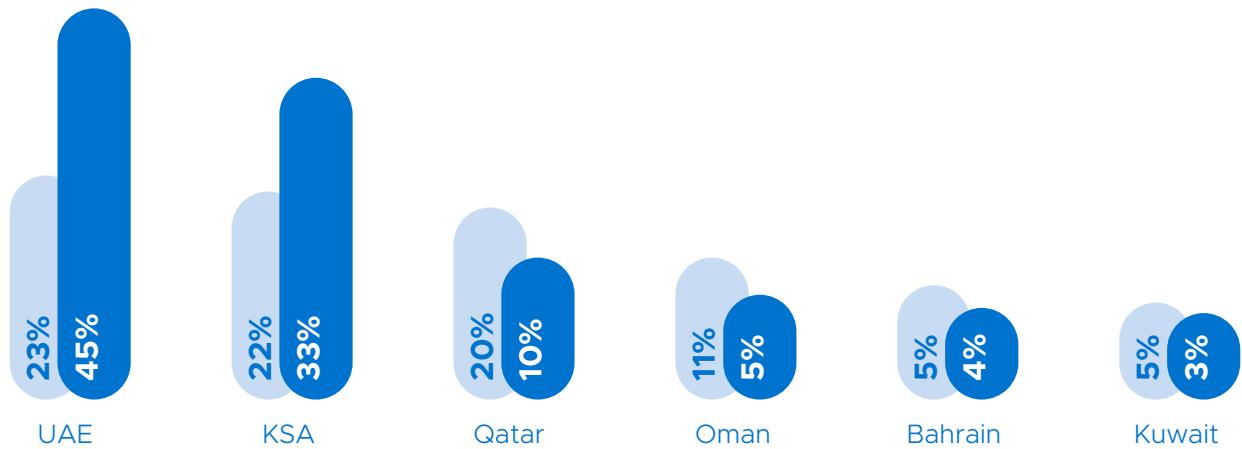


Tailoring employee experiences to align with their aspirations, growth potential, and values is key to cultivating an engaged and thriving workforce.

# Preferred Job Destination

Talent continue to prioritize better compensation and career development opportunities which increases job mobility across the **GCC**. This creates a competitive job market, particularly in the **UAE**, where attractive salary packages make it a prime destination.

## Preferable GCC countries to relocate in 2024



# Turnover Rates

The **GCC's** average turnover rate of **8.03%** in **2024** is below the global benchmark of **10%**, indicating relatively stable workforce due to increased retention efforts and competitive compensation.

However, the real estate industry experiences higher turnover rates, driven by declining demand of the sector causing systemic instability. Additionally, the tourism and hospitality industry faces high turnover due to seasonal hiring practices that prioritize short-term staffing needs.

## Employee Turnover rate in the GCC in 2024

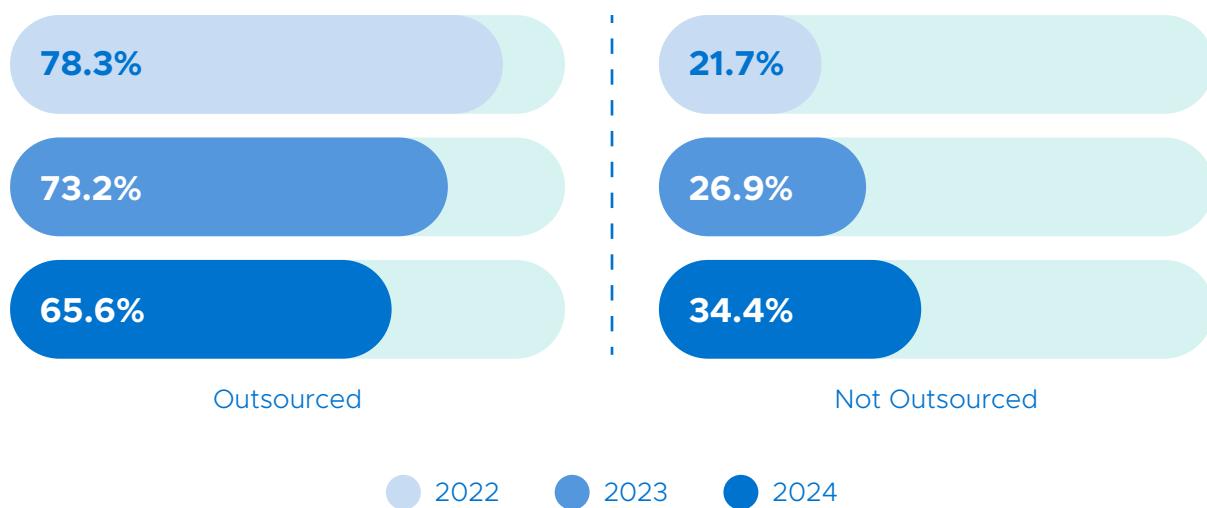


\*Access deeper insights into mobility trends and relocation preferences using Procapita Hub.

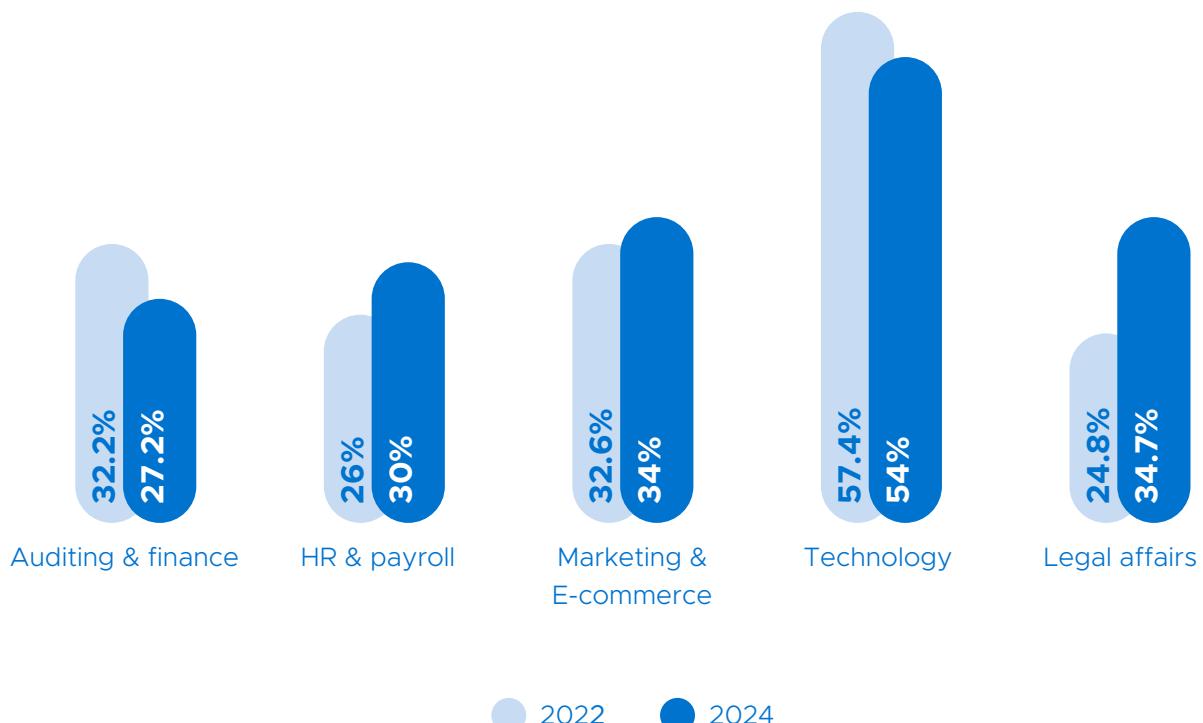
# Outsourcing Opportunities

There has been a rise in outsourcing legal affairs to manage complex regulatory landscapes. Meanwhile, HR and technology remain the predominant functions outsourced, focusing on payroll and cybersecurity, respectively, with a noticeable growing demand for risk management outsourcing.

## Organizations outsourcing in the GCC in 2024



## Functions outsourced in the GCC in 2024



# 02

## Rewards

This section sheds light on the allocation of rewards and benefits to the talent in the GCC throughout the years.

### Sources:

Procapita's Research Center  
<https://pro-capita.com>



# Annual Increments & Bonuses

02

In 2024, annual salary increase rates in the GCC declined, with 74.3% of organizations providing salary raises, down from 77.6% in 2023, indicating a narrowing scope of salary adjustments.

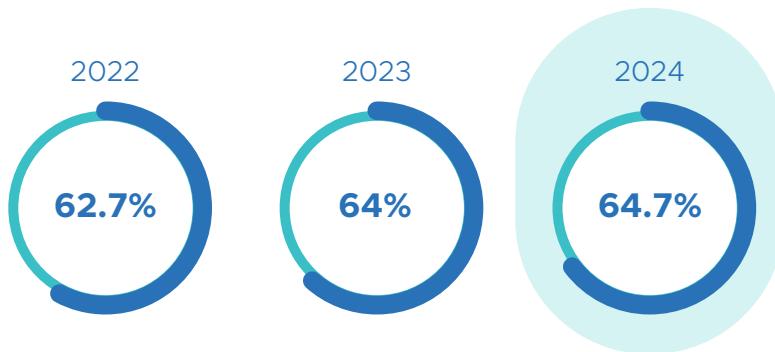
To stay competitive, organizations can benefit from implementing comprehensive reward strategies, such as performance-based bonuses and customized incentives, to strengthen their appeal in the talent market.

## Organizations providing increments in the GCC in 2024



**KSA** matches the **UAE** in leading the region in providing financial increments, followed by **Qatar** and **Kuwait**.

## Organizations providing bonuses in the GCC in 2024



The growing emphasis on performance-based bonuses highlights a shift toward rewarding individual contributions.

See how organizations are shaping bonus and increment plans for 2025—visit Procapita Group Hub for exclusive insights by sector and country.

# Non-Monetary Benefits

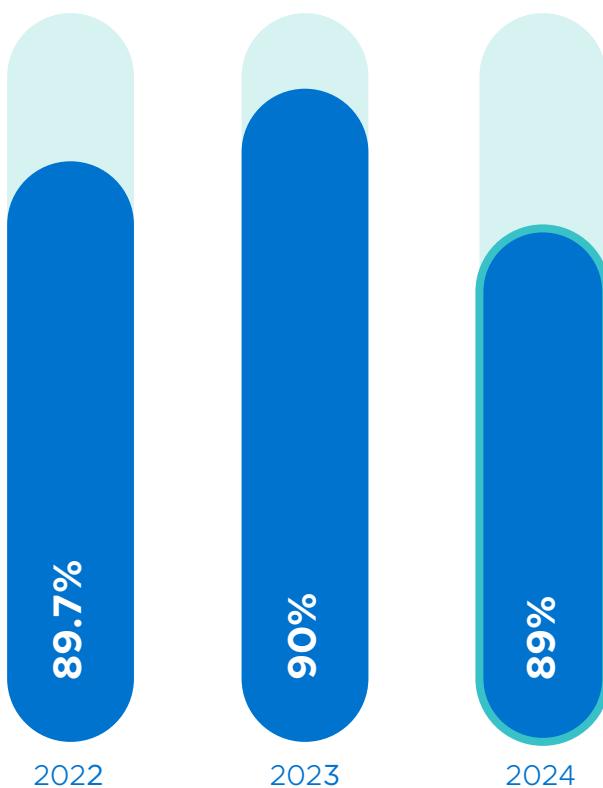
02

In **2024**, non-monetary benefits proved essential for attracting and retaining talent in the **GCC**, as evidenced by increasing prevalence. Benefits such as life insurance and child education allowances have become even more critical in addressing employee well-being and long-term security.



Comprehensive well-being programs are key to boosting employee satisfaction and retention.

## Organizations providing non-monetary benefits in the GCC in 2024



(Types of non-monetary benefits provided: Private medical insurance, Child education allowance, Flexible working hours, Life insurance, Grace hours (capped to maximum), Work from home, Above the minimum vacation days set by the work law)

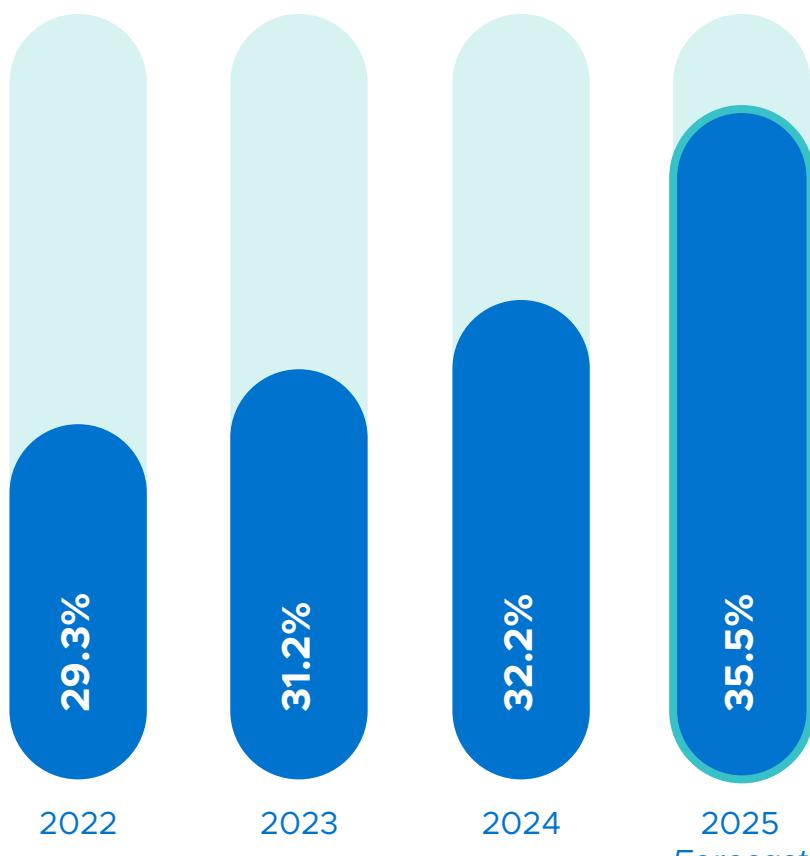
# Long-Term Incentive

02

Organizations in the GCC are increasingly adopting long-term incentive plans to better align employee interests with the organization's future performance. This approach emphasizes sustainable growth by linking rewards to long-term achievements.

Organizations in **UAE** lead in providing LTIPs at **45%**, mostly in the healthcare industry, indicating alignment with global practices.

## Organizations providing LTIPs in the GCC in 2024



## Organizations planning to provide LTIPs in 2025



To know what **2025** holds for long-term incentive plans—visit Procapita Hub for industry and country-specific insights.

# 03

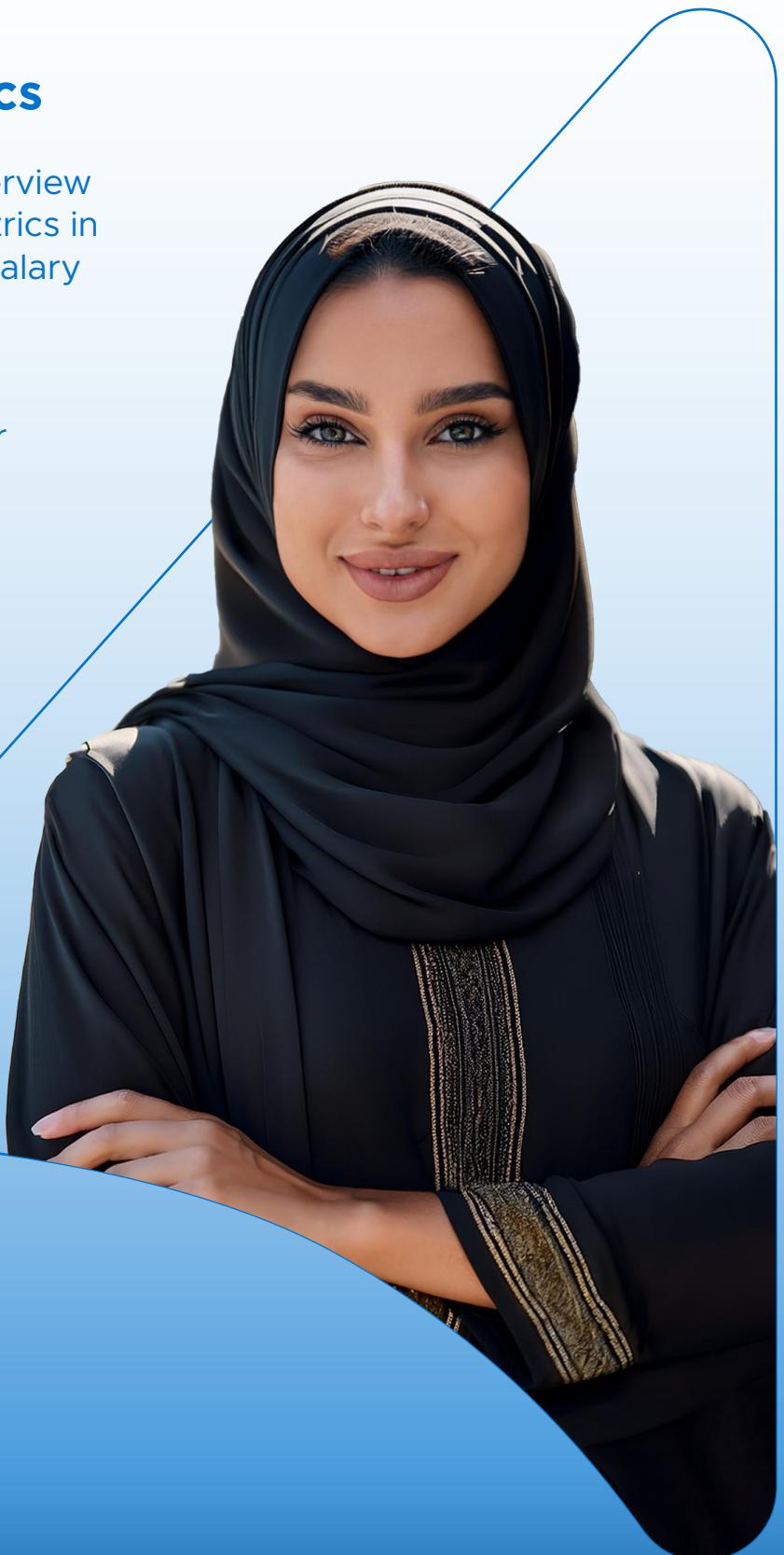
## HR Financial Metrics

This section provides an overview of the 2024 HR financial metrics in the GCC, focusing on fixed salary and total compensation.

### Sources:

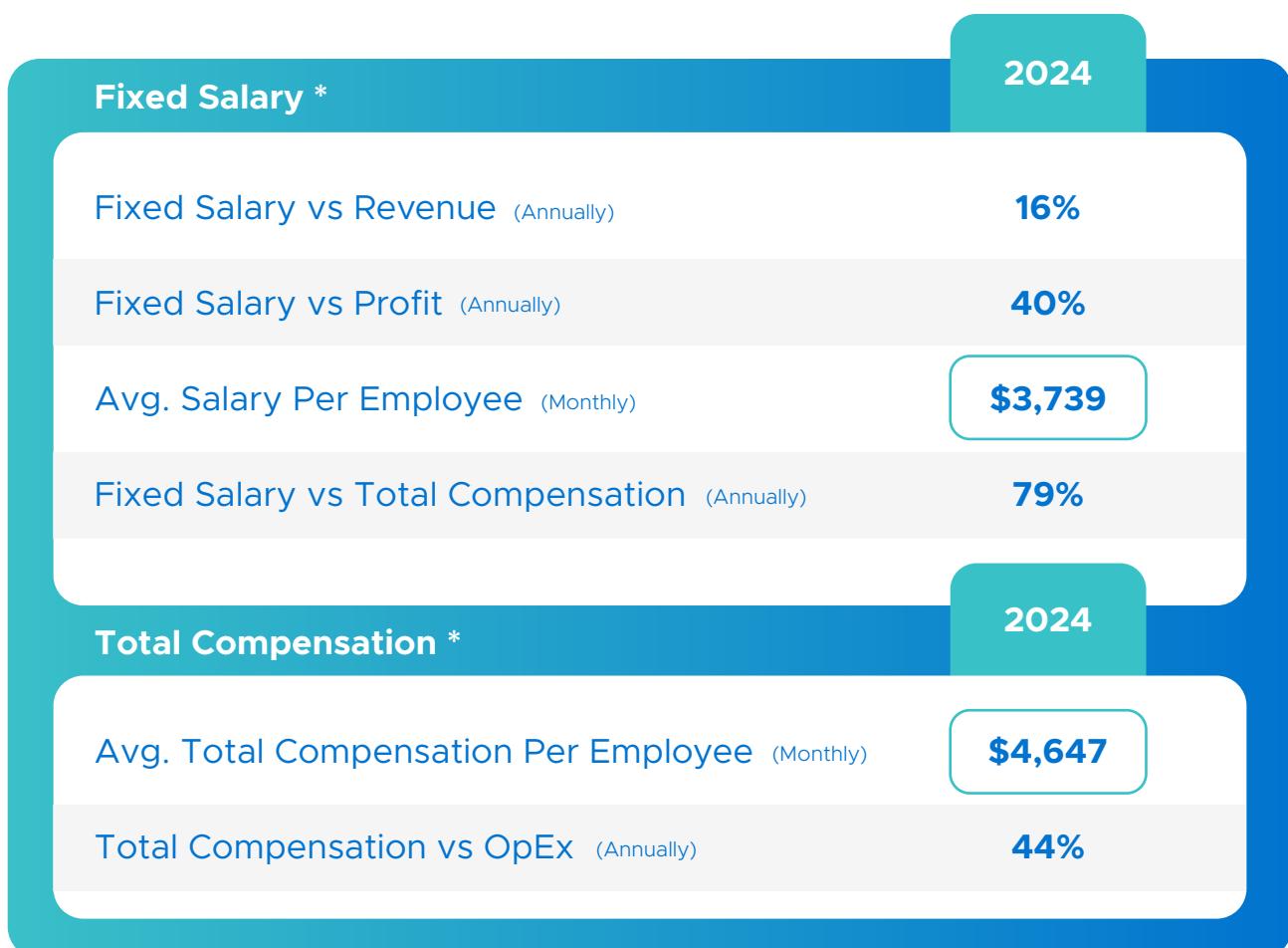
Procapita's Research Center

<https://pro-capita.com>



# HR Financials Metrics

The **2024** HR financial metrics for the **GCC** emphasize stability and strategic investment in the workforce. Fixed salary make up the largest share of total compensation, underscoring a commitment to employee financial security. Meanwhile, the balance between compensation costs and organization revenue and profit reflects a sustainable approach that supports both organizational growth and employee satisfaction.\*



\*Unlock detailed compensation data for each sector, including job-specific benchmarks using Procapita Hub tailored insights.

- The term 'fixed salary' used in this report refers exclusively to the basic salaries across all levels and positions and explicitly excludes any benefits, allowances, or other forms of variable or non-salary compensation on average.
- Total compensation, as defined in this report, includes all forms of remuneration provided to employees, encompassing fixed salaries, benefits, allowances, bonuses, and other variable compensation elements.
- All financial data used in this report is sourced from all publicly available information on each country stock exchange market and organization disclosures. The accuracy of the calculations depends on the correctness and completeness of this publicly available data.
- The analysis is based on sample sizes ranging from 20 to 510 data points across key HR financial indicators in the GCC, including Fixed Salary, Total Compensation, Bonus, and OpEx metrics relative to Revenue, Profit, EBITDA, and Assets.

# 04

## BOD Remuneration

This section discusses the compensation of the Board of Directors in the GCC.

### Sources:

Procapita's Research Center

<https://pro-capita.com>



# BOD Remuneration

04

Board of Directors (BOD) remuneration in the region refers to the compensation provided to board members for their services. This compensation include fees for attending meetings and performance bonuses. Specific practices for BOD remuneration vary by country and sector, but overall, the remuneration tends to be high.\*

## Total Board Remuneration in the GCC (in USD)



— No change

▲ Increasing

▼ Decreasing

\*Win the compensation game! Elevate your board's pay strategy with smarter insights using Procapita Hub industry and country specific data.

- The above figures are the net remuneration paid for members excluding any other expenses such as (accommodation, travel, etc.).
- All figures above represent the average of the top 120 public limited organizations by net profit in accordance with data availability (top 20 for each country).
- Remuneration excludes committee members' sitting fees and other benefits provided.
- Remuneration excludes remuneration/compensation/benefits disbursed to executive directors.

ESG principles are becoming central to the GCC's vision for sustainability, with HR playing a pivotal role in driving this transformation. By embedding environmental, social, and governance goals into workforce strategies, organizations are focusing on practical steps like promoting green practices, advancing diversity, and ensuring transparent governance.



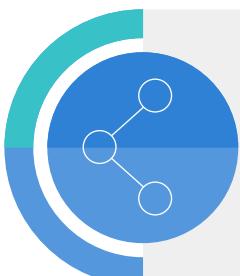
The **UAE** leads in ESG adoption with initiatives like Net Zero by 2050, as **64%** of organizations align HR practices to integrate sustainability into talent management.\*

## ESG Industry Insights in The GCC



### Banking and Financial Services

Banks in the GCC incorporate ESG factors into lending and investment strategies, responding to regulatory demands and addressing financial risks tied to sustainability.



### Technology

In the GCC, The tech sector drives ESG efforts by focusing on digital inclusion, data privacy, and sustainable operations, leveraging AI and cloud computing to enhance energy efficiency and sustainability.



### Oil and Gas

KSA and UAE, along with other GCC countries, are advancing ESG efforts by investing in carbon capture technologies and reducing methane emissions to lower the environmental footprint of fossil fuel operations.

## What it Means for HR Professionals

Applying ESG principles means promoting diversity in the workforce, prioritizing flexible work policies, and upskilling talent for green technologies.

## References

The report consolidates data from **2020 to 2024**. It is designed to assist decision-makers in identifying trends, challenges, and opportunities. The data presented in this report was cross-referenced with global benchmarks to ensure accuracy and relevance. Statistical methods were employed to analyze trends over time.

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### What Procapita Hub Offers:

1

**Country-Specific Insights:** Gain a deeper understanding of nationalization initiatives, salary benchmarks, and evolving job market trends across your key regions.

2

**Industry-Specific Reports:** Access data-driven insights on hiring patterns, talent mobility, and workforce demand within essential industry sectors.

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