

procapita
GROUP

GCC HR Trends & Practices

Annual Report
2025-2026

Public Edition



CEO's Message

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

Our Valued Partners,

As we conclude another impactful year, I extend my sincere appreciation for your continued trust and collaboration. At Procapita Group, our mission remains clear to advance human resources management across the Middle East, grow the region's talent capabilities, and empower organizations with meaningful, insight-driven decisions.



This year was marked by purposeful innovation driven by strong alliances. Through Zenithr, our digital arm specialized in AI-Powered innovative HR solutions, and in collaboration with Thomas International, a global leader in talent assessment, we continue to provide advanced solutions that elevate talent development and strengthen workforce resilience.

I invite you to explore our sixth edition of our GCC HR Trends and Practices Report for 2025-2026, built on insights from more than 3,000 organizations and professionals across the GCC. This edition explores the key forces shaping the future of work, from Talent Mobility, Employee Experience, to Rewards, HR Financials, Board Remuneration, and ESG Practices.

Our dedication to data-driven research remains central to who we are. Supported by advanced data sets, comprehensive surveys, and continuous market intelligence, our research center serves as a trusted benchmark, helping organizations navigate evolving opportunities and challenges in the region.

On behalf of the Procapita team, thank you for being part of our journey. Together, we look forward to shaping the future of HR in the Middle East, inspiring progress, amplifying talent, and empowering organizations to thrive.

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Research Methodology

1

Research Approach

Procapita's research center collected and analyzed data through a structured and scientifically grounded approach, ensuring consistency and reliability across all data points.

2

Listing Status of Data Points

Listed Organizations



Unlisted Organizations

40.5%

59.5%

3

Longitudinal Analysis

The report consolidates data trends from 2020 to 2025, providing a comprehensive view of market evolution and allowing for the identification of long-term shifts in HR practices.

4

Validation & Benchmarking

All findings were cross-referenced with global benchmarks and international standards to ensure accuracy, relevance, and comparability with global best practices.

Industries Covered



Financial Services



Education



Insurance



Manufacturing & Industrial



Retail & Consumer Goods



Real Estate



Consulting



Construction



F&B



Telecom & Technology



Healthcare



Oil, Gas & Energy



Tourism & Hospitality

01

Talent Mobility

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

Sources:

Procapita Research Center, Procapita HR advisory, Procapita Talent advisory, Procapita Annual and Talent Survey.

<https://pro-capita.com/>

(!) Disclaimer: Percentages may exceed 100% as multiple options can apply simultaneously



Demographic Segmentation

Indian nationals represented the largest share of job seekers across the GCC in 2025, accounting for 35% of total job seeker demographics. Nationals ranked second, driven by ongoing nationalization initiatives aligned with GCC 2030 national visions. Filipino job seekers doubled from 9% in 2024 to 18% in 2025, boosted by regional economic projects, better labor laws, and higher wages.

Key Insight

Across the GCC, governments are strengthening workforce nationalization through initiatives such as the UAE's Tammia, Kuwait's Tamakan, and KSA's Nitaqat, collectively aimed at embedding national talent in the private sector and reducing reliance on expatriate labor.



The slow growth pace in female job seekers highlights the need for stronger diversity, equality and inclusion (DEI) initiatives to advance workforce diversification and support the GCC's long-term economic visions.

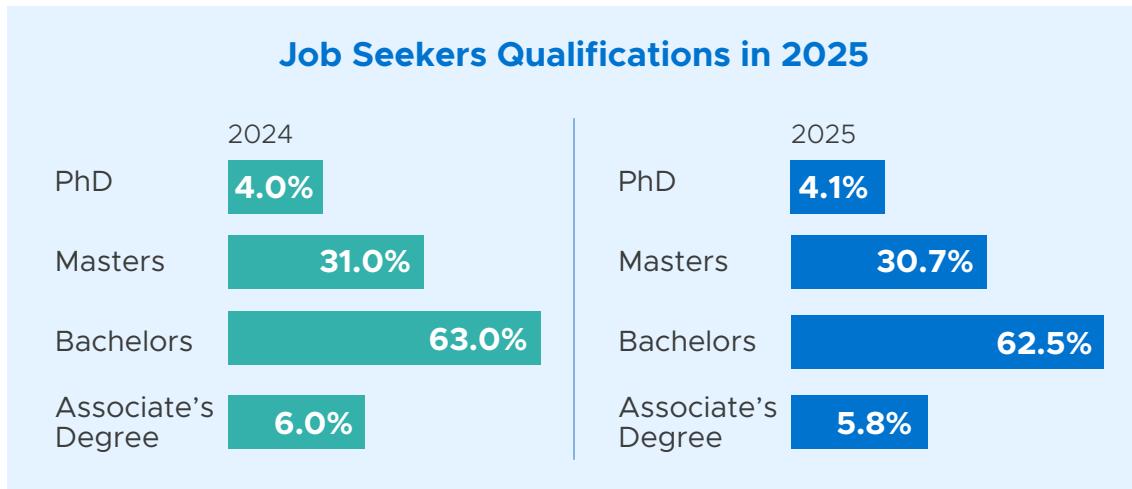
Job Seeker's Gender in 2025



The UAE leads in female job-seeker participation, reflecting its progressive labor policies, while KSA records the lowest participation, underscoring the need for more targeted diversity efforts.

Demographic Segmentation

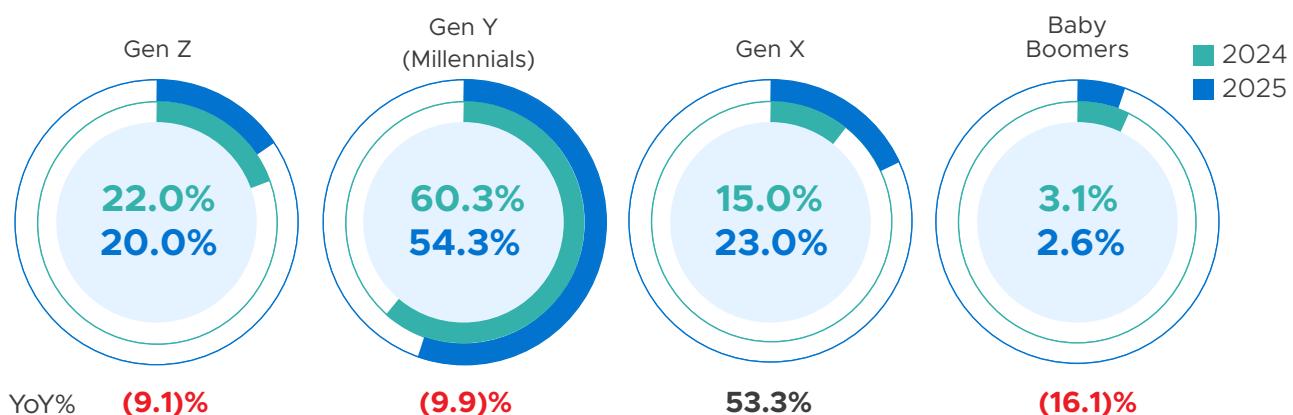
The decline in job seekers with bachelors, masters, and associate's degrees, alongside rising demand for PhD holders during 2025, highlights the GCC's transition toward advanced specialization and practical expertise in support of its knowledge-based economic goals.



Creating meaningful career growth opportunities will attract and retain the growing pool of advanced job seekers.

Millennial job seekers recorded a 9.9% year-over-year decline, while **Gen X** saw a 53.3% increase, highlighting rising engagement from experienced professionals and reflecting mid-career moves alongside the GCC's growing appeal to specialized talent supporting knowledge-based economy growth.

Job Seeker's Generation in 2025



Note: The generational breakdown in this section is as follows- 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 2025.

Industries in Demand

Renewable energy led the GCC's sector's demand in 2025 through sustained investment in the region's energy transition. **Technology, software** and **healthcare** advanced through digital transformation and national well-being initiatives. Traditional sectors such as **conventional retail and real estate** experienced declining recruitment demand as digitalization accelerated.



Technological advancements and AI adoption are reshaping the GCC job market, driving demand in related sectors in line with the national 2030 visions.

Recruitment Trends by Industries in 2025

Industries **High** in Demand

Renewable Energy

Technology and Software

Healthcare

Food & Beverage

Contracting and Construction

Industries **Low** in Demand

Telecom

Real Estate

Conventional Retail

Trading and Manufacturing

Education

Industries Expected to be **High** in Demand in 2026

Technology and Software

Contracting and Construction

Healthcare

Logistics & Freight Forwarding

Trading and Manufacturing

Trending Jobs in The Market

The GCC's transformation toward its 2030 visions has increased demand across key professional segments in 2025, with accelerating digitalization driving the hire of **cybersecurity experts, software and application developers, and digital marketing specialists**, reflecting a shift toward a diversified, technology-driven economy.

Recruitment Trends by Jobs in 2025

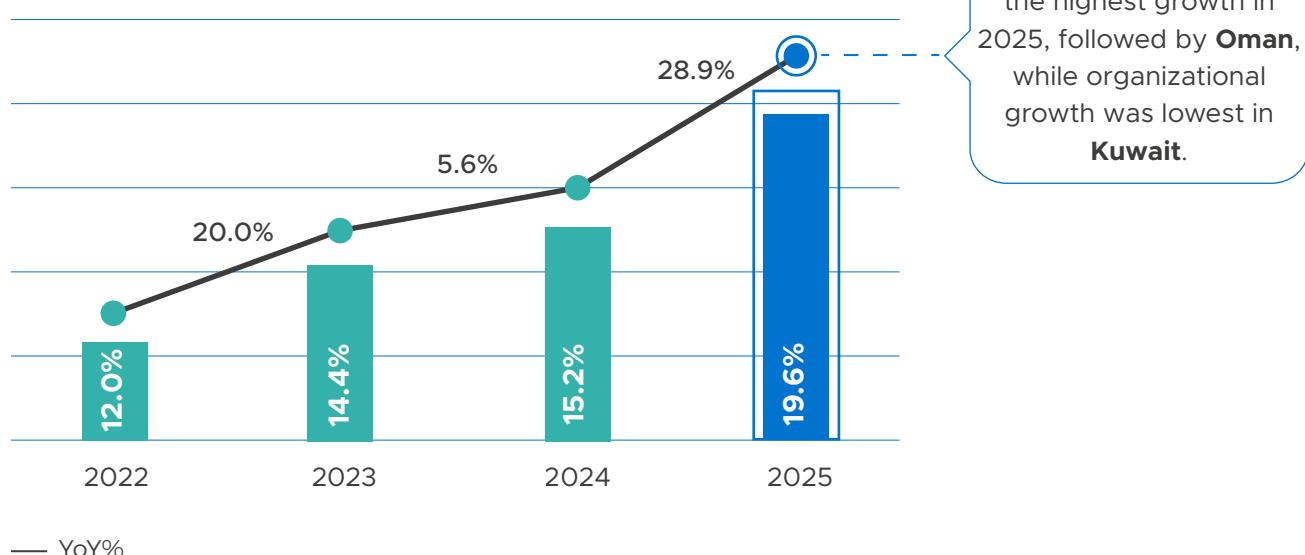


The GCC's 2025 hiring trends reflect its focus on economic development and technological transformation.

Organizational Employee Growth

As hiring gained momentum throughout 2025 due to renewed business confidence and economic diversification, the average employee growth in the GCC increased from 15.2% in 2024 to 19.6% in 2025. The expansion reflects the GCC's 2030 visions for job creation, skills advancement, and sustainable economic growth.

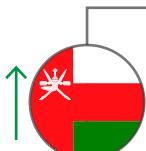
Organizational Employee Growth in 2025



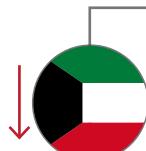
Expected Organizational Growth in 2026

24%

Employee growth across the GCC is projected to rise 24% by 2026, driven by confidence in the region's economic outlook and diversification strategies, supported by continued investments in infrastructure, technology, and sustainability-focused industries, reinforcing its role as a competitive hub for talent and employment.



Oman recorded the highest employee growth rate due to rapid national workforce expansion and economic diversification initiatives.



Kuwait had the lowest employee organizational growth rate due to intensified nationalization policies.

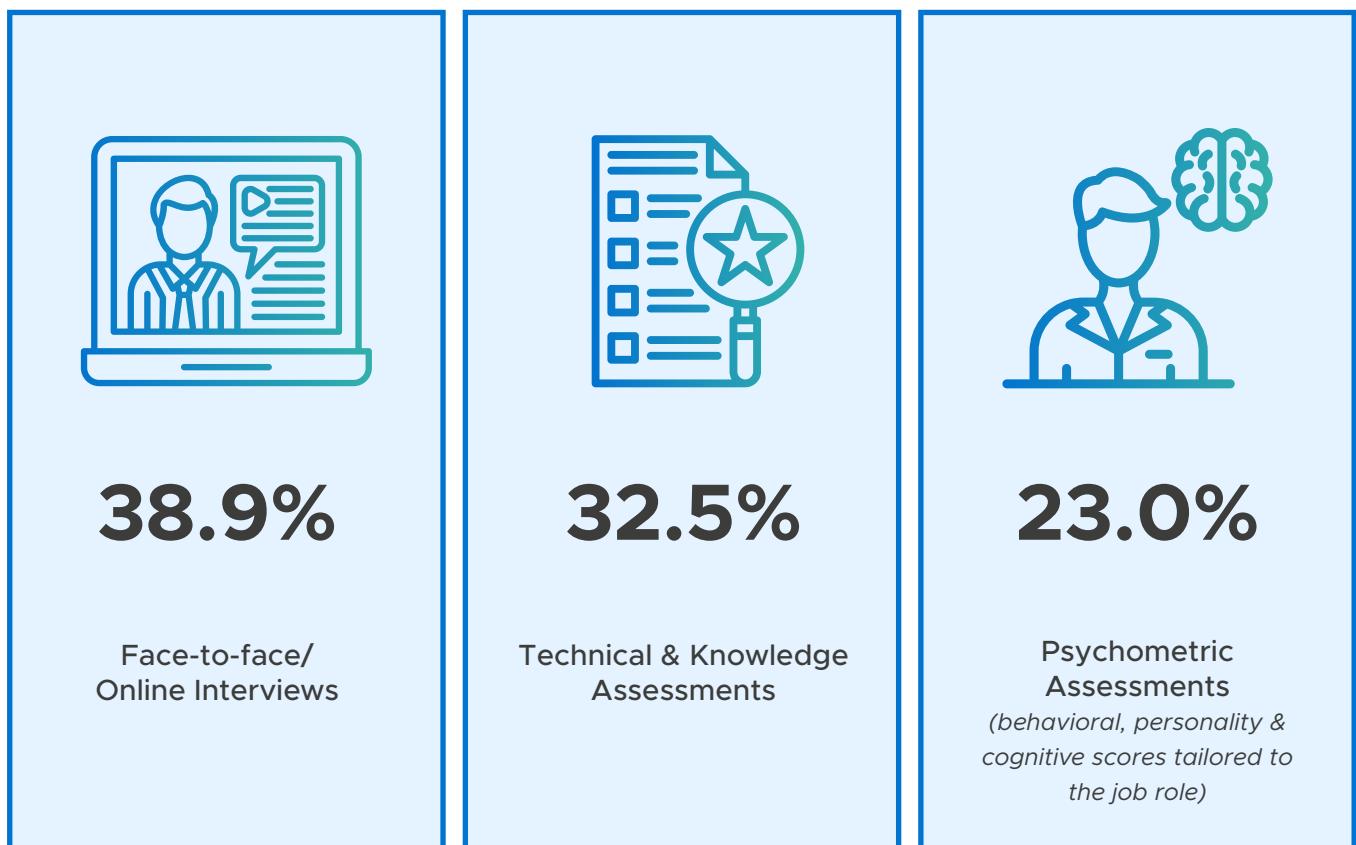


Employers should match hiring plans with growth forecasts, ensuring adequate infrastructure to sustain long-term expansion.

Recruitment Methods

In 2025, face-to-face and online interviews remain the main recruitment methods, used by 38.9% of employers. However, more organizations are adopting technical tests and knowledge assessments at 32.5%. Psychometric assessments were utilized by 23.0%, showing a move towards more data-driven hiring decisions.

Primary Recruitment Methods in 2025



KSA and the UAE led the GCC in the adoption of technical, knowledge, and psychometric hiring assessments in 2025, while Oman and Bahrain made least use of assessments, underscoring the need to embed these tools in structured frameworks to improve hiring accuracy.

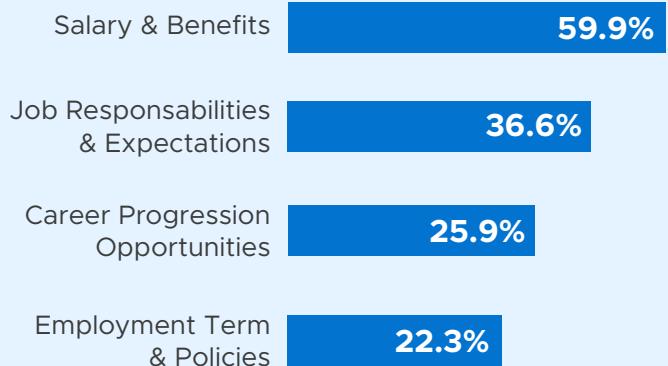
Recruitment Process Insights

Hiring in the GCC increased during 2025, with applications across job levels up 80.3% relative to 2024, and probation success rising 0.5% compared to 2024, supported by AI-enabled recruitment. Job-matching scores improved 25% during 2025 with respect to the previous year, reflecting better skill alignment and a move towards a more skills-driven labor market.

	2024	2025	YoY%	
 Average Number of Applicants per Vacancy	178	321	80.3%	The increase in applicants per vacancy suggests higher competition.
 Time to Hire (Days)	52	47	(9.6)%	Shorter time to hire reflects improved recruitment processes.
 Employees Passing the Probation Period	76.7%	77.1%	0.5%	The increase indicates stronger alignment between hiring decisions and role requirements.
 Job Matching Score	40%	50%	25%	Improvement in the job matching score reflects changes in assessment use.

By understanding what employees value most during the recruitment process, organizations can enhance recruitment efficiency. According to Procapita's 2025 talent survey, salary and benefits are the top priorities candidates need to know before accepting a job offer.

Talent Priorities Before Job Acceptance in 2025



Preferred Job Destination

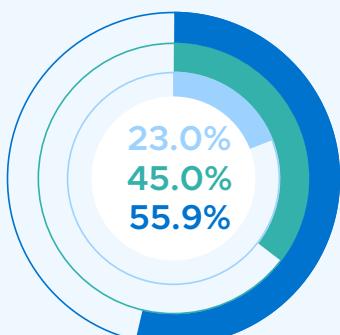
Job mobility in the GCC is driven by career growth, compensation, new job opportunities, and work culture, creating a competitive market during 2025. The UAE remained the top preferred destination for the third consecutive year, followed by KSA. Kuwait ranked lowest in the region, however, its preference as a destination for job seekers increased by 20% compared to last year.

Preferable GCC Countries to Relocate to in 2025

2023

2024

2025



UAE



KSA



Qatar



Oman



Bahrain



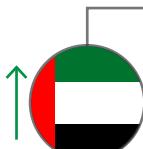
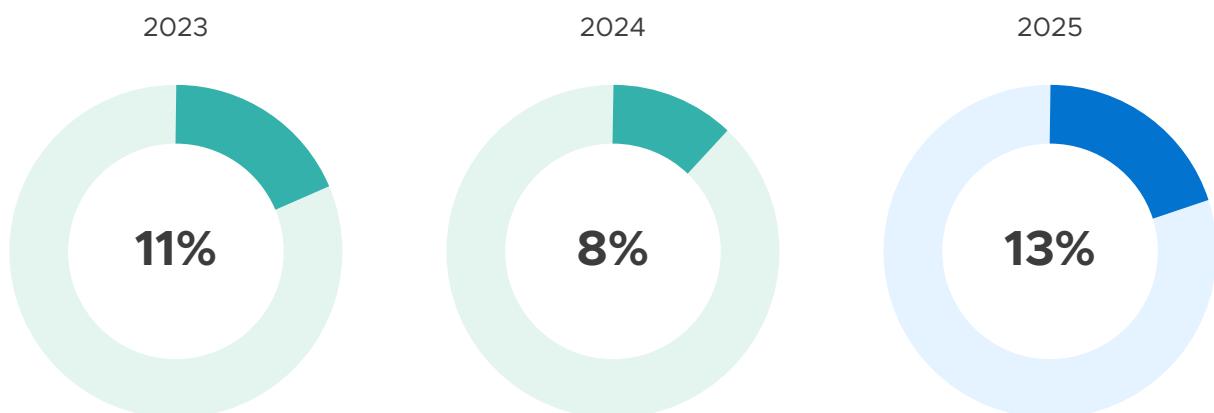
Kuwait

Turnover Rates

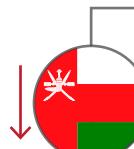
The GCC's average employee turnover increased from 8% in 2024 to 13% in 2025. The rise underscores intensifying competition for talent aligning with Procapita's earlier projections of an escalating war for talent across the region.

The tourism and hospitality sector leads GCC employee turnover at 15.9%, driven by its seasonal nature, contract-based roles, and a highly mobile foreign workforce, with rapid growth and expanding infrastructure creating frequent job transitions.

Employee Turnover Rate in 2025



UAE had the highest turnover rate, driven by a fast-paced labor market and shifting talent priorities.



Oman reported the lowest rate, reflecting stronger retention and workforce stability.

Gain deeper insights into mobility patterns and relocation preferences per country per industry through

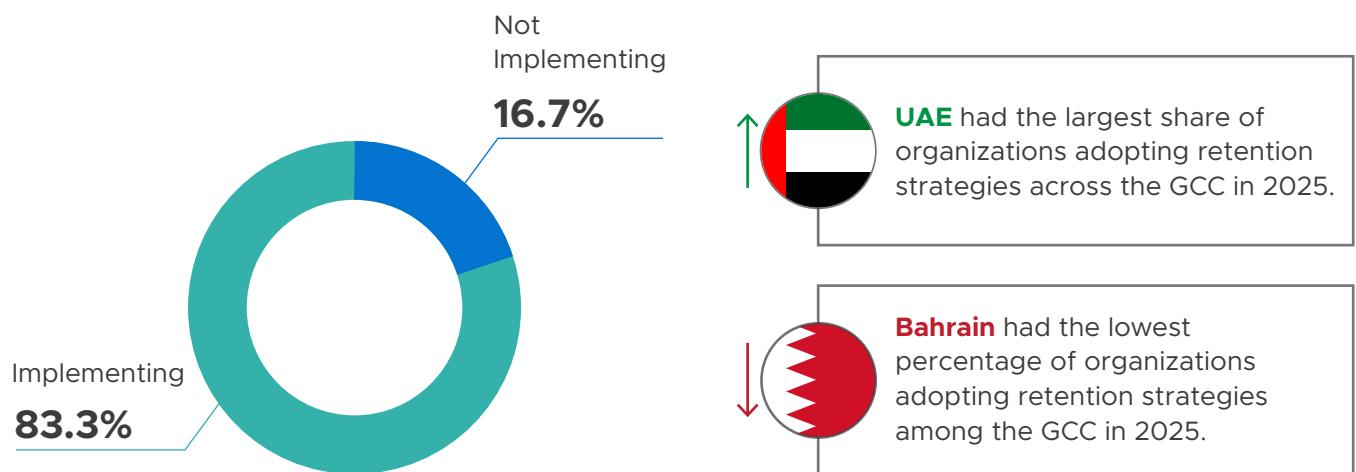
Procapita Hub



Retention Strategies

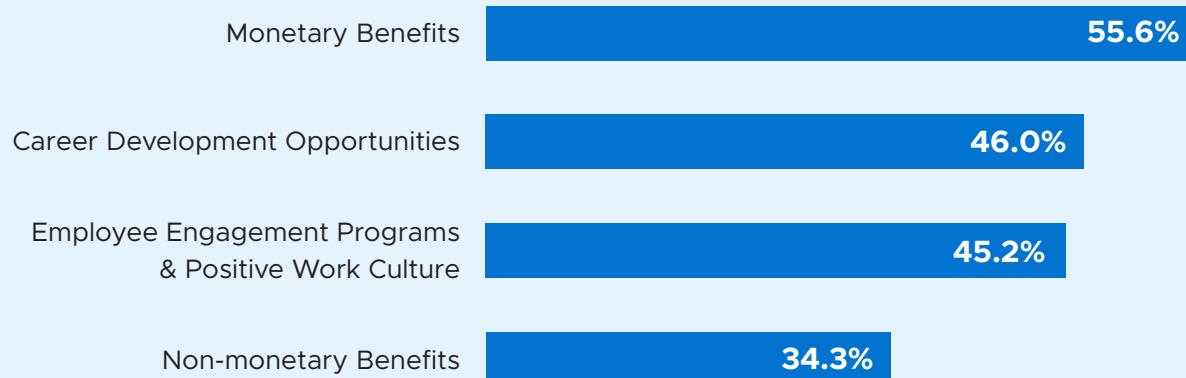
Employee retention emerged as a key strategic focus across the GCC, with 83.3% of organizations actively implementing retention initiatives. This high level of adoption reflects employers' growing awareness of the costs associated with turnover, as well as intensifying competition to attract and retain skilled talent.

Retention Strategy Implementation Rate in 2025



Across the GCC's 2025 dynamic market, retention methods combine monetary benefits with career development opportunities, employee engagement programmes, and a positive work culture. This integrated approach sets the benchmark for workforce stability and lower turnover risk.

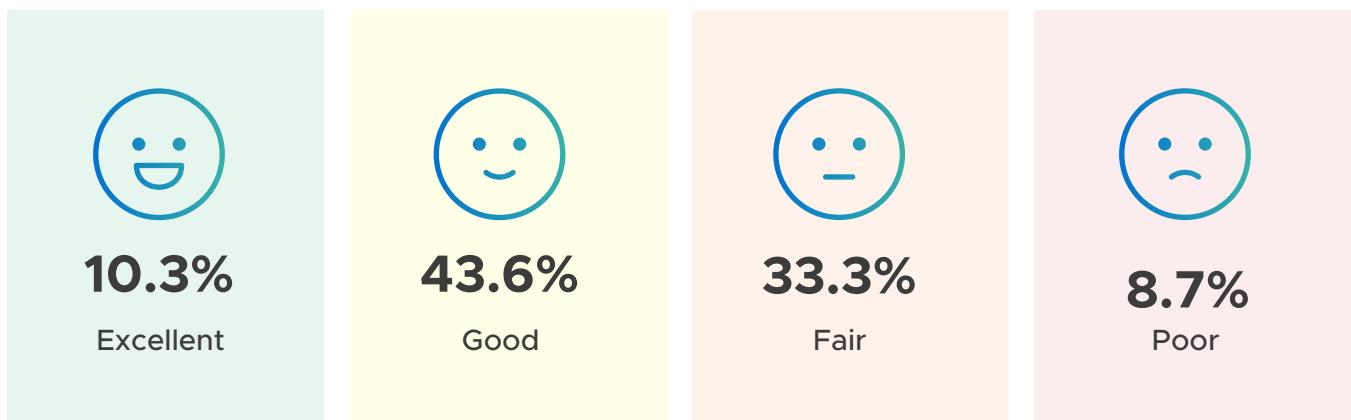
Retention Strategies in 2025



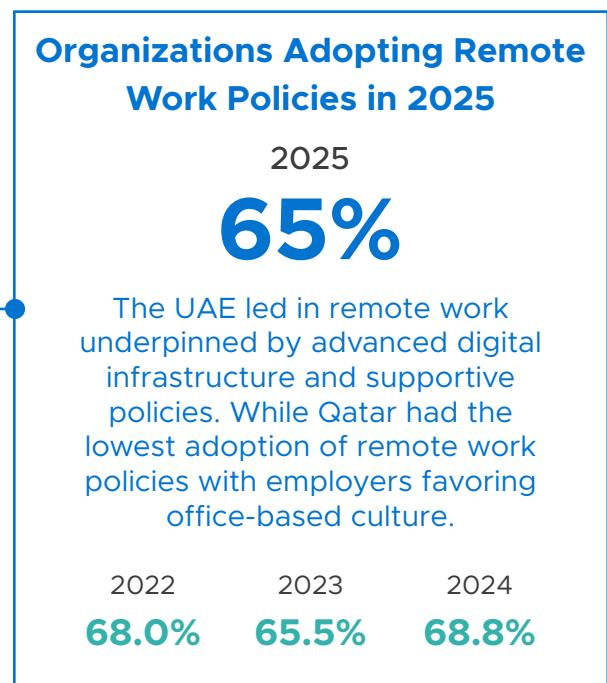
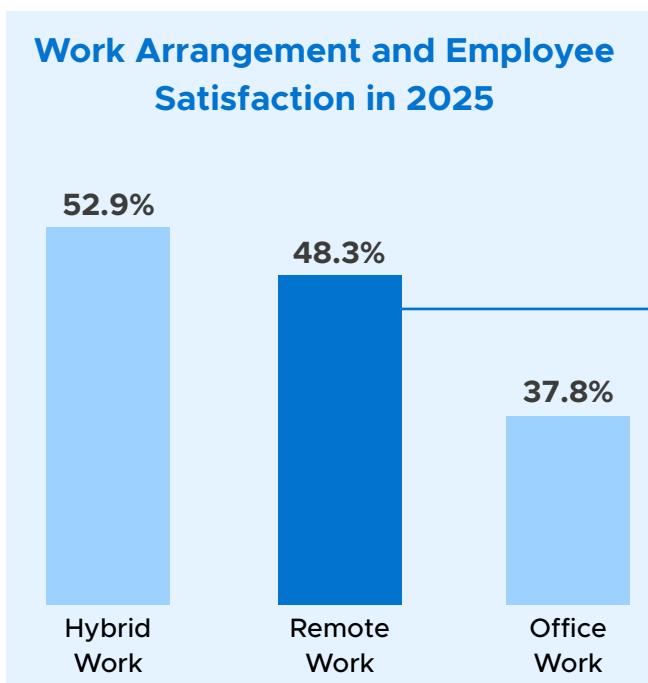
Remote Work Policies

Over half of GCC employees rate their work-life balance as “good” or “excellent” for 2025, giving employers a strong base of reasonable workloads, supportive leadership, and basic flexibility that can be leveraged to attract and retain talent.

Talent Work-life Balance in 2025



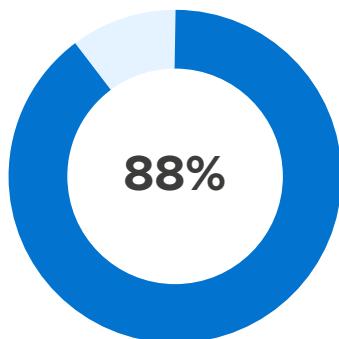
Hybrid and remote work models continue to shape workforce satisfaction across the GCC. Employee satisfaction rates are highest among those in hybrid arrangements at 52.9%, and remote roles at 48.3%, compared to just 37.8% for traditional office-based setups. With 65% of organizations now implementing flexible work structures, these models have evolved from temporary solutions into mainstream practices.



Workforce Skill Gaps

88% of organizations in the GCC faced skill shortages during 2025, indicating that the majority of organizations face challenges in accessing the talent needed to operate and grow effectively. The gap between workforce skills and market demands could impact productivity, innovation, and regional competitiveness.

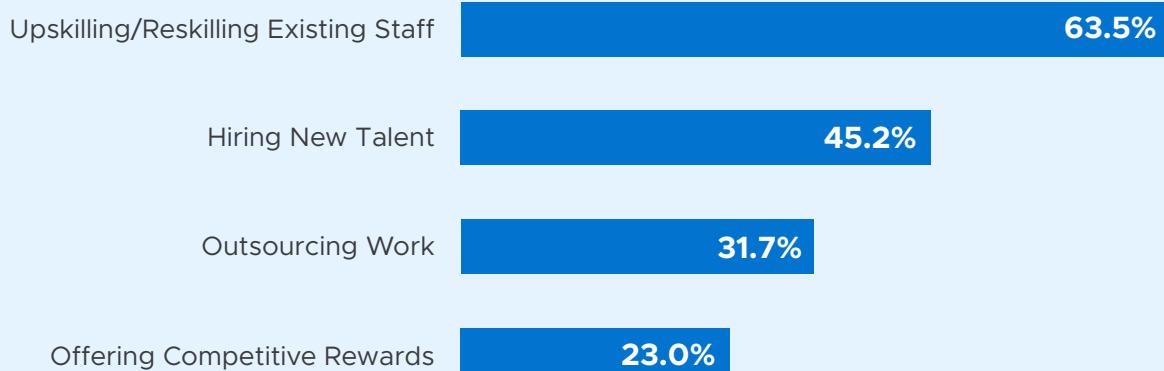
Organizations Facing Skill Shortages in 2025



Bahrain saw the highest level of skill shortages faced by organizations across the GCC in 2025, while organizations in Oman experienced the lowest level of skill shortages.

The primary strategies used to address skill shortages in 2025 were the upskilling and reskilling of the existing staff at 63.5% followed by the hiring of new talent at 45.2%. Organizations are adopting a comprehensive approach that combines internal development, external recruitment, and other strategies to build a capable workforce for the future.

Strategies to Address Skill Shortages in 2025



HR Investment Strategies

GCC HR investments in 2025 focus on the full talent lifecycle, with employee retention at 39% and employee recruitment at 38% as top priorities amid a competitive labor market. Further investments in adapting organizational structures at 36%, automation of processes at 35%, and training programmes at 33% signal a strategic focus on internal transformation and greater organizational agility. As automation increasingly influences recruitment and other HR areas, organizations need an integrated strategy balancing attraction, retention, and development to drive sustainable performance and future readiness.

Top HR Investments in 2025



02

HR Financial Metrics

This section provides an overview of key HR financial metrics for organizations listed on the GCC stock markets during the Fiscal Year 2024–2025.

Sources:

Procapita Research Center, Zenithr HR business solutions, Thomas international, Procapita Annual and talent Surveys

<https://pro-capita.com/>



HR Financials Metrics

During FY 2024-2025, the strategic realignment of HR led to a 34.4% year-over-year decrease in fixed salary vs revenue, indicating stronger commercial performance. However, due to lower profit margins, the fixed salary vs profit increased by 78.5%. Total compensation vs OpEx dropped by 52.3% in FY 2024-2025 compared to FY 2023-2024, reflecting that other business investments grew faster than pay.

Fixed Salary*	FY 23-24	FY 24-25	YoY%
Fixed Salary vs Revenue (Annually)	16%	10.5%	(34.4)% 
Fixed Salary vs Profit (Annually)	40%	71.4%	78.5% 
Fixed Salary vs Total Compensation (Annually)	79%	75.1%	(4.9)% 

Total Compensation*	FY 23-24	FY 24-25	YoY%
Total Compensation vs OpEx (Annually)	44%	21%	(52.3)% 

— No Change

 Increasing

 Decreasing

The analysis is based on sample sizes averaging up to 420 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.

*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's stock exchange market and organization disclosures. The accuracy of the calculations depends on the correctness and completeness of this publicly available data.

03

Employee Experience

This section reflects employee experience trends practiced by organizations in the GCC market.

Sources:

Procapita Research Center, Zenithr HR business solutions, Thomas international Procapita Annual and Talent Survey.

<https://pro-capita.com/>

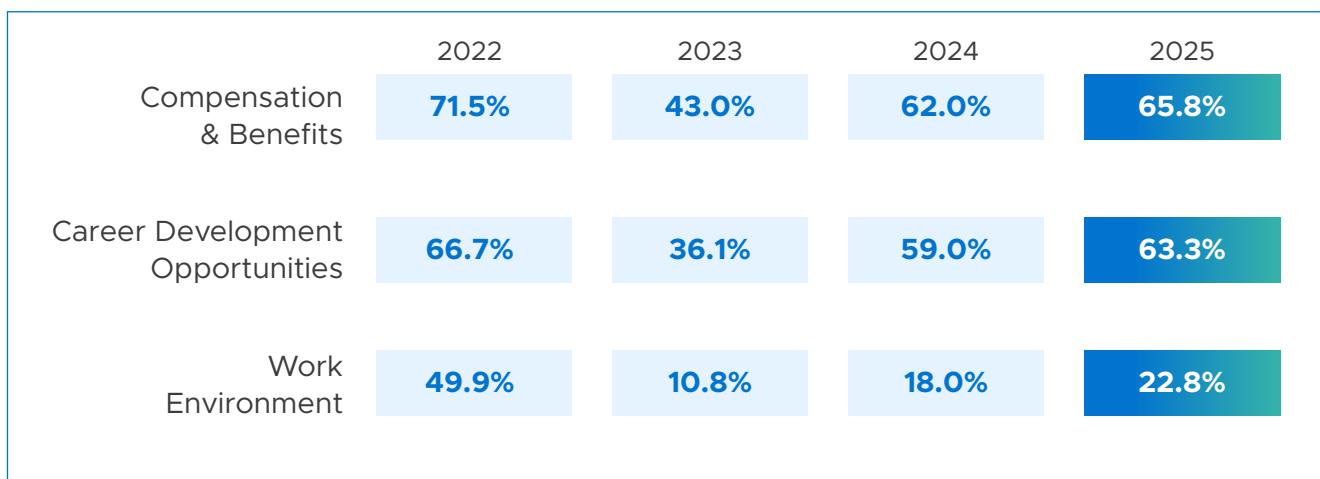
(!) Disclaimer: Percentages may exceed 100% as multiple options can apply simultaneously

Understanding Why Employees Leave: A Look at Exit Reasons in the GCC

In the GCC, higher pay is the primary motivation for employees seeking new opportunities, with 65.8% citing it as their reason for leaving. Close behind, 63.3% are eager for career growth and new roles, reflecting a positive trend since last year, when 62% employees left for better pay and 59% for career advancement. The reality is clear traditional retention strategies are no longer effective.

These indicators demonstrate that traditional retention approaches are no longer sufficient. Organizations must recognize that to keep their top talent, they must provide competitive salaries and meaningful growth opportunities. By updating their compensation and career development strategies, employers can create an enriching employee experience that attracts and retains high performers, paving the way for success in this evolving landscape.

Employee Exit Reasons in 2025



Discover the reasons behind employee turnover and discover strategies to retain top talent with

Procapita Hub — your all-in-one platform for HR metrics per country per industry.

Employee Engagement

Today's organizations understand that employee experience is no longer optional—it's essential. The emphasis has shifted to creating environments where individuals feel truly engaged and invested in their roles. When employees feel valued and involved, morale rises, productivity increases, and retention improves—ultimately driving stronger business results.

In 2025, employee engagement in the MENA region climbed to **78.6%**, a promising **3.1%** increase from the year before. This success is no accident, organizations that prioritized open communication, fostered employee well-being, and provided meaningful upskilling saw a remarkable boost in employees' engagement and morale. The key is finding a balance between maintaining stability and cultivating genuine growth.

By leveraging technology to enhance talent development and nurturing a culture that offers both security and opportunity, we keep our teams motivated and our businesses thriving.

Employee Engagement Score in 2025



The MENA region's employee Net Promoter Score (eNPS) in 2025 stands at 25.7%, placing the region in the "good" category. While we haven't yet reached the 30% leading practice threshold, it still reflects a solid foundation for employee satisfaction and loyalty. While the slight 0.6-point decrease from 2024 indicates a minor decline in sentiment, it also highlights opportunities for companies to strengthen their employer brand, workplace culture, and employee engagement to encourage positive promotion and advocacy among employees.

Employee Net Promotor Score (eNPS) in 2025



Employee Engagement (Continued)

In 2025, the consulting sector led with an engagement rate of 83.7%. Following closely are Real Estate and Food and Beverage (F&B), which have replaced financial services as the runners-up, with engagement scores of 79.7% and 78.3%, respectively.

Employee Engagement Score in MENA Region in 2025 Across the Top Four Sectors



Employees in high-performing sectors often highlight the value they find in their work, the opportunities for growth, and the strong connection they feel to their organization's purpose. In the Consulting sector, individuals are engaged by the opportunity to tackle complex problems while benefiting from a structured career advancement path. In the Real Estate sector, success is driven by client relationships and project-based achievements, whereas in the Food and Beverage (F&B) industry, success is driven by direct customer engagement and collaborative teamwork.

These industry-specific dynamics explain the variations in employee engagement we observe across sectors. To enhance engagement, it's crucial that we proactively create experiences tailored to employees' individual goals and career aspirations. While aligning organizational values and recognizing employee potential are important, focusing on the intersection of values, preferences, and the overall meaning of work can foster a stronger connection to their roles, leading to higher engagement and workplace satisfaction.

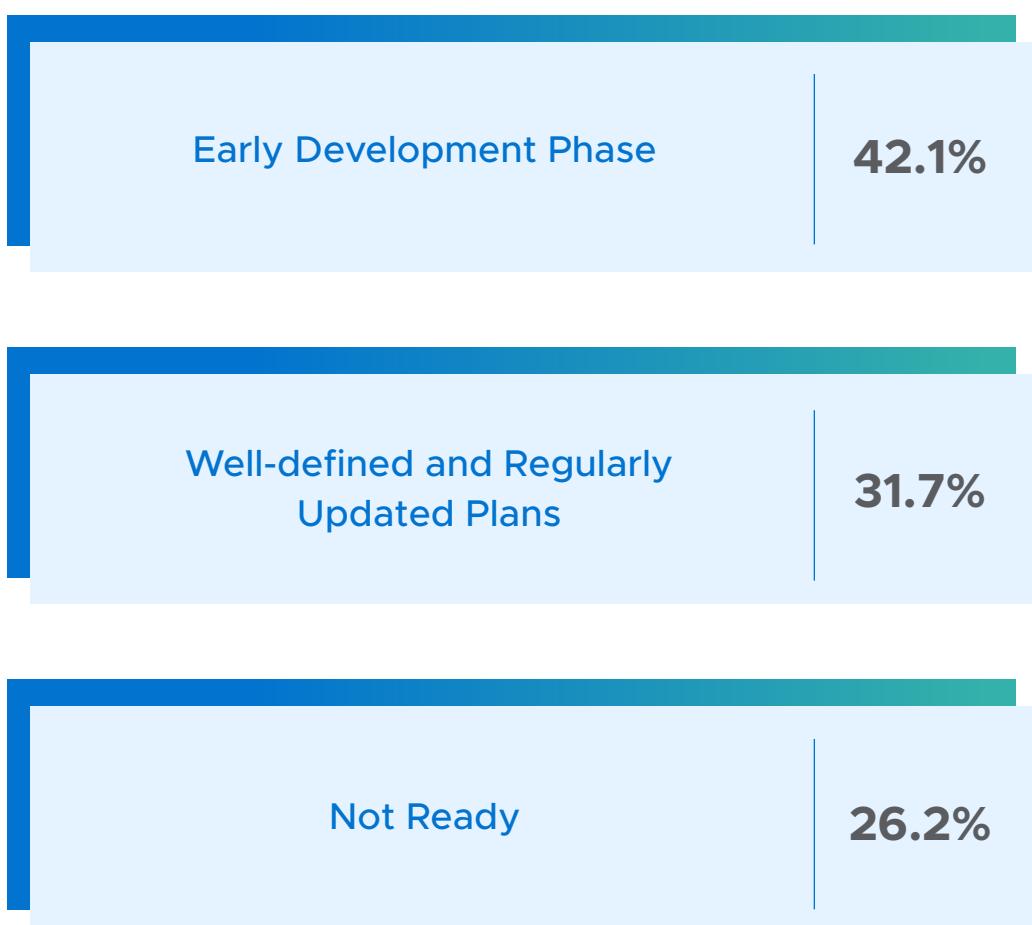


Shaping the employee journey around individual goals, growth potential, and core values fosters deeper engagement and long-term success.

Succession Planning

Succession planning readiness during 2025 in the GCC revealed a gap between strategic intent and execution. While most companies acknowledge its importance for leadership continuity, 42.1% report the early development of frameworks and 26.2% report not being ready, leaving only 31.7% with well-defined and regularly updated plans. This imbalance highlights the region's ongoing challenge in translating strategic commitment into actionable succession pipelines.

Succession Planning Readiness in 2025



Employers across the GCC report the greatest hiring challenges at management and mid-level roles, while entry and junior positions remain comparatively easier to fill.

Key Insights into the 9-Box Grid in MENA

The 9-box grid is a talent management framework that evaluates employees along two key dimensions: performance and potential. It has its roots in the General Electric McKinsey matrix and gained popularity in HR after being adopted by General Electric. The grid consists of nine boxes resulting from three levels for each dimension, supporting strategic decision-making.

The 9-box Matrix serves as a cornerstone for data-driven decision-making in talent retention and succession planning, especially within the rapidly evolving economies of the Middle East and North Africa (MENA) region.

Succession planning across MENA presents unique challenges, particularly when identifying and developing potential successors. In many organizations, this process relies heavily on the observations of direct managers. While these insights are valuable, relying solely on them introduces a significant degree of subjectivity or bias, which can undermine the fairness and objectivity of selection decisions.

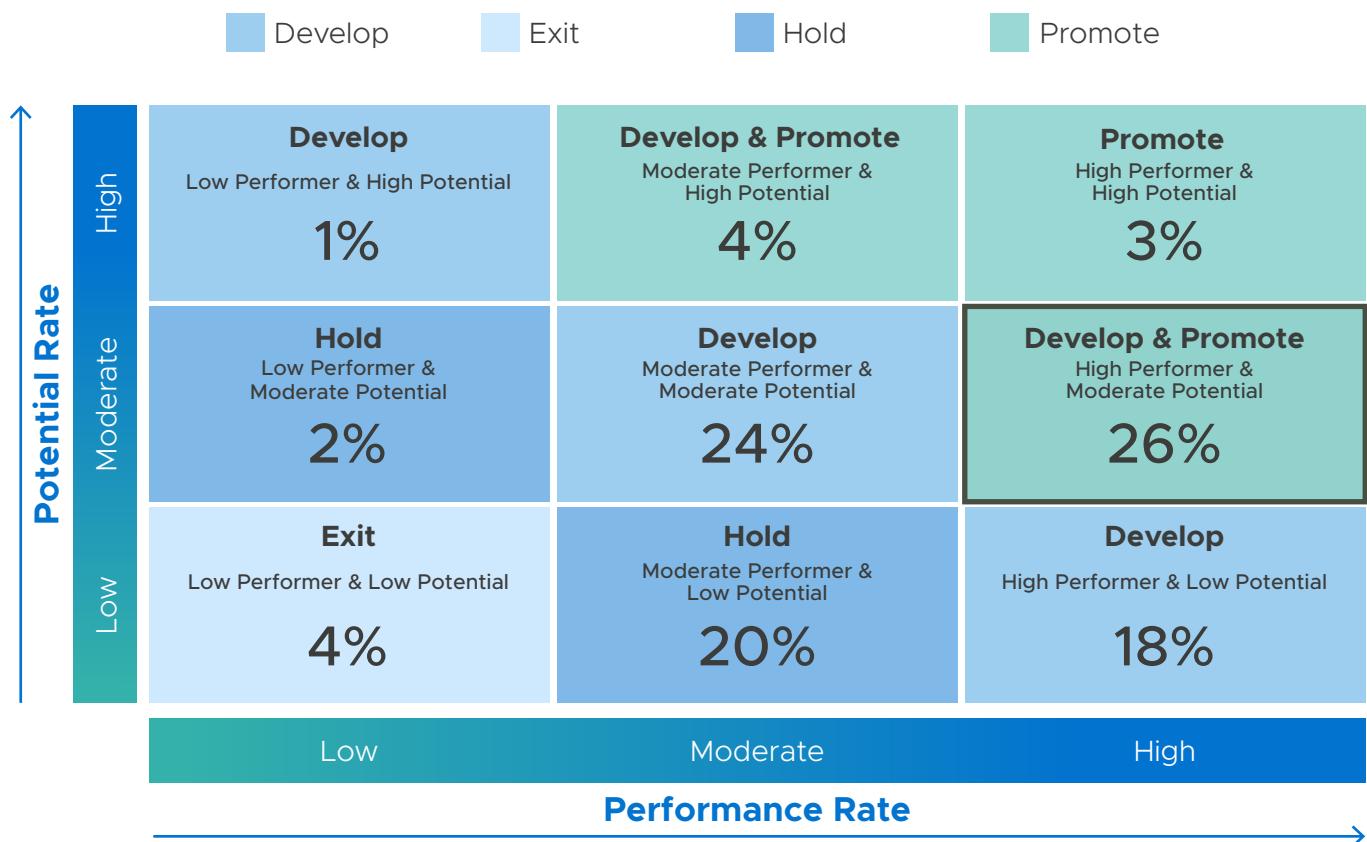
This is where the true value of the 9-box methodology becomes clear. By assessing employees along two dimensions — performance and potential — the matrix offers a more structured and holistic view. It also incorporates multiple data points, including feedback from different stakeholders, as well as assessments of leadership potential, cognitive ability, and personality.

By adopting this approach, organizations in the MENA region can reduce bias, enhance transparency in decision-making, and ensure that succession planning is data-driven rather than based merely on personal impressions.

At Zenithr, we integrated the 9-box methodology with comprehensive assessment results to ensure a more objective and data-based approach to succession planning. This integration minimizes subjectivity or bias by combining performance and potential indicators with scientifically validated assessment tools.

Last year, we launched this automated solution in the MENA market through our platform, Zenithr Elevate. Since then, hundreds of organizations in the region have benefited from its ability to simplify talent evaluations, identify high potential employees, and build stronger leadership pipelines.

The 9-box Grid in Action



Percentage of talent within sample organizations in MENA region for 2025

n=122 organizations, 9 Industries

Over the past 12 months, we have been actively analyzing the data collected from our clients using the 9-Box Grid within the Elevate platform. This analysis has provided valuable insights into talent distribution, leadership potential, and organizational development trends across the MENA region. By examining patterns across performance and potential ratings, assessment outcomes, and feedback mechanisms, we've identified several key findings that reflect the current state of succession planning and talent readiness in the region. Below are some of the most notable insights:

1. The scores are relatively high compared to other regions.
2. The majority of the talent is in Develop & Promote.

In many MENA cultures, there is a strong emphasis on respect for authority and maintaining harmony, which can lead managers to avoid giving negative feedback. Managers may inflate ratings to avoid difficult conversations or damaging relationships.

Mainly, in such cases, we suggest training managers on how to use the 9-box grid objectively and promote a culture of constructive feedback and transparency.

04

Rewards

This section outlines the types of rewards and benefits offered to talent across organizations in the GCC.

Sources:

Procapita Research Center, Procapita HR advisory, Procapita Annual and Talent Survey.

<https://pro-capita.com/>

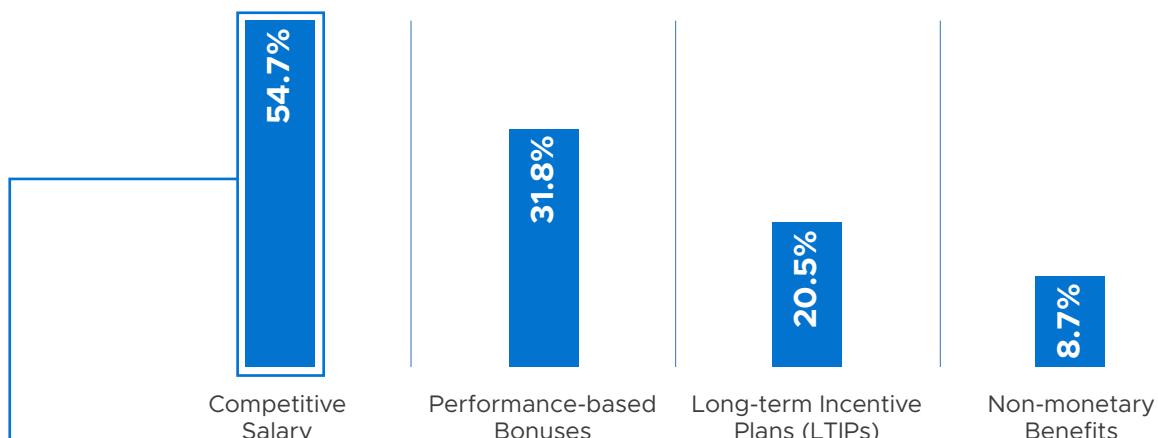
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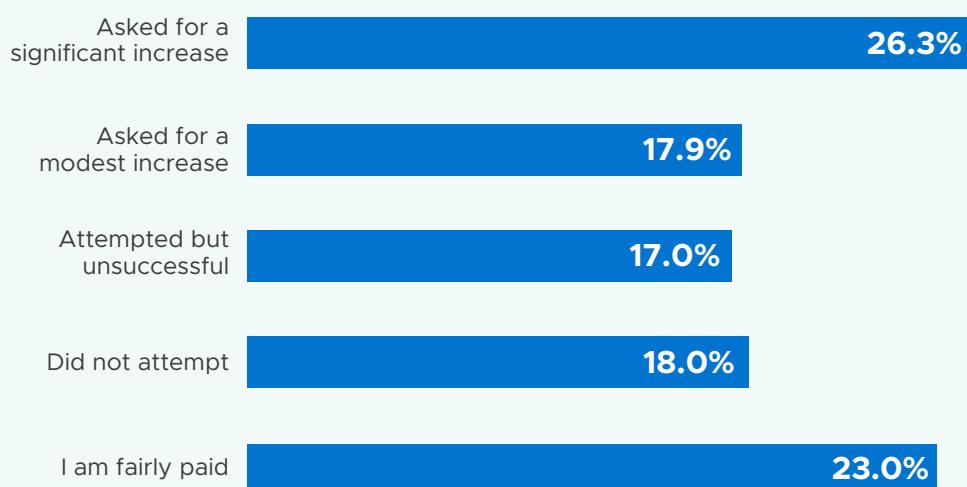
Compensation Types

According to GCC talent, competitive pay is the top motivator for **54.7%**, prompting the majority to negotiate higher salaries, with **26.3%** seeking significant pay increases. Yet, equal proportions of employees feel fairly paid, did not attempt to negotiate, or fail to secure raises, revealing a complex and evolving compensation landscape.

Compensation Types Motivating Talent in 2025



Talent Salary Negotiation Attempts in 2025

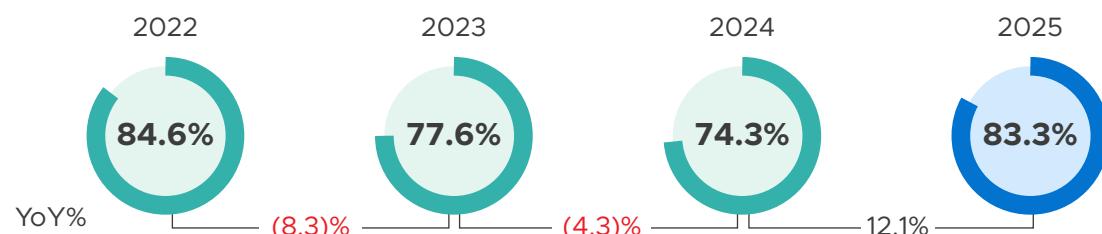


Access instant Compensation Benchmarks on **Procapita Hub** HR analytics across countries and industries at your fingertips

Annual Increments and Bonuses

83.3% of organizations across the GCC provided annual salary raises during 2025, marking a **12.1%** rise compared to 2024. The upward trend reflects a stronger focus on rewarding and retaining talent amid rising competition and economic optimism.

Organizations Providing Increments in 2025



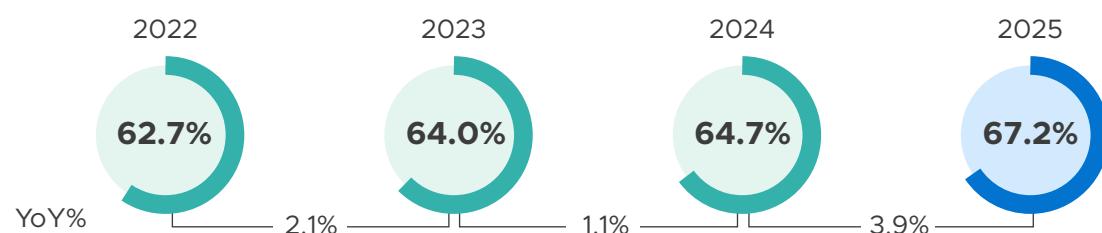
UAE led the GCC in providing salary increments highlighting its focus on rewarding performance.



Bahrain had the lowest share of organizations offering salary increments, reflecting a conservative pay approach.

The **3.9%** rise in organizations providing bonuses in 2025 from 2024 reflects the strategic deployment of monetary benefits to attract and retain talent.

Organizations Providing Bonuses in 2025



Oman led the GCC in organizations providing employee bonuses, showing an incentive-driven approach.



Bahrain offered organizational bonuses the least in the GCC, representing a more cautious bonus-distribution approach.

Annual Increments and Bonuses

81.8%

Organizations Planning to Provide Bonuses in 2026

Organizations across the GCC are anticipating a rise in bonus distribution, with 81.8% planning to provide bonuses in 2026. This upward trend reflects stronger alignment between performance incentives and regional talent retention strategies.



Kuwait topped the GCC in planned bonuses, showing a strong focus on retention and performance.



Bahrain recorded the lowest, favoring a cautious approach to compensation.

See how organizations are shaping bonus and increment for 2025 visit

Procapita Hub  for exclusive insights per country per industry.



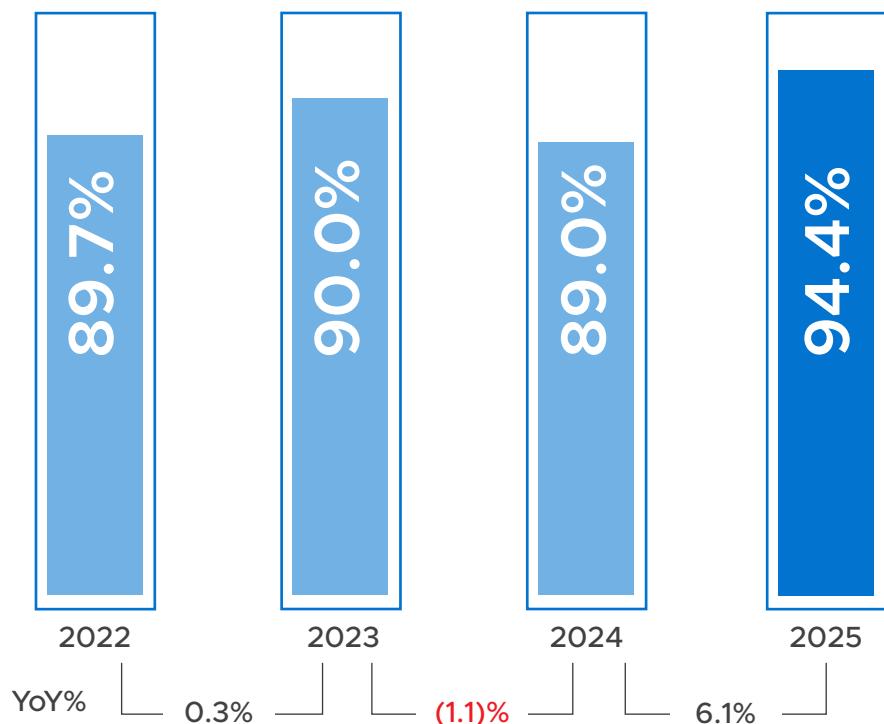
Non-Monetary Benefits

Organizations in 2025 across the GCC are emphasizing non-monetary benefits, recording a 6.1% annual increase towards investment in well-being, engagement, and more sustainable workplace practices, marking a positive step towards retention strategy implementation.



Integrated employee wellness strategies are fundamental to fostering higher levels of loyalty within organizations.

Organizations Providing Non-Monetary Benefits in 2025



UAE led in providing non-monetary benefits reflecting comprehensive support.



Oman ranked last, highlighting a more limited approach to employee perks.

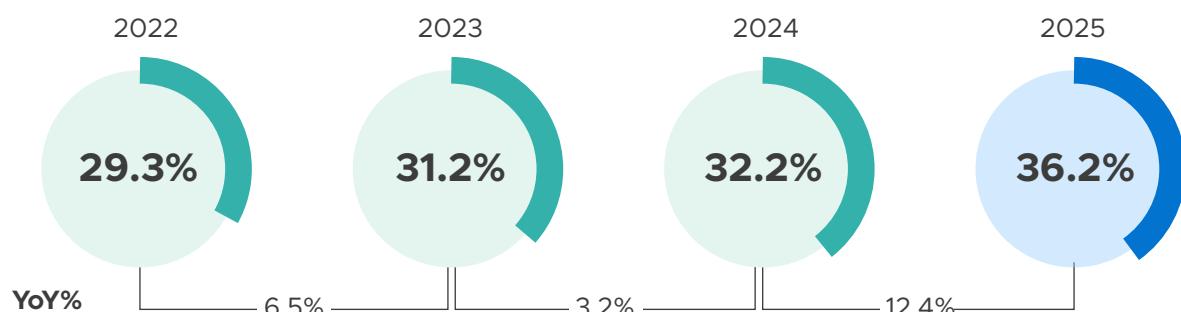
(Types of non-monetary benefits provided: Medical insurance, flexible working hours, life insurance, leave exceeding the minimum set by the labor law).

Long-Term Incentive Packages

The 0.9% year-over-year rise in adoption of LTIPs across the GCC in 2025 indicates a strategic continuation in reward approaches to strengthen performance, boost employee retention, and address evolving market and talent dynamics, highlighting a commitment to continuity and competitiveness.

In 2025, deferred bonuses and performance share grants were the most common LTIPs in GCC organizations. For detailed industry and country insights, visit [Procapita Hub](#)

Organizations Providing LTIPs in 2025



KSA led the GCC on LTIPs, underscoring its performance-driven reward culture.



Bahrain ranked last in providing LTIPs, reflecting slower adoption.

Organizations Planning to Provide LTIPs in 2026

41.8%

More GCC organizations plan to offer LTIPs in 2026, with 41.8% indicating intent, reflecting a growing recognition of long-term incentives as key to executive retention and strategic alignment.

UAE organizations planned to provide LTIPs to employees the most in the GCC in 2026.

Bahrain organizations planned to offer LTIPs the least in the GCC in 2026.

05

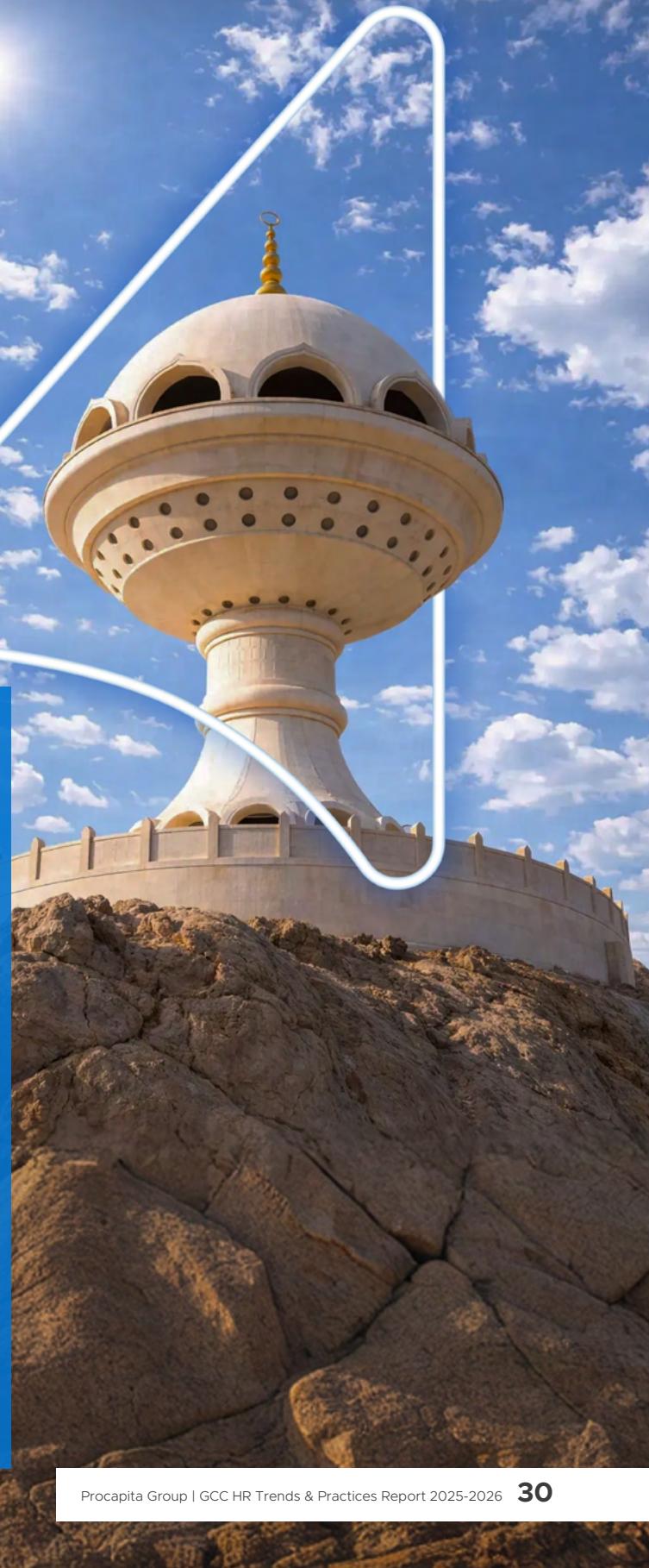
BOD Remuneration

This section discusses the compensation of the Board of Directors in organizations listed on the GCC stock markets.

Sources:

Procapita Research Center, Procapita HR advisory, financial data for listed organizations on the GCC Stock Markets.

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BOD Remuneration

Board of Directors (BOD) remuneration in the region refers to the compensation provided to board members for their services. This compensation can 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. Additionally, the structure and criteria for these compensations are often influenced by local regulatory frameworks and industry standards.

Qatar has the highest average total remuneration as a percentage of total profits at **2.05%**. Kuwait ranks third among the GCC at **0.57%** average remuneration as a percentage of total profits.

Total Board Remuneration in the GCC (FY 24-25)

Location	Average Number of Board Members	Average BOD Remuneration per Board Member (USD 000)	Average Total Remuneration (USD 000)	Average Net Profit (USD 000)	Average BOD Remuneration as a Percentage of Net P/L
GCC Average	9	293	2,584	1,585,343	0.16%
#1 Qatar	8	449	4,182	204,216	2.05%
#2 Bahrain	10	171	1,706	102,915	1.66%
#3 Kuwait	10	254	2,544	444,853	0.57%
#4 Oman	7	112	811	186,195	0.44%
#5 UAE	8	451	3,823	1,271,443	0.30%
#6 KSA	9	271	2,440	7,302,435	0.03%

- 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 listed 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.

BOD Remuneration

The GCC witnessed a 5.7% increase in the average total remuneration for BOD from FY 2023-2024 to FY 2024-2025, despite a 3.5% decline in the average net profit over the same period. The divergence highlights the region strategic focus on maintaining competitive BOD compensation levels to attract and retain distinguished governance professionals amid evolving market dynamics.

Total Board Remuneration in (FY 24-25)

	FY 22-23	FY 23-24	FY 24-25	YoY%
Average Number of Board Members	9	9	9	0% —
Average BOD Remuneration per Member (USD 000)	230	282	293	3.9% ▲
Average Net Profit (USD 000)	2,073,995	1,642,080	1,585,343	(3.5)% ▼
Average Total Remuneration for BOD (USD 000)	2,031	2,444	2,584	5.7% ▲

— No Change

▲ Increasing

▼ Decreasing

- The above figures are the net remuneration paid to members excluding any other expenses such as (accommodation, travel, etc.).
- Remuneration excludes committee members' sitting fees and other benefits provided.
- Remuneration excludes remuneration/compensation/benefits disbursed to executive directors.

*Optimize your board compensation decisions through **Procapita Hub** advanced insights, benchmarked by industry and country.

For more detailed information regarding BOD remuneration, please contact PROCAPITA HR Advisory team: Surveys@pro-capita.com

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ESG Practices

This section examines the ESG practices in organizations listed on the GCC stock markets.

Sources:

Procapita Research Center, Procapita HR advisory, financial data for listed organizations on the GCC Stock Markets.

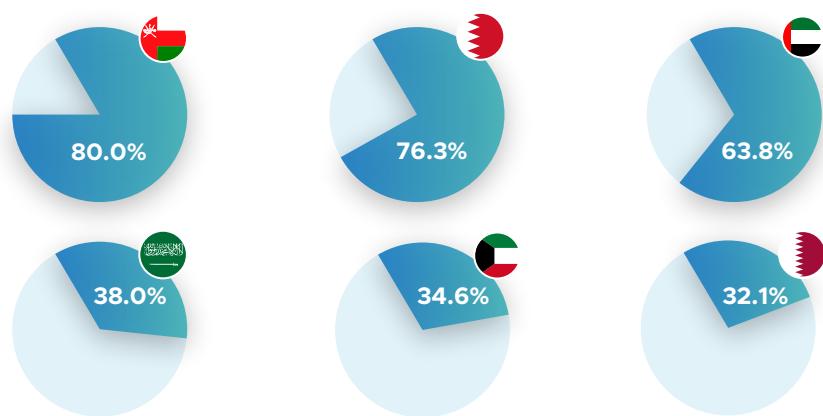
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ESG Practices

Countries worldwide are adopting ESG (Environment, Social, Governance) initiatives aligned with the UN's 17 Sustainable Development Goals, using frameworks like Global Reporting Initiatives (GRI) and Integrated Reporting (IR) to design, implement, and report their progress. Across the GCC, ESG frameworks are reshaping sustainability agendas, organizations are putting principles into practice through green initiatives, inclusive workplaces, and stronger governance, while ESG reporting meets regulatory demands and attracts investors.

Sustainability Reporting in the GCC (FY 24-25)



Across the GCC, three industries lead in sustainability reporting, setting benchmarks for transparency and responsible growth that align with regional priorities and global standards.

Top Industries Reporting Sustainability (FY 24-25)

 Oil, Gas, & Energy	GCC energy producers are intensifying decarbonization efforts through large-scale carbon capture, utilization, and storage projects, renewable power expansion, and efficiency optimization. KSA's Circular Carbon Economy and UAE's Net Zero 2050 Strategy anchor the regional shift.
 Education	GCC educational institutions are embedding sustainability into learning, guided by national strategies, with initiatives like KSA's Human Capability Development Program promoting environmental awareness and sustainability skills across all levels of education to build a climate-conscious future workforce.
 Food & Beverage	The F&B sector's sustainability efforts are driven by national food security and waste reduction goals, with the UAE's Ne'ma initiative aiming to cut food waste by 2030.

Sustainability reporting in the GCC is lowest in the retail and consumer goods industry, followed by insurance and real estate, highlighting significant opportunities to improve transparency and ESG disclosure in these industries.

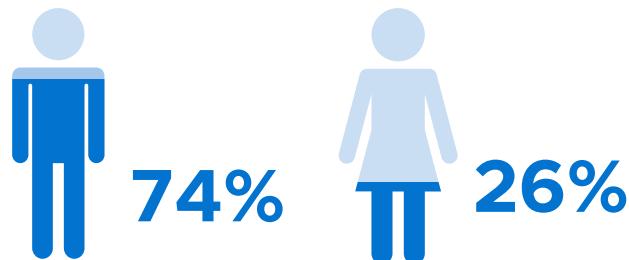
For more detailed information regarding ESG, please contact PROCAPITA HR Advisory team: Surveys@pro-capita.com

ESG-HR Indicators

Gender Equality

GCC national visions explicitly emphasize female empowerment. Numerous initiatives have been introduced to foster more inclusive workforces. Nevertheless, overall gender diversity across the region remains limited.

Female Representation in the Workforce (FY 24-25)

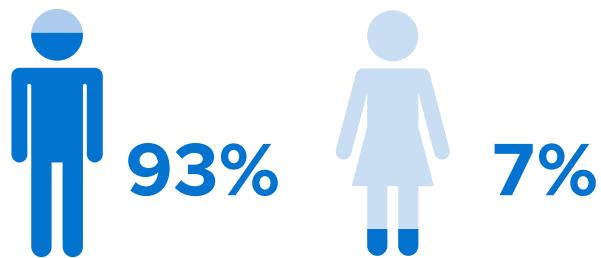


Kuwait led in female representation, reflecting a more balanced workforce mix, while KSA recorded the lowest participation, signaling room for stronger gender-inclusion efforts.

Board Gender Diversity

Underrepresentation of females on GCC boards reinforces the need for DEI initiatives to extend to the highest levels of corporate governance. Female presence in influential board roles is critical to driving long-term progress and supporting the region's broader ambitions.

Female Representation in the BOD (FY 24-25)



The UAE reported the highest number of female board members in the GCC, reflecting progress in female empowerment, whereas Qatar came last indicating limited female participation in senior leadership.

For more detailed information regarding BOD remuneration, please contact PROCAPITA HR Advisory team: Surveys@pro-capita.com

ESG-HR Indicators

Recruitment Trends

While structural barriers still limit overall female participation in the GCC, sectors like healthcare, education, research, technology, and media continue to attract demand for females, driven by cultural acceptance, expanding digital transformation, and flexible work options.

Jobs in Demand for Females (FY 24-25)

Jobs High in Demand for Females
Healthcare and Medicine
Education and Academia and Research
Technology and Software
Media and Design

Employee Training Hours

GCC organizations are prioritizing workforce development, strengthening the region's competitive edge in building skilled talent for a growing knowledge-based economy.

Average Hours of Training Provided to Employees (FY 24-25)



Bahrain led in annual training hours per employee, reflecting strong investment in workforce development.



UAE recorded the lowest annual average, indicating more limited employee training time.

For more detailed information regarding ESG, please contact PROCAPITA HR Advisory team: Surveys@pro-capita.com
Source: Procapita Group HR Advisory and Talent Advisory databases

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The report consolidates data from 2020 to 2025. 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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