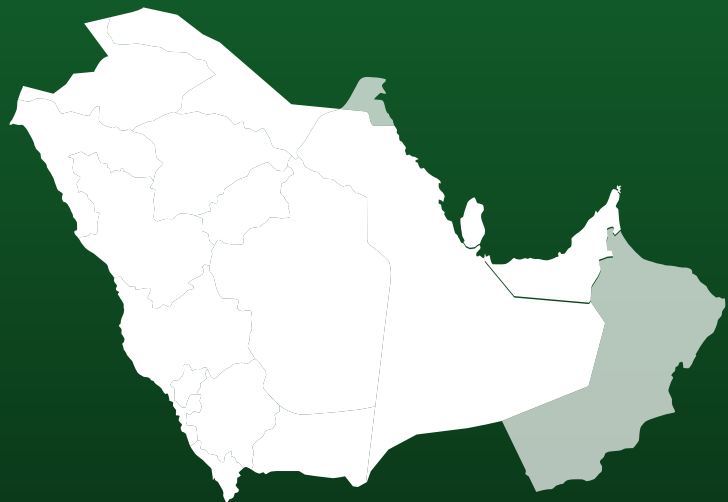


LEXOLOGY®

Insights



Gulf Cooperation Council Region Law firm compensation, benefits and billing report 2021

Private and confidential
Researched in February 2021 by Lexology

Contents

Table 1-6(ii) Annual compensation (support staff) [continued]	48	Staff ratios and demographics – United Arab Emirates (Dubai)	58
Chart 1-6(i) Annual compensation (support staff) – median, 25th and 75th percentile firms and average salary band range values	49	Table 1-9a Average personnel ratios	58
Chart 1-6(ii) Annual compensation (support staff) – median, 25th and 75th percentile firms and average salary band range values [continued]	50	Table 1-9b Average female/male demographic ratios	59
		Table 1-9c Average size of sample offices	60
		Billing rates – United Arab Emirates (Dubai)	61
Bonuses – United Arab Emirates (Dubai)	51	UK law firms	61
All law firms [total sample]	51	Table 1-10 Standard billing rates	61
Table 1-7a Bonus eligibility	51	Chart 1-10 Standard billing rates – median, 25th and 75th percentile firms and average billing band range values	62
Table 1-7b Prevalence of bonuses	52		
		US law firms	63
Benefits and allowances – United Arab Emirates (Dubai)	53	Table 1-11 Standard billing rates	63
All law firms [total sample]	53	Chart 1-11 Standard billing rates – median, 25th and 75th percentile firms and average billing band range values	64
Table 1-8a Benefits and allowances (housing and cost of living/education)	53		
Table 1-8b Benefits and allowances (health and lifestyle/ social)	54	All law firms [total sample]	65
Table 1-8c Benefits and allowances (equipment/travel and transport)	55	Table 1-12 Standard billing rates	65
Table 1-8d Benefits and allowances (overtime/hours/ holiday and leave)	56	Chart 1-12 Standard billing rates – median, 25th and 75th percentile firms and average billing band range values	66
Table 1-8e Benefits and allowances (maternity and paternity leave)	57		

Contents

United Arab Emirates (Abu Dhabi)	67	Compensation (support staff) – United Arab Emirates (Abu Dhabi)	77
COVID-19 emergency measures – United Arab Emirates (Abu Dhabi)	67	All law firms [total sample]	77
Compensation trends – United Arab Emirates (Abu Dhabi)	68	Table 2-4 Annual compensation (support staff)	77
Headcount growth – United Arab Emirates (Abu Dhabi)	69	Chart 2-4 Annual compensation (support staff) – median, 25th and 75th percentile firms and average salary band range values	78
Billing – United Arab Emirates (Abu Dhabi)	70		
United Arab Emirates (Abu Dhabi) – tables and charts	71	Bonuses – United Arab Emirates (Abu Dhabi)	79
Compensation (fee-earners) – United Arab Emirates (Abu Dhabi)	71	All law firms [total sample]	79
UK law firms	71	Table 2-5a Bonus eligibility	79
Table 2-1 Annual compensation (fee-earners)	71	Table 2-5b Prevalence of bonuses	80
Chart 2-1 Annual compensation (fee-earners) – median, 25th and 75th percentile firms and average salary band range values	72		
US law firms	73	Benefits and allowances – United Arab Emirates (Abu Dhabi)	81
Table 2-2 Annual compensation (fee-earners)	73	All law firms [total sample]	81
Chart 2-2 Annual compensation (fee-earners) – median, 25th and 75th percentile firms and average salary band range values	74	Table 2-6a Benefits and allowances (housing and cost of living/education)	81
		Table 2-6b Benefits and allowances (health and lifestyle/social)	82
		Table 2-6c Benefits and allowances (equipment/travel and transport)	83
All law firms [total sample]	75	Table 2-6d Benefits and allowances (overtime/hours/holiday and leave)	84
Table 2-3 Annual compensation (fee-earners)	75	Table 2-6e Benefits and allowances (maternity and paternity leave)	85
Chart 2-3 Annual compensation (fee-earners) – median, 25th and 75th percentile firms and average salary band range values	76		

Contents

Staff ratios and demographics – United Arab Emirates (Abu Dhabi)	86	United Arab Emirates (Dubai and Abu Dhabi combined) – tables and charts	95
All law firms [total sample]	86	Compensation (fee-earners) – United Arab Emirates (Dubai and Abu Dhabi combined)	95
Table 2-7a Average personnel ratios	86	UK law firms	95
Table 2-7b Average female/male demographic ratios	87	Table 3-1a Annual compensation (fee-earners)	95
Table 2-7c Average size of sample offices	88	Chart 3-1 Annual compensation (fee-earners) – median, 25th and 75th percentile firms and average salary band range values	96
Billing rates – United Arab Emirates (Abu Dhabi)	89	Table 3-1b Lower-market UK law firms – typical annual compensation bands (fee-earners)	97
UK law firms	89	Table 3-1c Mid-market UK law firms – typical annual compensation bands (fee-earners)	98
Table 2-8 Standard billing rates	89	Table 3-1d Upper-market UK law firms – typical annual compensation bands (fee-earners)	99
Chart 2-8 Standard billing rates – median, 25th and 75th percentile firms and average billing band range values	90	US law firms	100
US law firms	91	Table 3-2a Annual compensation (fee-earners)	100
Table 2-9 Standard billing rates	91	Chart 3-2 Annual compensation (fee-earners) – median, 25th and 75th percentile firms and average salary band range values	101
Chart 2-9 Standard billing rates – median, 25th and 75th percentile firms and average billing band range values	92	Table 3-2b Lower-market US law firms – typical annual compensation bands (fee-earners)	102
All law firms [total sample]	93	Table 3-2c Upper-market US law firms – typical annual compensation bands (fee-earners)	103
Table 2-10 Standard billing rates	93		
Chart 2-10 Standard billing rates – median, 25th and 75th percentile firms and average billing band range values	94		

Contents

All law firms [total sample]	104	Chart 3-6(ii) Annual compensation (support staff) – median, 25th and 75th percentile firms and average salary band range values [continued]	112
Table 3-3 Annual compensation (fee-earners)	104		
Chart 3-3 Annual compensation (fee-earners) – median, 25th and 75th percentile firms and average salary band range values	105		
Compensation (support staff) – United Arab Emirates (Dubai and Abu Dhabi combined)	106	Billing rates – United Arab Emirates (Dubai and Abu Dhabi combined)	113
UK law firms	106	UK law firms	113
Table 3-4(i) Annual compensation (support staff)	106	Table 3-7 Standard billing rates	113
Table 3-4(ii) Annual compensation (support staff) [continued]	107	Chart 3-7 Standard billing rates – median, 25th and 75th percentile firms and average billing band range values	114
US law firms	108	US law firms	115
Table 3-5 Annual compensation (support staff)	108	Table 3-8 Standard billing rates	115
All law firms [total sample]	109	Chart 3-8 Standard billing rates – median, 25th and 75th percentile firms and average billing band range values	116
Table 3-6(i) Annual compensation (support staff)	109	All law firms [total sample]	117
Table 3-6(ii) Annual compensation (support staff) [continued]	110	Table 3-9 Standard billing rates	117
Chart 3-6(i) Annual compensation (support staff) – median, 25th and 75th percentile firms and average salary band range values	111	Chart 3-9 Standard billing rates – median, 25th and 75th percentile firms and average billing band range values	118

Contents

Saudi Arabia (Riyadh)	119	Benefits and allowances – Saudi Arabia (Riyadh)	131
COVID-19 emergency measures – Saudi Arabia (Riyadh)	119	All law firms [total sample]	131
Compensation trends – Saudi Arabia (Riyadh)	120	Table 4-5a Benefits and allowances (housing and cost of living/education)	131
Headcount growth – Saudi Arabia (Riyadh)	121	Table 4-5b Benefits and allowances (health and lifestyle/social)	132
Billing – Saudi Arabia (Riyadh)	122	Table 4-5c Benefits and allowances (equipment/travel and transport)	133
Saudi Arabia (Riyadh) – tables and charts	123	Table 4-5d Benefits and allowances (overtime/hours/holiday and leave)	134
Compensation (fee-earners) – Saudi Arabia (Riyadh)	123	Table 4-5e Benefits and allowances (maternity and paternity leave)	135
UK law firms	123	Staff ratios and demographics – Saudi Arabia (Riyadh)	136
Table 4-1 Annual compensation (fee-earners)	123	All law firms [total sample]	136
Chart 4-1 Annual compensation (fee-earners) – median, 25th and 75th percentile firms and average salary band range values	124	Table 4-6a Average personnel ratios	136
All law firms [total sample]	125	Table 4-6b Average female/male demographic ratios	137
Table 4-2 Annual compensation (fee-earners)	125	Table 4-6c Average size of sample offices	138
Chart 4-2 Annual compensation (fee-earners) – median, 25th and 75th percentile firms and average salary band range values	126	Billing rates – Saudi Arabia (Riyadh)	139
Compensation (support staff) – Saudi Arabia (Riyadh)	127	UK law firms	139
All law firms [total sample]	127	Table 4-7 Standard billing rates	139
Table 4-3 Annual compensation (support staff)	127	Chart 4-7 Standard billing rates – median, 25th and 75th percentile firms and average billing band range values	140
Chart 4-3 Annual compensation (support staff) – median, 25th and 75th percentile firms and average salary band range values	128	All law firms [total sample]	141
Bonuses – Saudi Arabia (Riyadh)	129	Table 4-8 Standard billing rates	141
All law firms [total sample]	129	Chart 4-8 Standard billing rates – median, 25th and 75th percentile firms and average billing band range values	142
Table 4-4a Bonus eligibility	129		
Table 4-4b Prevalence of bonuses	130		

Contents

Qatar (Doha)	143	Bonuses – Qatar (Doha)	153
COVID-19 emergency measures – Qatar (Doha)	143	All law firms [total sample]	153
Compensation trends – Qatar (Doha)	144	Table 5-4a Bonus eligibility	153
Headcount growth – Qatar (Doha)	145	Table 5-4b Prevalence of bonuses	154
Billing – Qatar (Doha)	146		
		Benefits and allowances – Qatar (Doha)	155
Qatar (Doha) – tables and charts	147	All law firms [total sample]	155
Compensation (fee-earners) – Qatar (Doha)	147	Table 5-5a Benefits and allowances (housing and cost of living/education)	155
UK law firms	147	Table 5-5b Benefits and allowances (health and lifestyle/social)	156
Table 5-1 Annual compensation (fee-earners)	147	Table 5-5c Benefits and allowances (equipment/travel and transport)	157
Chart 5-1 Annual compensation (fee-earners) – median, 25th and 75th percentile firms and average salary band range values	148	Table 5-5d Benefits and allowances (overtime/hours/holiday and leave)	158
All law firms [total sample]	149	Table 5-5e Benefits and allowances (maternity and paternity leave)	159
Table 5-2 Annual compensation (fee-earners)	149		
Chart 5-2 Annual compensation (fee-earners) – median, 25th and 75th percentile firms and average salary band range values	150	Staff ratios and demographics – Qatar (Doha)	160
		All law firms [total sample]	160
Compensation (support staff) – Qatar (Doha)	151	Table 5-6a Average personnel ratios	160
All law firms [total sample]	151	Table 5-6b Average female/male demographic ratios	161
Table 5-3 Annual compensation (support staff)	151	Table 5-6c Average size of sample offices	162
Chart 5-3 Annual compensation (support staff) – median, 25th and 75th percentile firms and average salary band range values	152		

Contents

Billing rates – Qatar (Doha)	163
UK law firms	163
Table 5-7 Standard billing rates	163
Chart 5-7 Standard billing rates – median, 25th and 75th percentile firms and average billing band range values	164
All law firms [total sample]	165
Table 5-8 Standard billing rates	165
Chart 5-8 Standard billing rates – median, 25th and 75th percentile firms and average billing band range values	166

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Foreword

This is the 17th edition of the Lexology Insights GCC law firm compensation, benefits and billing report. It was prepared on the basis of in-depth research carried out during February 2021. The results are based on data supplied by 32 participating international law firms, as well as interviews with partners, office managers and directors of HR and finance. The report was researched by Gwilym Davies of Lexology Insights. We intend to repeat this exercise annually, addressing any fluctuations in the market, along with new areas as suggested by respondents. For this reason, we remain eager for feedback on the usefulness of the findings and on how the report's format and relevance can be improved.

Foreword

Profile of participating firms

We would like to express our appreciation to all of the law firms that provided their time and cooperation in the preparation of this report. Their identity is confidential.

All of the 32 law firms surveyed are experienced in advising international and domestic clients across a range of corporate, financial and general business areas. The sample of participating firms breaks down as follows:

United Arab Emirates (Dubai)

- All firms (total sample) – 32
- UK firms – 23
- US firms – 9

Saudi Arabia (Riyadh)

- All firms (total sample) – 12
- UK firms – 7
- US firms – 5

United Arab Emirates (Abu Dhabi)

- All firms (total sample) – 16
- UK firms – 11
- US firms – 5

Qatar (Doha)

- All firms (total sample) – 9
- UK firms – 7
- US firms – 2

No data analysis was undertaken for groups whose sample size was considered too small.

With many firms now truly international entities, the terms 'US firm' and 'UK firm' above are used to refer to the home country of the major originating component of a law firm within a given region.

Methodology

In gathering the information for this report, we spoke to senior decision makers at law firms and obtained details of compensation, benefits and billing rates. The following information is presented in such a way as to conceal the identity of the firms that provided the information, while still providing meaningful comparative data on compensation, benefits and billing rates.

The introductory sections for each country are designed to give a brief general overview of local legal market conditions as well as any overriding trends in law firm management, compensation and human resources. Some of these introductions include editorial and anonymous quotes based on discussions held with partners, office managers and heads of operations, HR and finance at the firms surveyed. These sections comprise wide-ranging interpretations of data as supplied, as well as formulating themes revealed in the course of the research.

Readers may notice isolated statistical anomalies in certain figures given in the tables and charts. These typically result from occasional variations in the level of response from participants or limited data samples for categories not applicable to all firms, both of which can give rise to isolated distortions. In these instances, please refer to the charts for an indication of the general trend.

Key to tables and charts

The following key clarifies what is meant by each job title, given that some are not universally applied by respondent firms:

Fee-earners

- **Equity partner:** In nearly all cases, a stakeholder in the firm or (in the case of some local firms) one of its owners. Among branch offices of foreign firms, this designation refers solely to members of the international partnership.
- **Salaried/local partner:** Either a local partner of an international firm in Asia or a partner-level lawyer who has not been admitted into the core equity.
- **Counsel/of counsel:** Pre-partner position or consultant/academic/elder statesman retained by the firm on a full or part-time basis, typically locally qualified only.
- **Level n associate [typically n to (n+1) years' PQE]:** Lawyer with n to (n+1) years' recognised post-qualification experience (PQE), typically in year (n+1) of practice with a firm since achieving UK/US qualification or equivalent level. NQ at level 0 denotes newly qualified.
- **Nth year trainee (UK)/intern (other):** UK trainee lawyers yet to complete the LPC, or nth year lawyers from certain jurisdictions deemed equivalent to UK trainees.
- **Paralegal – level 1-3+:** Provides clerking duties, file management and skilled support. Usually possesses some form of legal training or qualification.
- **Translator:** Provides translating services.
- **Office/business administration director:** Senior business management role at most offices. Involved in managing multiple aspects of the firm's business operations (HR/finance/business development etc).
- **Office/business administration manager:** Business management role at most offices/senior role at smaller offices. Involved in managing multiple aspects of the firm's business operations (HR/finance/business development etc).
- **Office/business administration coordinator:** Mid-level administration staff in charge of coordinating aspects of office management and business operations.
- **Office/business administration assistant:** Junior administration staff providing assistance to senior office/business management.
- **Office clerk:** Provides general clerking duties.
- **Compliance manager:** In charge of making sure the office is fully compliant with any local regulatory issues.
- **Public relations officer:** In charge of procuring local visas and ensuring staff compliance with local employment regulations.

Business and office management

- **Chief operating officer/regional head of business:** Senior director-level role at firms with larger offices and/or a major regional presence. In charge of overseeing the firm's business operations, usually across multiple offices throughout the region.
- **Facilities and office services director:** Senior facilities management role at larger offices. In charge of overseeing office services, facilities and health and safety.
- **Facilities/office services manager:** Facilities management role at larger offices/senior facilities management role at smaller offices. In charge of overseeing office services, facilities and health and safety.

Key to tables and charts

- **Facilities/office services coordinator:** Mid-level staff in charge of aspects of facilities management.
- **Facilities/office services assistant:** Junior staff providing assistance to facilities management/office services team.
- **Driver/office services assistant:** Driver with additional duties.
- **Driver:** Provides driving services for clients and/or employees.

Finance

- **Chief financial officer/finance director/regional head:** Director-level role, typically at firms with larger offices and/or a major regional presence. In charge of overseeing the firm's financial operations and strategy, usually across multiple offices throughout the region.
- **Finance manager:** Management role at larger offices/senior role at smaller offices. Involved in managing the office's financial operations and strategy.
- **Finance coordinator:** Mid-level administration staff in charge of aspects of office finance management.
- **Finance assistant:** Junior administration staff providing assistance to senior finance management.
- **Senior accountant:** Accountant with significant experience and enhanced responsibilities.
- **Accountant:** Accountant providing typical financial services for a given office.
- **Assistant accountant:** Junior financial staff providing support for accountants.
- **Billing/credit control manager:** Management role at larger offices/senior role at smaller offices. Involved in managing billing/credit control.
- **Billing/credit control coordinator:** Mid-level administration staff in charge of aspects of billing collection/credit control.

- **Billing/credit control assistant:** Junior administration staff providing assistance to billing and credit control team.
- **Payroll coordinator:** Mid-level administration staff in charge of aspects of payroll.

Information technology

- **IT director/regional head:** Director-level role, typically at firms with larger offices and/or a major regional presence. In charge of overseeing the firm's IT strategy, usually across multiple offices throughout the region.
- **IT manager:** Management role at larger offices/senior role at smaller offices. Involved in managing the office's IT strategy and use.
- **IT coordinator:** Mid-level staff in charge of aspects of IT management.
- **IT trainer:** Provides IT training for employees.
- **IT support staff – senior:** Provides IT support for employees – senior position.
- **IT support staff – junior:** Provides IT support for employees – junior position.

Marketing and business development

- **Marketing and business development director/regional head:** Director-level role, typically at firms with larger offices and/or a major regional presence. In charge of overseeing the firm's BD and/or marketing strategy, usually across multiple offices throughout the region.
- **Marketing and business development manager:** Senior marketing/business development management role at smaller offices/in charge of aspects of marketing/business development strategy at larger offices.

Key to tables and charts

- **Marketing and business development coordinator:** Mid-level administration staff in charge of aspects of office business development and/or marketing.
- **Marketing and business development executive:** Involved in developing new business, pitch proposals and client relations.
- **Marketing and business development specialist:** Provides detailed research and support in client pitches and business development.
- **Marketing and business development assistant:** Provides skilled assistance to senior marketing management.

Human resources

- **HR director/regional head:** Director-level role, typically at firms with larger offices and/or a major regional presence. In charge of overseeing the firm's HR strategy, usually across multiple offices throughout the region.
- **HR manager:** Management role at larger offices/senior role at smaller offices. Involved in managing the office's HR strategy.
- **HR officer/coordinator:** Mid-level administration staff in charge of aspects of office HR.
- **HR administration assistant:** Junior administration staff providing assistance to HR team.

Professional support

- **Paralegal (non-fee-earning):** Provides clerking duties, file management and skilled support. Usually possesses some form of legal training or qualification.

Secretaries

- **Secretarial coordinator/team leader:** In charge of aspects of or teams within the secretarial team.
- **Executive assistant:** Personal assistant to partners and senior management.
- **Legal secretary – senior:** Experienced secretary with some legal knowledge and responsible for important administrative tasks.
- **Legal secretary – junior:** Junior secretary with some legal knowledge and administrative responsibilities.

Receptionists

- **Receptionist:** Front-of-house staff also involved in clerical and administrative duties.

Key to tables and charts

The following tables and charts illustrate the ranges of compensation and billing rates for the report sample.

Due to the nature of the report, there are variations in the level of detail provided by respondents. Every attempt has been made to record the data in a common format in order to provide comparative statistics.

For each of the previously detailed positions, each table gives the following data:

- weighted mean;
- median (50th percentile);
- arithmetic mean;
- Insights average;
- first/third quartile (25th/75th percentile firms);
- average salary/billing band range;
- fifth/95th percentile firms;
- number of people in sample; and
- number of firms in sample.

The weighted mean is calculated using average salary and billing values and employee numbers provided by participating law firms for a given job position. Therefore, firms with a greater number of employees will be given more weight in calculating this figure.

The median (50th percentile) is the second quartile and the middle value of all average salary and billing values given by participating firms for a given job position.

The arithmetic mean is calculated using average salary and billing values provided by participating firms for a given job position with no weighting taken into account.

The Insights average is a 'mean of means', calculated by taking the mean of the weighted mean, median and arithmetic mean. This guidance figure may help to eliminate statistical anomalies which can arise in calculating these various averages.

First quartile values represent average salary and billing figures for firms in the 25th percentile of the sample group (typically 'lower-tier' firms). Third quartile values represent average salary and billing figures for firms in the 75th percentile of the sample group (typically 'upper-tier' firms).

The average salary/billing band range figure is the mean of all the ranges between highest and lowest salary/billing rate for each job position at each participating firm.

The fifth and 95th percentile values represent average salary and billing figures for firms at the extreme ends of the sample (typically firms at the very bottom and top of the sample group).

The number of people in the sample is the total number of people in the sample for a given job position.

The number of firms in the sample is the number of participating law firms with relevant personnel in a given job position.

Certain data may be omitted in certain employment categories or firm groups due to insufficient sample sizes.

Key to tables and charts

United Arab Emirates (Dubai and Abu Dhabi)

Compensation figures are in dirhams (AED) and are annual. All salaries are gross, full time equivalent (FTE 1.0) and include any significant uplifts or allowances, except airfare. They are exclusive of bonuses.

Billing rates are hourly and in dirhams.

Saudi Arabia (Riyadh)

Compensation figures are in Saudi riyals (SAR) and are annual. All salaries are gross, full time equivalent (FTE 1.0) and include any significant uplifts or allowances, except airfare. They are exclusive of bonuses.

Billing rates are hourly and in Saudi riyals.

Qatar (Doha)

Compensation figures are in Qatari riyals (QAR) and are annual. All salaries are gross, full time equivalent (FTE 1.0) and include any significant uplifts or allowances, except airfare. They are exclusive of bonuses.

Billing rates are hourly and in Qatari riyals.

Where figures were provided in currencies other than those on display, the following exchange rates were used:

\$1 = AED3.67

\$1 = SAR3.75

\$1 = QAR3.64

£1 = AED5.08

£1 = QAR5.12

£1 = SAR5.25

Readers will notice isolated anomalies in the average figures for compensation and billing. These are the result of occasional variations in the levels of response, giving rise to some distortions. In these instances, please refer to the charts for a better indication of the overall trend in that particular sector.

Regional trends and conditions

Overview

The global upheaval of the COVID-19 pandemic continues to affect all businesses and industries, and the legal services sector is proving no exception. Despite the sector's reputation for resilience to economic turmoil, such has been the scope and scale of the pandemic that no corner of the legal market has remained untouched by change. Among the most pressing issues with which law firms have had to grapple during the last year have been the enforced and prolonged periods of home-working – which have largely proved a success story. Although most law firms in the GCC currently have employees back in the office to some degree, an increased focus on flexible working now looks certain to be a trend that will outlast the pandemic. Having solved any early technical issues arising from mass home-working, law firms are now looking to grapple with the challenge of maintaining levels of engagement and motivation from remote workers, while also working out how to rethink business development for the remote age.

The impact of the pandemic on new business and work volumes for participants has been varied, and although drop-offs were widely reported during the early period of the pandemic when enforced lockdowns came into place, things have typically rebounded a lot quicker than most were expecting – albeit with some shifts in the relative activity seen in various practice groups. Indeed, the majority of the firms surveyed remained fairly bullish about the year ahead as work levels, utilisation and recruitment all seem to be pushing back towards pre-pandemic levels despite the continued uncertainty of how long it will take for things to get back to what used to be considered normal. Several participants pointed out that Dubai in particular is rather used to lurching from boom to bust, and so is perhaps a more adept market than most markets at taking the current disruption in its stride – with the belief that recovery is always around the corner in one form or other.

Regional trends and conditions

“Quote... unquote” – COVID-19 impact on operations

“I think we’re pretty optimistic on the next few months. We’re not seeing any deals being cancelled or anything like that and things seem to be pretty positive. I think some firms were hit hard out here in the last year though, and I get the feeling that some of the US law firms – which tend to be less established in the region – were struggling even before the pandemic hit. I wouldn’t be surprised if some of those firms end up pulling out of the region once the dust has settled.”

Head of HR, UK law firm

“Overall, I’d say that across the region work levels have remained rather static during 2020. We expected the bottom to drop out of corporate work, but it never really got that bad. And because of the various lockdowns and the market playing catch up, the usual seasonal slowdowns around Ramadan and Christmas didn’t really happen. One unexpected area where we did see things drop was in international dispute resolution; our local disputes team have more work than they can handle but the international arbitration team have seen some slowdown. It seems clients have been holding back on the expenditure of going into big complex disputes during such an uncertain period.”

Head of HR, UK law firm

“We were lucky when it came to office leasing – our renewal came last year and it was a timely decision to downsize our premises – which given the way things are going with regard to office attendance made great sense.”

Head of operations, US law firm

“Things in the UAE have been helped by the fact we have a very young population when compared to most nations – so a lot of cases here have been mild or asymptomatic. There’s now an aggressive vaccination drive going on, though we’re treading delicately with employees and trying to not get into the politics of vaccination – though ultimately this may be hard to avoid since not being vaccinated here is unlikely to be an option if you want access to offices and public buildings going forwards.”

Head of HR, UK law firm

“We haven’t had any redundancies, but we did see some resignations. A few expats have been reassessing their reasons for being here, and few of our people decided they wanted to go back to their home nations in light of what’s happened in the last year. I think we may see some more of that over the next year or two.”

Head of HR, UK law firm

“During the last year we’ve had some people get stuck in their home countries or requesting open-ended transfers home. There’s a question of how to deal with that long term. We’ve started by removing any uplifts and allowances people may have had for being stationed in a particular market if they’re no longer there, moving people to local rates of pay.”

Head of HR, UK law firm

Regional trends and conditions

“Quote... unquote” – COVID-19 impact on operations

“The enforced period of working from home has done wonders for agile working in general – both in terms of attitudes and tech. We’re now back in the office and have been since late summer. We’re usually just below 50% capacity in the office most days at the moment, and I think we’ve probably led a bit more of a push to get people back on site than most other law firms – though obviously we’re not pressuring those who don’t feel safe with the idea.”

Head of operations, UK law firm

“There’s been some difference in the approach to restrictions to tackle the virus between the governments in Dubai and Abu Dhabi. As in most things, Abu Dhabi has been a little more conservative, while Dubai has been a little looser – probably because tourism is such a massive business in Dubai these days, though given the current spike of cases it seems to have been a mistake.”

Head of HR, UK law firm

“Our Doha office has been doing pretty well recently and is very profitable for us, despite being a small team. The thawing of political relations and the lifting of the travel and trade embargo between Qatar and its neighbours should help things, though of course nobody’s really travelling anyway at the moment. We’ve had workarounds for various things in and out of Qatar for a while and it’s still a bit early to say if the news is going to help boost business for us there – as it is, it exists pretty separately from the UAE now anyway.”

Head of HR, UK law firm

“Work and life seems to have just gone on as normal in Riyadh. Local work is happening as usual and they just don’t have the same fears about COVID. They just get on with things. Dealing with various offices in our network, I have to say our Riyadh office is probably the least complaining or demanding of the lot, they just always seem to get on with things.”

Head of operations, US law firm

Regional trends and conditions

“Quote... unquote” – Home-working

“For the move to home-working, the IT side of things was okay; the larger challenge was in culture. It tends to be the nature of senior lawyers that they like to see the people who are working for them. Most of our partners were massively against the idea of home-working for all, but when the decision was taken out of their hands it proved to be a huge success; productivity and responsiveness of teams increased and now the partners absolutely love it. Partners thought we’d have trouble getting people to work but the issue we now face is how to actually stop people working. There are some people who are clearly over-working themselves and there is an issue of how to shut off. So we face a real conundrum, since it’s hard to make moves to actually reduce productivity – but we have to, otherwise we risk seeing some people burn out.”

Head of HR, UK law firm

“Capacity of our office in Dubai is about 125 but with social distancing it’s half that, and the most we’ve ever had in at one time since the pandemic has been 45. Since New Year, the leadership team have been swinging between ‘let’s get everyone back’ and ‘keep office attendance voluntary’. The infrastructure was already in place for home-working, but changing the mindset of the leadership team was a big issue. There were many who thought people wouldn’t be able to

work efficiently and productively from home – but the opposite turned out to be true. People have been working ridiculous hours, to the point where it’s concerning in some cases.

We’ve been doing a lot to try and help with mental wellbeing – employee assistance programmes, webinars on mental health and neurolinguistic programming – as well as coaching managers on how to look for signs of stress in employees.”

Head of HR, UK law firm

“You have people who have family at home, good private workspaces and all the things they need – but some people only really intellectually thrive from being around others. The real challenge is going to be how to cater to those who really thrive in this new environment – how do we get them back to the office? Whether or not the isolation is affecting their mental health is another thing. I think so many people have got so used to the isolation of working at home that when the pandemic is over, we’re going to see agoraphobia becoming a major issue. We’ve been told to shut away for our own protection for the best part of a year; add to that the various additional mental walls people may build up around themselves and I foresee serious long-term mental health problems for large portions of the population once all this is over.”

Head of HR, UK law firm

Regional trends and conditions

“Quote... unquote” – Home-working

“Home-working has seen some real benefits for individuals and the firm. From a financial point of view the amount of money we’ve saved on business travel has been astronomical. An unbelievable number of flights were taken annually for internal and external meetings as well as training sessions. It’s funny to think these all stopped dead yet the business didn’t really suffer at all as a result. Clearly, the biggest challenge for everyone now is dealing with any potential feelings of isolation. We’ve upped the spending on wellbeing packages and had lots of online speakers on mental health subjects. The question now is how do we maintain or replace the glue of connection we all used to get from being in the office? The truth is, whatever happens from now on the genie is out of the bottle with regards to home-working. Now people have got a taste for it – and now companies know how it can work – we’re never going to see people back in the office full-time. Ever. Firms that insist otherwise will be putting themselves at an immediate disadvantage in terms of recruitment and retention.”

Head of operations, US law firm

“We did an internal survey of people’s attitudes to home-working and after the early stages when the majority of people were desperate to get back to the office, things have effectively reversed; now most people don’t want to go back. The only negative feedback we’re getting is that people are working more at home and are finding it hard to switch off from work. That is something we’ll have to address going forward as we think more about long-term agile working plans – as well as how we go about training and integrating new people remotely.”

Head of HR, UK law firm

“There’s been a big drive of people moving from apartments to villas this year. I think this was already afoot with rental prices dropping in recent years, but the downtown open-plan apartments with no dedicated workspaces have become a lot less desirable during lockdown, and with travel having dropped off, people are less interested in being close to the office.”

Head of HR, UK law firm

“When we’re in the office we have to wear masks, which is tough for a full day, but we’re also operating well remotely, and clients either haven’t particularly cared or noticed any difference. The world was already moving towards flexible working and I think the expectations of employees will now be geared around this even in a post-COVID world.”

Head of HR, UK law firm

“The approach to office attendance in the post-COVID era has differed quite significantly from country to country in this region. Things in Qatar and Saudi are a lot more relaxed really, and I think our Doha team are basically all in the office these days. Saudi seems less bothered about the virus generally and while it’s up to the individual whether to attend the office, I think most people are in again now.”

Head of HR, UK law firm

Regional trends and conditions

“Quote... unquote” – Compensation and HR

“A lot of firms here went to mandatory 80% weeks in the summer. We didn’t take our hours down, but we did make some redundancies. Mainly they were historic bad performers, and trims we’d been waiting to make at some point. We offered all employees the chance to move to reduced hours or unpaid leave – though not many took up the offer. There were no real government-backed schemes for things like furloughs here so we took a fairly hybrid approach back then.”

Head of HR, UK law firm

“Like most UK law firms we rolled people up a level but salaries remained frozen. We avoided any redundancies. We will increase associate salaries this year – perhaps taking people up to the levels people were supposed to reach last year – but that’s still going to leave us effectively a level below where we were a year ago. I guess it will just be a bit of a reset for us – and probably the market in general.”

Head of operations, UK law firm

“We had associate promotions, but no salary increases in 2020. We’ve now got until the summer to decide what approach we want to take in 2021, so we’re very keen to see what others are doing in the spring.”

Head of HR, UK law firm

“We deferred the pay review in May and had a look at things in November instead. Instead of rolling people through the bands, we did some nominal flat rate increases for fee-earners; associates basically all got either a 2% or 3% raise – a band jump in a normal year would have been around 7%.

We made no increase for business services though. As for 2021, the firm has made a decision to shift our pay reviews to the summer going forwards, which gives us a bit more time to think about this. I think we will still be cautious; I don’t think we’ll be able to put associates back to where they should be on the pay scale since there are still a lot of issues around things like payment times which are stretching us. The firm is in a strong position without doubt, but we remain cognisant of the uncertainty the next year will bring.”

Head of HR, UK law firm

“We froze all compensation and suspended our May 2020 review, but we had a deferred review in November 2020 for fee-earners and put them up to the levels they should have been promoted to in May, and even made some minor upward adjustments to the bands. We’d been a little behind our direct top-tier competitors and we had been intending to do this in May, so felt the time was right to do it in November. Business services staff pay has remained frozen, however.”

Head of operations, UK law firm

“We had a global pay freeze in May, but this was lifted in November for fee-earners when we performed deferred pay reviews and people went up to the levels they should have in May. We plan to do normal reviews and rises again this May – and we may even look at the bands, since I think some top-tier competitors may have even increased bands at the junior end. Business services staff have remained frozen all year – though we expect normal reviews will resume for them this spring.”

Head of HR, UK law firm

Regional trends and conditions

“Quote... unquote” – Compensation and HR

“We deferred our 2020 pay reviews from the summer to November, but in the end we made no salary increases. We delivered on chargeable hour bonuses, but we won't be looking at any salary increases until our next review in May 2021 – but we are budgeting for increases then.”

Head of HR, UK law firm

“Our salary reviews were deferred until January 2021, but we've decided to pass them over entirely. We'll be awarding lawyers their bonuses for billable hours, but no salary increases this financial year at all. I think most people are realistic and just happy to have a job right now. Our next real review will be in July 2021 now, by which time I think we'll have a better idea of where the market is and how we're doing in riding this out.”

Head of HR, UK law firm

“From a pay perspective our office in Riyadh has really bucked the trend as we actually made some increases there as we were having retention issues. Saudi remains a very candidate-driven market, with the best lawyers knowing exactly how much they're worth to firms. The talent pool is growing a bit and you are beginning to see lawyers who are more interested in establishing a career path than just chasing the dollars – but generally speaking, it remains a fairly immature market, with associates driven by pay and willing to jump from one firm to another for a bigger pay packet without a second thought.”

Head of HR, UK law firm

“When the virus first hit we stopped seeing resignations, and attrition basically dropped to zero as people became anxious about keeping their jobs. But that's changed now and there's actually a fairly active recruitment market again – both locally and internationally.”

Head of HR, UK law firm

“We had quite an interesting system last year to try and avoid any redundancies. We offered people a choice of going down to four days a week at 80% pay – or they could stay at five days a week at 80% pay with the promise that if we hit budget for the year they'd get paid back that 20% missing salary. The vast majority ended up choosing the latter. One of the main reasons was that most didn't really think they could do their job effectively in a four-day week anyway. It remains to be seen if we'll hit budget – it's going to be a close call either way, but the workforce is more engaged in making sure we do than ever before.”

Head of HR, UK law firm

“When the pandemic hit we had some salary reductions for senior staff and lawyers – though these have been rolled back now. With our reviews having come at the end of 2020 we decided to roll lawyers up through the bands, but support staff salaries have remained frozen for the year ahead.”

Head of operations, US law firm

Regional trends and conditions

“Quote... unquote” – Compensation and HR

“We’ve offered employees a work from home allowance of between AED1,000 and AED2,000 – designed to cover some purchases for home office equipment, chairs, bluetooth headsets etc. Obviously, we’ve made huge savings on travel expenses but we do think business travel will return since there’s clearly still going to be value in facetime with clients and colleagues; though more will be facilitated online than ever before – especially training. Not having to buy meals for those working late in the office has also proved a big saving too. As for office rental, we’re tied in for another few years in our current location, though I don’t think we’d be looking to downsize now since I think we’ll need the space for social distancing even if capacity has to reduce.”

Head of HR, UK law firm

“We’ve had to step up our mental health provisions to try and keep on top of what people are going through. I think people are generally getting pretty good at mentally balancing home and work, but obviously despite all our best efforts it’s not always easy to tell what’s really going on. We have some who are desperate to get back to the office and some who never want to come back.”

Head of operations, UK law firm

Regional trends and conditions

“Quote... unquote” – Billing

“Getting paid on time in the Middle East is difficult at the best of times, but cashflow in mid-2020 was very grim and there were certainly businesses in the region that went down because of this. When we engage with new clients now we have to do a lot more due diligence on them. This used to be something we wouldn’t ask for fear of offending people, but things have changed and we can’t be shy about asking for upfront payments now.”

Head of HR, UK law firm

“We had to do a lot of fee-chasing in 2020. We had some real difficulties in collecting some money, especially where we had to wait for a chain to be paid before it got to us. Realisation also dropped as we were pressured into making more discounts. We’ve maybe seen a 5% to 7% drop-off in these kind of metrics over the last year, but we’re hopeful it will bounce back.”

Head of operations, UK law firm

“We placed extra emphasis on chasing up collections in 2020. There was pressure to chase up old stuff and make sure delays were kept to a minimum on new work. There was a lot of pressure from clients to discount fees as well, and I know some firms were offering 40% discounts in the early stages of the pandemic.”

Head of HR, UK law firm

“So far this financial year is tracking a profit and we’re hoping to end on budget for this year. Cash collection is generally quite difficult in this region, but we’ve been trying as hard as we can to make up ground, and we’re actually no worse off overall year-on-year for collection than we would normally be.”

Head of HR, UK law firm

“Sadly, we’ve seen a post-COVID trend for clients being less loyal; some with whom we’ve had long-term relationships have suddenly jumped ship to competitors if it meant saving a few pennies on the pound. I guess it’s inevitable in times like these, but it’s always leaves a sour taste.”

Head of HR, UK law firm

“Collections haven’t been that bad – actually not really any worse than usual. Where we’ve seen drops in realisation is in fee negotiations; clients have pushed hard for further discounts since the pandemic hit and continue to do so. Although we hit budget in the fiscal year that ended in April 2020, this fiscal year looks like we’ll be seeing a drop in revenues of somewhere between 10% to 15%.”

Head of finance, UK law firm

United Arab Emirates (Dubai)

COVID-19 emergency measures – United Arab Emirates (Dubai)

All figures in below table = % of surveyed firms which implemented.

	Implemented during 2020	Expected longer term
100% home working (fee-earners)	90%	20%
100% home working (support staff)	90%	20%
Bonus payments suspended (fee-earners)	30%	0%
Bonus payments suspended (support staff)	45%	0%
Reduced working hours (fee-earners)	20%	0%
Reduced working hours (support staff)	30%	0%
Pay review suspended (fee-earners)	55%	5%
Pay review suspended (support staff)	60%	10%
Pro rata salary reductions [in line with reduced hours] (fee-earners)	45%	0%
Pro rata salary reductions [in line with reduced hours] (support staff)	50%	0%
FTE 1.0 salary reductions (fee-earners)	5%	0%
FTE 1.0 salary reductions (support staff)	10%	0%
Hiring freeze (fee-earners)	50%	0%
Hiring freeze (support staff)	50%	0%
Redundancies (fee-earners)	10%	0%
Redundancies (support staff)	10%	0%
Government employment retention/support scheme (fee-earners)	0%	0%
Government employment retention/support scheme (support staff)	0%	0%

United Arab Emirates (Dubai)

Compensation trends – United Arab Emirates (Dubai)

Most international law firms in Dubai have established salary grids/bands for associates – typically seven to 11 levels loosely reflecting zero to 10+ years of relevant post-qualification experience (PQE); and in most cases with upper and lower ranges (typically a variance of 10%) available for each level. Such ranges allow firms a degree of flexibility on setting individual associate pay levels each year without having to revise bands annually (eg, in a tightly budgeted year associates may sit at the lower end of the ranges, while in better years they may occupy the higher ranges). Provided that associates meet performance targets, they will typically advance up a seniority level in these lockstep compensation grids annually – though 2020 was no typical year.

Type of associate compensation system operated by firms surveyed:

- Lockstep grid based purely on years' PQE: 16%
- Lockstep grid based primarily on years' PQE (with some flexibility based on merit/competency): 60%
- Lockstep grid based purely on merit/competency (not PQE): 24%

United Arab Emirates (Dubai)

Compensation trends – United Arab Emirates (Dubai) (cont.)

Compensation trends – UK law firms

The COVID-19 disruption – coming as it did in the early part of 2020 – caused almost all UK law firms which had yet to conduct 2020 pay reviews to immediately slam on the brakes. For firms of UK origin, which tend to conduct pay reviews during the March to July period, this meant an almost universal suspension of pay reviews. In most cases associates were rolled up a level of internally recognised post-qualification experience (PQE) while keeping their previous level of pay; many firms also introduced emergency reductions in hours and pro rata pay, but these were typically lifted by Autumn 2020. These pay review suspensions were typically adopted under the proviso that reviews would instead be looked at later on in the 2020 calendar year once the dust had settled. Although the majority of firms did hold true to this idea, the decisions taken during these deferred reviews differed fairly widely. Among magic circle firms, associates typically had salaries topped up to the levels they would have been increased to in the spring (in a normal year) – meaning that associate lock-step pay grids at these firms tend to now look almost identical to where they were in early 2020. For firms below this top tier, decisions were more fractured; most chose to make increases less than would have been usual for rising up a level in a normal review cycle; but others chose to make no changes at all – meaning associate pay has effectively remained frozen since Spring 2019 at these firms, with last year's 1PQE lawyers now sitting at 2PQE (but still on 1PQE salaries) and so on. The net effect among the UK law firm group has therefore been a slight reduction in the average like-for-like salaries among associates.

Changes in upcoming 2021 reviews are likely to be cautious, with few firms feeling the need to adjust bands given current market conditions. And while those firms that froze salaries throughout 2020 are likely to make increases during 2021, they are unlikely to be the kind of double-level jumps that would be required to match average associate lock-step levels of 2019. It is therefore unlikely the UK law firm group as a whole will return to the kind of average compensation rates reported in March 2020 until Spring 2022.

Among business services (support staff) in Dubai, compensation levels for support staff (FTE 1.0) at UK law firms have typically remained frozen throughout 2020 and early 2021, with any deferred 2020 pay reviews tending to apply to fee-earners only. Most firms report they anticipate making increases for support staff in Spring 2021 pay reviews, but it is expected these are likely to be more modest than the average 3.5% increases that have been prevalent during the last few years.

United Arab Emirates (Dubai)

Compensation trends – United Arab Emirates (Dubai) (cont.)

Comparing like-for-like associate salary levels among UK law firms in Dubai, for which two years of data was available, yielded the following results:

- Percentage of firms that increased like-for-like salary levels for associate pay: 20%
- Mean net percentage change in lower limit of salary bands for associates: -4.8%
- Mean net percentage change in upper limit of salary bands for associates: -5.0%
- Mean net percentage change in average level of salary bands for associates: -3.4%

Comparing the overall 2021 survey results with those of 2020 yielded the following results for Dubai:

- Average net percentage change in like-for-like junior (0 to 3 PQE) associate compensation levels: -3.2%
- Average net percentage change in like-for-like mid-level (3 to 7 PQE) associate compensation levels: -4.5%
- Average net percentage change in like-for-like senior (7+ PQE) associate compensation levels: -3.1%
- Average overall net percentage change in like-for-like associate compensation levels: -3.8%

Provided that associates meet performance targets, they will typically advance up a seniority level in lockstep compensation grids annually. The average annual salary increase for an associate advancing up a level on a UK law firm lockstep grid in Dubai during the first 10 years of practice is 7.6%, associate compensation levels tending to plateau thereafter.

United Arab Emirates (Dubai)

Compensation trends – United Arab Emirates (Dubai) (cont.)

Compensation trends – US law firms

For most US law firms – which predominantly conduct pay reviews between November and January – the COVID-19 crisis arrived after pay increases for 2020 had already been effected. The majority of US law firms also managed to avoid adopting the kind of temporary reductions in work hours and pro rata pay that many UK law firms felt the need to introduce in the early stages of the pandemic. Although there has always been disparity between associate pay at upper-market US law firms and their UK counterparts, the COVID-19 crisis has widened this gap further, since US law firms had typically already introduced pay rises before the majority of UK law firms effectively reduced associate lock-step pay bands for 2020. In the recent December 2020/January 2021 review cycle upper-tier US law firms typically rolled associates up through the pay bands as usual – though there has been little in the way of overall upwards adjustment of bands. Lower-tier US law firms have typically seen trends more akin to the UK law firm group, with some downwards adjustments of the bands taking place.

Comparing like-for-like associate salary levels among US law firms in Dubai, for which two years of data was available, yielded the following results:

- Percentage of firms that increased like-for-like salary levels for associate pay: 33%
- Mean net percentage change in lower limit of salary bands for associates: +0.6%
- Mean net percentage change in upper limit of salary bands for associates: +4.1%
- Mean net percentage change in average level of salary bands for associates: -0.3%

Comparing the overall 2021 survey results with those of 2020 yielded the following results for Dubai:

- Average net percentage change in like-for-like junior (0 to 3 PQE) associate compensation levels: +6.1%
- Average net percentage change in like-for-like mid-level (3 to 7 PQE) associate compensation levels: -1.5%
- Average net percentage change in like-for-like senior (7+ PQE) associate compensation levels: +0.7%
- Average overall net percentage change in like-for-like associate compensation levels: +1.4%

Provided that associates meet performance targets, they will typically advance up a seniority level in lockstep compensation grids annually. The average annual salary increase for an associate advancing up a level on a US law firm lockstep grid in Dubai during the first eight years of practice is 8.0%, associate compensation levels tending to plateau thereafter.

United Arab Emirates (Dubai)

Headcount growth – United Arab Emirates (Dubai)

Hiring freezes have been ubiquitous among both UK and US law firms since the onset of the pandemic, though in practice many such freezes are proving to be fairly loose policies – with numerous US law firms reporting that certain practice groups have been actively hiring in order to fulfil increased demand and that some replacements of departed staff have been taking place as usual. Participants also report that, in general, the lateral hiring market in Dubai is showing signs of warming up again as 2021 begins.

All personnel

- Mean annual headcount turnover: 16%
- Percentage of firms surveyed that increased total headcount during the past year: 31%
- Mean net percentage change in total headcount (among all firms): +1.2%
- Median net percentage change in total headcount (among all firms): 0%

Fee-earners

- Mean annual headcount turnover: 14%
- Percentage of firms surveyed that increased fee-earner headcount during the past year: 28%
- Mean net percentage change in fee-earner headcount (among all firms): +3.7%
- Median net percentage change in fee-earner headcount (among all firms): 0%

Support staff

- Mean annual headcount turnover: 15%
- Percentage of firms surveyed that increased support staff headcount during the past year: 17%
- Mean net percentage change in support staff headcount (among all firms): -1.3%
- Median net percentage change in support staff headcount (among all firms): 0%

United Arab Emirates (Dubai)

Billing – United Arab Emirates (Dubai)

Billable hours

- Average total work hour target for associates: 1,763
- Average billable hour target for associates: 1,645
- Average number of billable hours clocked by associates during last financial year: 1,432
- Average utilisation percentage (billable hours recorded/billable hour target): 85%

UK law firms

Comparing the overall 2021 survey results with those of 2020 yielded the following results for Dubai:

- Average net percentage change in like-for-like junior (0 to 3 PQE) associate standard billing rates: +7.1%
- Average net percentage change in like-for-like mid-level (3 to 7 PQE) associate standard billing rates: +2.7%
- Average net percentage change in like-for-like senior (7+ PQE) associate standard billing rates: +1.9%
- Average overall net percentage change in like-for-like associate standard billing rates: +3.6%

It remains fairly standard for individual associates' billing rates to increase annually, based on increasing seniority. The average annual step increase at UK firms in Dubai is 4.6% during the first eight years of fully qualified professional practice, associate rates tending to plateau thereafter.

US law firms

Comparing the overall 2021 survey results with those of 2020 yielded the following results for Dubai:

- Average net percentage change in like-for-like junior (0 to 3 PQE) associate standard billing rates: +2.6%
- Average net percentage change in like-for-like mid-level (3 to 7 PQE) associate standard billing rates: +1.3%
- Average net percentage change in like-for-like senior (7+ PQE) associate standard billing rates: +2.9%
- Average overall net percentage change in like-for-like associate standard billing rates: +2.3%

It remains fairly standard for individual associates' billing rates to increase annually, based on increasing seniority. The average annual step increase at US firms in Dubai is 6.4% during the first nine years of fully qualified professional practice, associate rates tending to plateau thereafter.

United Arab Emirates (Dubai) – UK law firms – annual compensation (fee-earners)

Table 1-1a

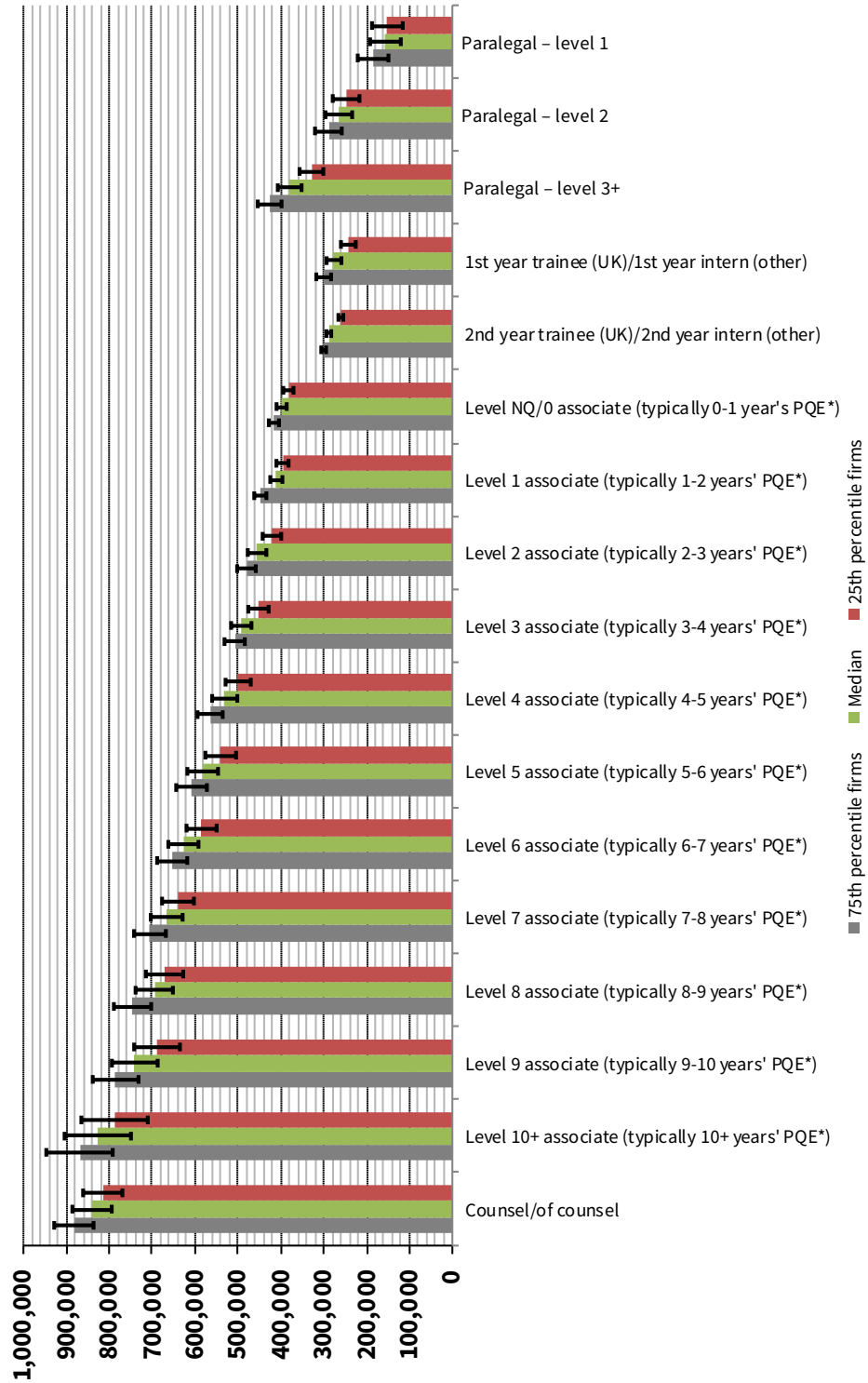
Position	Weighted mean	Median (50th percentile firms)	Arithmetic mean	Insights average	Average salary band range	5th percentile firms	1st quartile (25th percentile firms)	3rd quartile (75th percentile firms)	95th percentile firms	Number of people in sample	Number of firms in sample
Equity partner	2,885,400	1,413,400	2,724,000	2,340,900	753,100	934,100	1,256,600	1,750,000	7,027,200	27	5
Salaried/local partner	1,400,200	1,273,000	1,478,900	1,384,000	744,000	864,000	1,072,900	1,455,500	2,675,900	52	9
Counsel/of counsel	923,400	840,000	881,500	881,600	91,700	757,600	815,000	882,300	1,116,600	35	13
Level 10+ associate (typically 10+ years' PQE*)	831,800	826,700	830,600	829,700	154,800	733,800	787,500	869,200	958,300	61	18
Level 9 associate (typically 9-10 years' PQE*)	749,800	740,300	740,900	743,700	106,800	622,200	688,500	785,000	849,200	29	18
Level 8 associate (typically 8-9 years' PQE*)	715,600	695,000	709,300	706,600	87,000	628,200	671,000	745,600	823,700	25	19
Level 7 associate (typically 7-8 years' PQE*)	696,800	666,000	679,100	680,600	74,200	600,000	639,600	705,000	792,700	47	21
Level 6 associate (typically 6-7 years' PQE*)	642,800	627,000	630,900	633,600	70,300	551,000	584,600	653,100	749,600	41	22
Level 5 associate (typically 5-6 years' PQE*)	629,200	582,000	592,300	601,200	71,600	504,000	540,000	608,000	712,000	58	21
Level 4 associate (typically 4-5 years' PQE*)	566,600	530,800	543,800	547,100	58,700	460,600	499,400	564,800	672,300	55	20
Level 3 associate (typically 3-4 years' PQE*)	512,200	492,000	495,900	500,000	47,400	437,400	452,000	507,500	601,500	43	19
Level 2 associate (typically 2-3 years' PQE*)	488,400	455,300	462,100	468,600	43,400	389,100	420,600	480,000	561,300	41	18
Level 1 associate (typically 1-2 years' PQE*)	432,400	410,400	422,800	421,900	28,300	374,400	396,000	447,700	495,000	39	18
Level NQ/0 associate (typically 0-1 year's PQE*)	406,200	398,000	398,400	400,900	23,700	351,000	382,300	415,900	446,200	39	18
2nd year trainee (UK)/2nd year intern (other)	288,300	288,000	279,100	285,200	11,200	213,600	260,000	300,000	328,000	16	9
1st year trainee (UK)/1st year intern (other)	258,200	276,000	267,100	267,100	34,500	192,000	242,500	300,000	313,000	15	9
Paralegal – level 3+	380,900	379,300	377,400	379,200	55,400	306,000	328,500	425,900	452,700	18	12
Paralegal – level 2	283,500	264,800	274,300	274,200	62,400	235,200	247,700	289,100	338,800	28	13
Paralegal – level 1	204,000	156,000	180,700	180,200	71,700	146,700	151,500	184,800	270,400	21	10

All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.

*Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

Chart 1-1

United Arab Emirates (Dubai) – UK law firms – annual compensation (fee-earners)
 – median, 25th and 75th percentile firms and average salary band range values



All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.
 *Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

United Arab Emirates (Dubai) – lower-market‡ UK law firms – typical annual compensation bands (fee-earners)

Table 1-1b

Position	Typical lower salary band	Typical mid-band salary	Typical upper salary band
Level 10+ associate (typically 10+ years' PQE*)	589,500	798,000	867,500
Level 9 associate (typically 9-10 years' PQE*)	618,000	642,000	696,000
Level 8 associate (typically 8-9 years' PQE*)	609,000	633,000	666,000
Level 7 associate (typically 7-8 years' PQE*)	600,000	624,000	660,000
Level 6 associate (typically 6-7 years' PQE*)	532,000	560,000	615,000
Level 5 associate (typically 5-6 years' PQE*)	486,500	512,000	570,000
Level 4 associate (typically 4-5 years' PQE*)	468,000	470,500	528,000
Level 3 associate (typically 3-4 years' PQE*)	428,000	441,000	455,000
Level 2 associate (typically 2-3 years' PQE*)	395,000	418,500	426,000
Level 1 associate (typically 1-2 years' PQE*)	375,000	395,000	414,000
Level NQ/0 associate (typically 0-1 year's PQE*)	350,500	369,000	369,000

All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.

‡ Within the context of this table, 'lower-market' is defined as the group of UK firms for which average associate salaries typically sit below the 25th percentile of the total sample group of UK firms.

* Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

United Arab Emirates (Dubai) – mid-market‡ UK law firms – typical annual compensation bands (fee-earners)

Table 1-1c

Position	Typical lower salary band	Typical mid-band salary	Typical upper salary band
Level 10+ associate (typically 10+ years' PQE*)	777,000	815,500	894,000
Level 9 associate (typically 9-10 years' PQE*)	716,000	740,000	765,000
Level 8 associate (typically 8-9 years' PQE*)	680,000	693,500	737,000
Level 7 associate (typically 7-8 years' PQE*)	630,000	665,500	707,500
Level 6 associate (typically 6-7 years' PQE*)	585,000	624,000	646,000
Level 5 associate (typically 5-6 years' PQE*)	552,000	576,000	600,000
Level 4 associate (typically 4-5 years' PQE*)	512,500	522,500	558,500
Level 3 associate (typically 3-4 years' PQE*)	474,000	487,500	504,000
Level 2 associate (typically 2-3 years' PQE*)	430,500	455,500	480,000
Level 1 associate (typically 1-2 years' PQE*)	403,000	410,500	430,000
Level NQ/0 associate (typically 0-1 year's PQE*)	376,000	396,000	408,000

All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.

‡ Within the context of this table, 'mid-market' is defined as the group of UK firms for which average associate salaries typically sit between the 25th and 75th percentile of the total sample group of UK firms.

* Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

United Arab Emirates (Dubai) – upper-market‡ UK law firms – typical annual compensation bands (fee-earners)

Table 1-1d

Position	Typical lower salary band	Typical mid-band salary	Typical upper salary band
Level 10+ associate (typically 10+ years' PQE*)	820,000	845,000	881,000
Level 9 associate (typically 9-10 years' PQE*)	820,000	845,000	881,000
Level 8 associate (typically 8-9 years' PQE*)	786,000	817,000	842,000
Level 7 associate (typically 7-8 years' PQE*)	779,500	787,500	792,500
Level 6 associate (typically 6-7 years' PQE*)	730,000	746,000	751,000
Level 5 associate (typically 5-6 years' PQE*)	703,500	711,000	727,500
Level 4 associate (typically 4-5 years' PQE*)	658,500	666,000	682,500
Level 3 associate (typically 3-4 years' PQE*)	567,500	593,500	617,500
Level 2 associate (typically 2-3 years' PQE*)	522,500	551,000	562,500
Level 1 associate (typically 1-2 years' PQE*)	462,500	478,000	507,500
Level NQ/0 associate (typically 0-1 year's PQE*)	425,000	436,500	447,500

All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.

‡ Within the context of this table, 'upper-market' is defined as the group of UK firms for which average associate salaries typically sit above the 75th percentile of the total sample group of UK firms.

* Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

United Arab Emirates (Dubai) – US law firms – annual compensation (fee-earners)

Table 1-2a

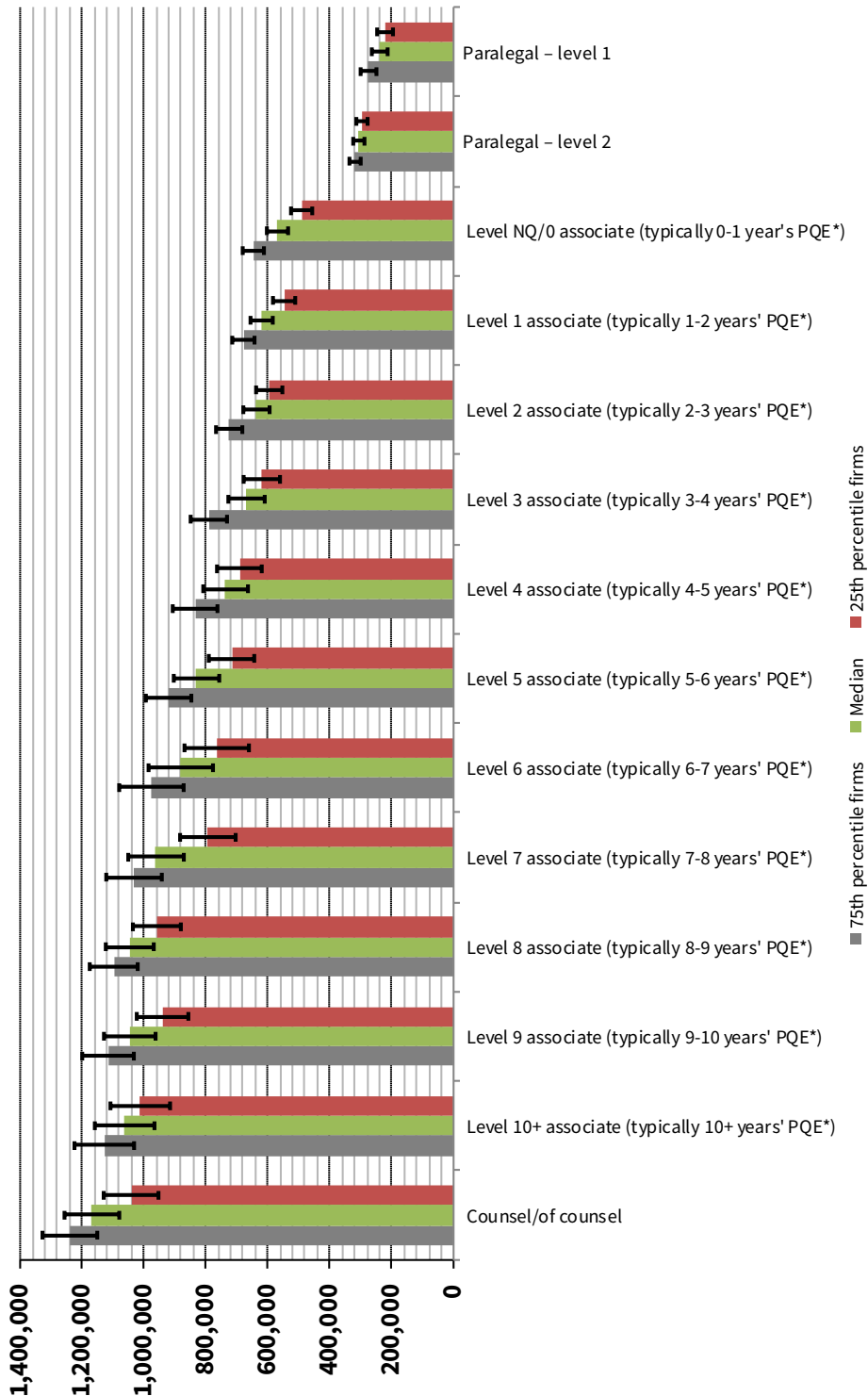
Position	Weighted mean	Median (50th percentile firms)	Arithmetic mean	Insights average	Average salary band range	5th percentile firms	1st quartile (25th percentile firms)	3rd quartile (75th percentile firms)	95th percentile firms	Number of people in sample	Number of firms in sample
Salaried/local partner	1,293,400	1,298,300	1,298,100	1,296,600	548,100	1,276,100	1,282,000	1,314,300	1,319,800	24	4
Counsel/of counsel	1,045,700	1,168,300	1,112,900	1,109,000	177,000	899,600	1,041,800	1,239,400	1,248,600	13	4
Level 10+ associate (typically 10+ years' PQE*)	1,001,500	1,062,500	1,069,400	1,044,500	192,600	849,900	1,012,100	1,128,300	1,294,300	14	8
Level 9 associate (typically 9-10 years' PQE*)	1,033,800	1,046,000	1,033,800	1,037,800	166,600	809,700	940,000	1,116,100	1,261,300	7	7
Level 8 associate (typically 8-9 years' PQE*)	1,026,800	1,046,000	1,026,800	1,033,200	154,900	784,800	958,400	1,097,800	1,233,600	7	7
Level 7 associate (typically 7-8 years' PQE*)	887,000	961,100	929,000	925,700	179,500	676,100	793,700	1,032,200	1,177,700	16	8
Level 6 associate (typically 6-7 years' PQE*)	812,700	881,200	876,100	856,700	208,100	637,100	765,100	976,000	1,121,000	17	8
Level 5 associate (typically 5-6 years' PQE*)	828,000	830,400	831,800	830,100	146,900	636,000	717,300	920,600	1,053,500	11	8
Level 4 associate (typically 4-5 years' PQE*)	681,500	736,300	755,100	724,300	144,500	549,700	691,900	834,900	970,300	12	8
Level 3 associate (typically 3-4 years' PQE*)	647,500	668,800	686,800	667,700	117,500	476,200	619,400	790,600	887,000	16	8
Level 2 associate (typically 2-3 years' PQE*)	598,700	636,700	644,600	626,700	84,800	481,500	595,500	724,800	788,500	13	8
Level 1 associate (typically 1-2 years' PQE*)	594,100	620,000	598,800	604,300	71,900	426,600	547,400	679,000	723,300	10	7
Level NQ/0 associate (typically 0-1 year's PQE*)	557,500	568,800	557,500	561,300	68,600	398,300	490,800	646,800	688,500	6	6
Paralegal – level 2	307,000	306,000	307,400	306,800	36,400	287,900	295,900	318,200	327,900	4	3
Paralegal – level 1	274,900	238,600	251,100	254,800	51,200	207,500	221,300	274,700	303,600	9	3

All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.

* Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

Chart 1-2

United Arab Emirates (Dubai) – US law firms – annual compensation (fee-earners)
 – median, 25th and 75th percentile firms and average salary band range values



All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.
 *Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

United Arab Emirates (Dubai) – lower-market‡ US law firms – typical annual compensation bands (fee-earners)

Table 1-2b

Position	Typical lower salary band	Typical mid-band salary	Typical upper salary band
Level 10+ associate (typically 10+ years' PQE*)	973,000	1,019,000	1,046,000
Level 9 associate (typically 9-10 years' PQE*)	912,000	990,500	1,014,000
Level 8 associate (typically 8-9 years' PQE*)	886,000	963,000	985,000
Level 7 associate (typically 7-8 years' PQE*)	752,500	826,000	867,000
Level 6 associate (typically 6-7 years' PQE*)	737,500	776,500	815,000
Level 5 associate (typically 5-6 years' PQE*)	682,500	718,500	749,500
Level 4 associate (typically 4-5 years' PQE*)	624,000	705,500	740,500
Level 3 associate (typically 3-4 years' PQE*)	593,000	624,000	655,000
Level 2 associate (typically 2-3 years' PQE*)	575,500	605,500	636,000
Level 1 associate (typically 1-2 years' PQE*)	541,500	547,500	550,500
Level NQ/0 associate (typically 0-1 year's PQE*)	453,000	477,000	501,000

All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.

‡ Within the context of this table, 'lower-market' is defined as the group of US firms for which average associate salaries typically sit below the median of the total sample group of US firms.

* Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

United Arab Emirates (Dubai) – upper-market‡ US law firms – typical annual compensation bands (fee-earners)

Table 1-2c

Position	Typical lower salary band	Typical mid-band salary	Typical upper salary band
Level 10+ associate (typically 10+ years' PQE*)	1,064,500	1,174,500	1,248,000
Level 9 associate (typically 9-10 years' PQE*)	1,064,500	1,119,500	1,248,000
Level 8 associate (typically 8-9 years' PQE*)	1,064,500	1,082,500	1,248,000
Level 7 associate (typically 7-8 years' PQE*)	1,000,000	1,046,000	1,248,000
Level 6 associate (typically 6-7 years' PQE*)	936,000	986,500	1,174,500
Level 5 associate (typically 5-6 years' PQE*)	881,000	929,500	1,101,000
Level 4 associate (typically 4-5 years' PQE*)	826,000	862,500	1,027,500
Level 3 associate (typically 3-4 years' PQE*)	752,500	795,000	936,000
Level 2 associate (typically 2-3 years' PQE*)	734,500	752,500	808,000
Level 1 associate (typically 1-2 years' PQE*)	662,500	697,500	734,500
Level NQ/0 associate (typically 0-1 year's PQE*)	627,500	660,500	697,500

All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.
 ‡ Within the context of this table, 'upper-market' is defined as the group of US firms for which average associate salaries typically sit above the median of the total sample group of US firms.

* Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

United Arab Emirates (Dubai) – all law firms [total sample] – annual compensation (fee-earners)

Table 1-3

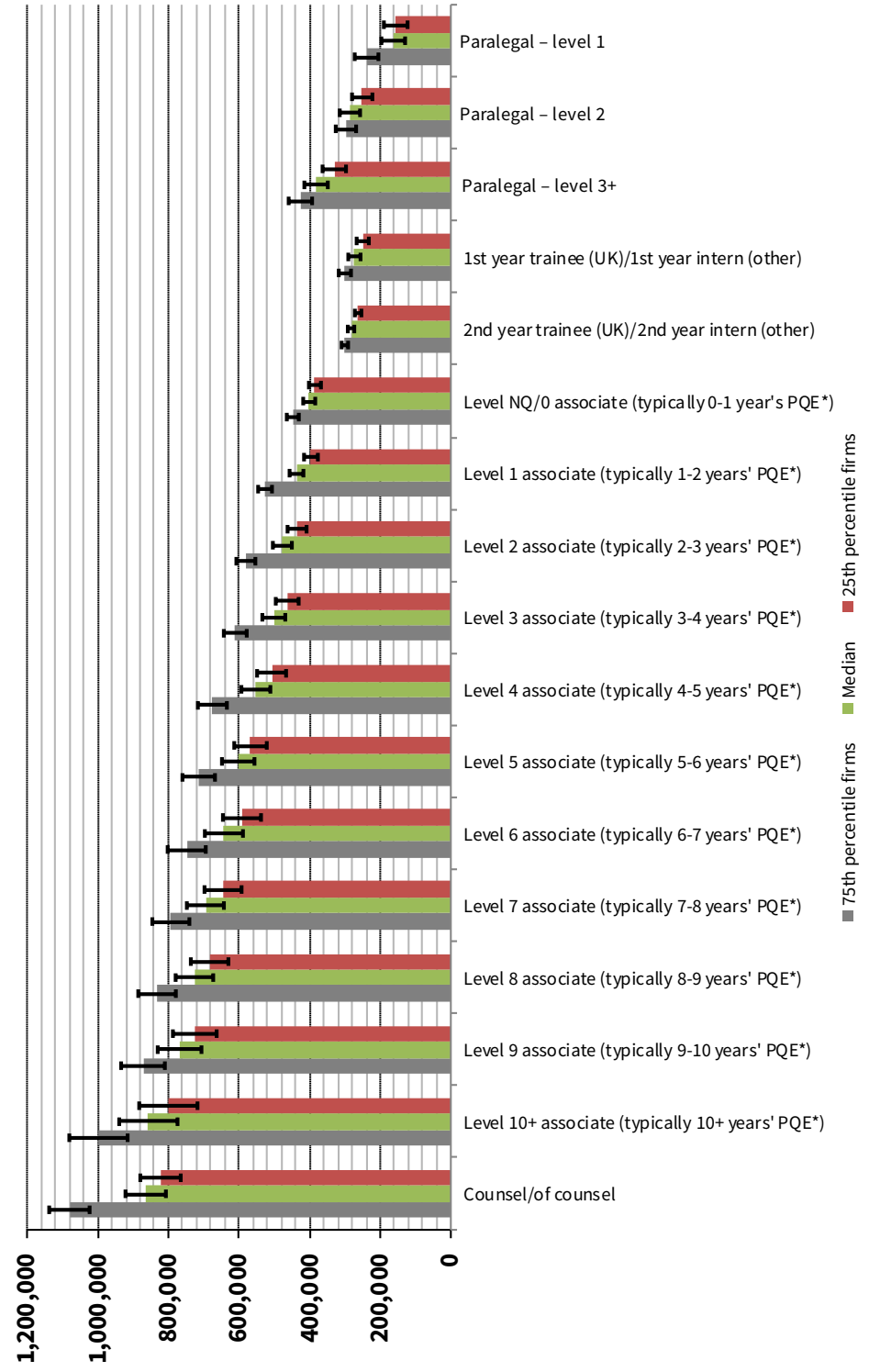
Position	Weighted mean	Median (50th percentile firms)	Arithmetic mean	Insights average	Average salary band range	5th percentile firms	1st quartile (25th percentile firms)	3rd quartile (75th percentile firms)	95th percentile firms	Number of people in sample	Number of firms in sample
Equity partner	2,685,000	1,335,000	2,416,900	2,145,700	627,600	860,500	975,500	1,665,800	6,697,300	30	6
Salaried/local partner	1,366,500	1,283,400	1,423,200	1,357,700	683,700	876,000	1,271,400	1,321,200	2,537,500	76	13
Counsel/of counsel	956,500	864,000	935,900	918,800	114,400	764,200	822,000	1,080,000	1,238,600	48	17
Level 10+ associate (typically 10+ years' PQE*)	863,500	856,400	904,100	874,700	165,100	739,500	799,800	997,700	1,159,000	75	26
Level 9 associate (typically 9-10 years' PQE*)	805,000	768,000	822,900	798,600	123,900	631,200	725,000	871,600	1,118,100	36	25
Level 8 associate (typically 8-9 years' PQE*)	783,600	726,000	794,800	768,100	106,400	631,500	683,000	831,800	1,105,400	32	26
Level 7 associate (typically 7-8 years' PQE*)	745,100	695,000	748,000	729,400	104,900	600,000	645,000	792,700	1,038,600	63	29
Level 6 associate (typically 6-7 years' PQE*)	692,600	642,500	696,300	677,100	107,900	554,600	591,400	747,900	980,100	58	30
Level 5 associate (typically 5-6 years' PQE*)	660,900	602,000	658,400	640,400	92,100	510,400	567,200	713,900	924,800	69	29
Level 4 associate (typically 4-5 years' PQE*)	587,200	552,000	604,200	581,100	82,100	467,500	507,500	675,100	849,600	67	28
Level 3 associate (typically 3-4 years' PQE*)	548,900	501,300	552,500	534,200	64,900	421,800	463,300	610,300	793,300	59	27
Level 2 associate (typically 2-3 years' PQE*)	514,900	477,000	518,300	503,400	53,800	396,700	435,400	580,300	743,200	54	26
Level 1 associate (typically 1-2 years' PQE*)	465,400	437,000	472,000	458,200	39,200	384,000	396,000	526,000	690,000	49	25
Level NQ/0 associate (typically 0-1 year's PQE*)	426,400	401,000	438,200	421,800	34,100	361,000	384,800	447,400	652,300	45	24
2nd year trainee (UK)/2nd year intern (other)	287,200	282,500	278,200	282,700	18,300	214,800	262,500	300,000	327,800	17	10
1st year trainee (UK)/1st year intern (other)	259,000	273,000	267,400	266,400	34,600	193,500	249,400	300,000	312,800	16	10
Paralegal – level 3+	382,200	381,500	381,000	381,600	66,400	306,000	330,000	426,000	451,900	21	14
Paralegal – level 2	286,500	285,700	280,500	284,300	57,700	237,000	250,900	297,000	337,600	32	16
Paralegal – level 1	225,300	163,100	196,900	195,100	67,100	147,600	156,000	238,600	289,900	30	13

All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.

* Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

Chart 1-3

United Arab Emirates (Dubai) – all law firms [total sample] – annual compensation (fee-earners) – median, 25th and 75th percentile firms and average salary band range values



All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.
 *Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

United Arab Emirates (Dubai) – UK firms – annual compensation (support staff)

Table 1-4(i)

Position	Weighted mean	Median (50th percentile firms)	Arithmetic mean	Insights average	Average salary band range	5th percentile firms	1st quartile (25th percentile firms)	3rd quartile (75th percentile firms)	95th percentile firms	Number of people in sample	Number of firms in sample
Business and office management											
Chief operating officer/regional head of business	965,100	941,700	986,100	964,300	1,200	745,000	770,900	1,161,000	1,305,800	7	6
Office/business administration director	677,700	618,000	677,700	657,800	2,000	568,600	590,600	735,000	828,600	3	3
Office/business administration manager	405,300	399,400	405,300	403,300	-	352,900	384,900	427,200	463,200	11	11
Office/business administration coordinator	233,700	234,900	233,700	234,100	-	213,900	223,200	244,700	252,600	3	3
Office/business administration assistant	115,300	99,900	117,000	110,700	8,800	69,700	88,700	154,500	173,100	11	10
Office clerk	107,200	108,600	105,900	107,200	19,800	92,900	99,900	113,200	117,000	6	3
Compliance manager	451,900	465,800	451,900	456,500	2,000	406,100	446,600	471,000	478,200	4	4
Public relations officer	281,300	249,600	285,300	272,100	73,900	162,300	216,200	358,600	466,500	11	10
Facilities and office services											
Facilities/office services manager	349,700	326,000	349,700	341,800	2,000	290,200	295,100	408,000	425,800	5	5
Facilities/office services coordinator	217,300	254,500	217,300	229,700	2,000	119,100	154,500	272,000	290,600	5	5
Facilities/office services assistant	132,700	115,200	131,100	126,300	28,600	91,100	111,500	138,300	203,200	13	8
Driver/office services assistant	110,100	103,900	109,900	108,000	19,100	78,500	101,800	111,900	154,100	13	9
Driver	94,000	102,000	89,000	95,000	23,900	59,100	77,500	103,400	104,800	11	7
Finance											
Chief financial officer/finance director/regional head	764,500	780,000	764,500	769,600	92,700	580,200	655,500	873,100	940,400	7	7
Finance manager	422,000	426,500	423,300	424,000	102,000	354,400	382,500	445,500	500,300	14	12
Finance assistant	167,400	162,000	167,400	165,600	-	124,800	144,000	180,000	220,800	5	5
Accountant	281,900	290,600	281,300	284,600	49,100	232,500	258,700	306,700	317,400	14	6
Assistant accountant	159,100	156,000	164,100	159,700	58,800	145,400	150,100	174,000	188,400	4	3
Billing/credit control manager	364,400	341,900	367,200	357,800	76,000	323,400	339,000	393,000	433,600	14	9
Billing/credit control coordinator	245,600	252,000	242,700	246,800	44,600	164,200	228,400	263,800	302,000	19	11
Billing/credit control assistant	166,600	157,500	157,600	160,600	65,800	105,800	123,900	178,400	218,300	25	6

All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.

United Arab Emirates (Dubai) – UK firms – annual compensation (support staff) [continued]

Table 1-4(ii)

Position	Weighted mean	Median (50th percentile firms)	Arithmetic mean	Insights average	Average salary band range	5th percentile firms	1st quartile (25th percentile firms)	3rd quartile (75th percentile firms)	95th percentile firms	Number of people in sample	Number of firms in sample
Information technology											
IT director/regional head	547,600	530,400	547,600	541,900	18,000	484,800	504,000	585,000	627,800	5	5
IT manager	384,300	388,500	382,300	385,000	40,800	316,800	358,200	418,100	422,300	13	12
IT coordinator	239,600	228,000	239,600	235,800	-	206,400	216,000	257,400	281,000	3	3
IT support staff – senior	258,900	278,100	267,500	268,100	28,200	194,400	258,500	294,000	312,000	11	8
IT support staff – junior	184,100	183,000	194,200	187,100	55,100	171,200	173,200	204,000	232,800	7	4
Marketing and business development											
Marketing/BD director/regional head	651,200	664,500	653,500	656,400	83,000	522,300	609,500	711,000	757,700	9	8
Marketing/BD manager	424,100	423,300	425,600	424,300	60,200	363,600	396,000	459,000	496,800	24	13
Marketing/BD coordinator	282,800	288,000	290,400	287,100	14,100	273,000	279,700	300,000	309,600	5	3
Marketing/BD executive	300,000	285,000	290,900	292,000	165,500	221,200	270,000	300,000	374,500	10	9
Human resources											
HR director/regional head	643,400	618,700	643,400	635,200	-	547,000	579,000	707,600	768,800	6	6
HR manager	455,300	465,000	456,300	458,900	123,200	378,000	429,600	492,800	518,900	10	7
HR officer/coordinator	292,000	247,200	280,600	273,200	132,000	223,200	242,900	313,700	382,900	8	7
HR administration assistant	156,100	168,000	152,200	158,800	-	124,800	144,000	168,300	168,500	4	3
Professional support											
Paralegal (non-fee-earning)	287,900	318,000	298,800	301,600	120,200	243,000	290,800	324,000	328,800	7	5
Secretaries											
Secretarial coordinator/team leader	313,100	323,900	321,100	319,400	42,800	298,400	308,200	333,000	341,400	9	6
Executive assistant	299,900	301,800	306,300	302,700	59,200	233,000	269,800	336,700	391,000	16	9
Legal secretary – senior	284,200	280,800	283,000	282,600	48,900	247,000	266,500	308,500	319,600	100	20
Legal secretary – junior	202,000	196,000	195,000	197,700	40,800	139,300	172,500	212,600	251,200	18	9
Receptionists											
Receptionist	173,500	176,900	172,600	174,300	41,200	119,000	140,100	197,800	226,200	23	15

All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.

United Arab Emirates (Dubai) – US firms – annual compensation (support staff)

Table 1-5

Position	Weighted mean	Median (50th percentile firms)	Arithmetic mean	Insights average	Average salary band range	5th percentile firms	1st quartile (25th percentile firms)	3rd quartile (75th percentile firms)	95th percentile firms	Number of people in sample	Number of firms in sample
Business and office management											
Office/business administration director	604,200	566,500	604,200	591,600	-	515,700	538,300	651,300	719,100	3	3
Office/business administration manager	415,500	441,000	415,500	424,000	166,100	328,500	394,500	462,000	466,800	4	4
Public relations officer	219,300	233,500	215,800	222,800	87,600	136,500	198,200	251,000	270,200	7	4
Facilities and office services											
Facilities/office services assistant	146,900	109,700	119,400	125,300	45,500	69,700	94,600	134,400	182,500	8	4
Driver/office services assistant	85,900	89,300	79,300	84,800	40,700	61,600	73,900	89,600	89,900	9	3
Driver	99,900	100,100	101,700	100,600	21,200	95,100	97,400	105,300	109,400	4	3
Finance											
Finance manager	379,800	393,000	379,800	384,200	238,600	354,300	371,500	394,700	396,000	3	3
Accountant	277,800	240,000	277,800	265,200	61,900	229,200	234,000	302,800	353,000	3	3
Billing/credit control coordinator	244,100	262,600	238,600	248,400	47,300	179,800	202,900	271,600	279,900	6	5
Information technology											
IT director/regional head	584,200	573,900	584,200	580,700	197,800	524,100	546,200	617,000	651,400	3	3
IT support staff – junior	194,700	200,000	194,700	196,400	19,200	182,000	190,000	202,000	203,600	3	3
Marketing and business development											
Marketing/BD manager	421,400	437,800	421,400	426,900	202,300	330,500	385,200	474,000	489,400	4	4
Secretaries											
Legal secretary – senior	309,500	308,000	309,200	308,900	66,000	265,500	300,700	327,800	344,500	26	8
Legal secretary – junior	244,200	254,900	252,500	250,500	36,900	220,500	227,900	279,500	281,300	18	4
Receptionists											
Receptionist	198,900	200,200	203,100	200,700	53,600	168,000	183,500	225,500	235,300	11	7

All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.

United Arab Emirates (Dubai) – all firms [total sample] – annual compensation (support staff)

Table 1-6(i)

Position	Weighted mean	Median (50th percentile firms)	Arithmetic mean	Insights average	Average salary band range	5th percentile firms	1st quartile (25th percentile firms)	3rd quartile (75th percentile firms)	95th percentile firms	Number of people in sample	Number of firms in sample
Business and office management											
Chief operating officer/regional head of business	952,500	863,700	968,600	928,200	1,200	745,200	793,700	1,122,000	1,298,800	8	7
Office/business administration director	640,900	592,300	640,900	624,700	2,000	523,300	564,000	706,500	823,000	6	6
Office/business administration manager	408,000	410,100	408,000	408,700	166,100	337,200	384,900	432,400	474,600	15	15
Office/business administration coordinator	243,100	250,600	243,100	245,600	28,000	216,200	234,900	254,500	262,100	5	5
Office/business administration assistant	114,200	102,000	115,700	110,600	8,800	70,000	89,400	153,000	172,900	12	11
Office clerk	100,400	99,900	94,300	98,200	33,800	64,400	83,300	110,900	116,500	7	4
Compliance manager	424,800	463,500	424,800	437,700	2,000	332,400	396,000	468,000	477,600	5	5
Public relations officer	257,200	242,100	265,400	254,900	83,000	132,100	216,200	273,800	460,500	18	14
Facilities and office services											
Facilities/office services director	549,900	550,000	549,900	550,000	16,000	546,400	548,000	551,900	553,400	3	3
Facilities/office services manager	349,700	326,000	349,700	341,800	2,000	290,200	295,100	408,000	425,800	5	5
Facilities/office services coordinator	230,000	263,300	230,000	241,100	2,000	121,300	179,500	288,000	294,700	6	6
Facilities/office services assistant	138,100	114,000	127,200	126,400	34,200	74,500	105,000	138,300	211,000	21	12
Driver/office services assistant	100,200	101,900	102,200	101,400	27,200	69,200	86,800	106,700	153,000	22	12
Driver	95,600	101,100	92,800	96,500	23,400	61,700	86,600	103,900	108,000	15	10
Finance											
Chief financial officer/finance director/regional head	772,400	804,000	772,400	782,900	85,100	582,900	674,300	850,700	938,800	8	8
Finance manager	414,600	414,000	414,600	414,400	170,300	350,300	381,000	437,200	500,200	17	15
Finance coordinator	288,700	290,000	288,700	289,200	60,000	266,800	277,100	301,000	309,800	3	3
Finance assistant	167,400	162,000	167,400	165,600	-	124,800	144,000	180,000	220,800	5	5
Senior accountant	416,900	388,300	416,900	407,300	56,800	326,500	336,400	468,800	547,400	4	4
Accountant	281,200	282,900	280,200	281,400	50,900	227,100	240,000	309,500	347,300	17	9
Assistant accountant	160,900	162,000	165,100	162,600	53,200	146,000	153,100	174,000	188,400	5	4
Billing/credit control manager	363,500	346,000	365,500	358,300	76,000	324,300	339,400	390,800	430,800	15	10
Billing/credit control coordinator	245,200	252,900	241,400	246,500	45,400	163,500	212,700	270,400	293,500	25	16
Billing/credit control assistant	166,600	168,000	159,100	164,600	65,800	106,600	130,600	176,000	215,800	26	7
Payroll coordinator	226,900	225,000	226,900	226,300	50,000	200,500	211,400	241,500	254,700	3	3

All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.

United Arab Emirates (Dubai) – all firms [total sample] – annual compensation (support staff) [continued]

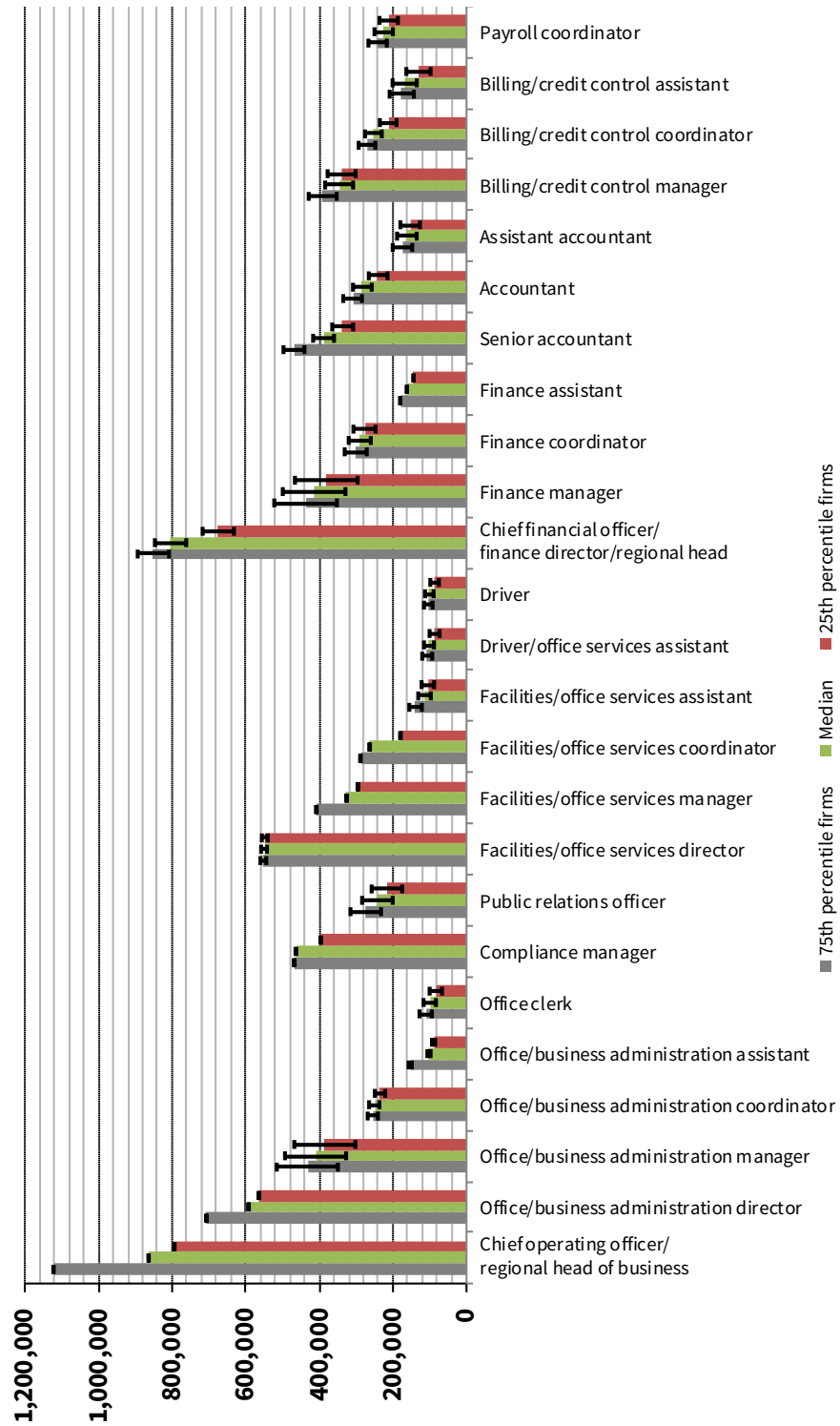
Table 1-6(ii)

Position	Weighted mean	Median (50th percentile firms)	Arithmetic mean	Insights average	Average salary band range	5th percentile firms	1st quartile (25th percentile firms)	3rd quartile (75th percentile firms)	95th percentile firms	Number of people in sample	Number of firms in sample
Information technology											
IT director/regional head	561,300	552,200	561,300	558,300	137,900	488,400	514,900	598,400	652,500	8	8
IT manager	387,700	396,000	386,100	390,000	40,800	319,700	360,600	419,700	427,600	14	13
IT coordinator	239,600	228,000	239,600	235,800	-	206,400	216,000	257,400	281,000	3	3
IT trainer	338,800	336,000	338,800	337,900	101,000	239,700	282,500	393,700	439,900	3	3
IT support staff – senior	262,400	278,100	270,300	270,200	43,900	198,000	233,600	306,000	328,600	13	10
IT support staff – junior	187,300	192,000	194,400	191,200	37,100	171,700	177,000	202,000	229,200	10	7
Marketing and business development											
Marketing/BD director/regional head	660,400	696,000	663,400	673,300	83,000	526,400	621,000	742,900	756,600	10	9
Marketing/BD manager	423,700	423,300	424,600	423,900	95,700	327,400	396,000	461,000	495,500	28	17
Marketing/BD coordinator	304,600	312,000	307,800	308,100	54,500	274,700	288,000	312,000	346,800	8	5
Marketing/BD executive	306,400	285,000	294,700	295,400	107,500	228,000	267,500	329,800	372,700	13	11
Marketing/BD specialist	305,200	327,500	297,800	310,200	128,500	227,000	271,600	338,800	347,800	4	3
Marketing/BD assistant	178,700	184,500	178,700	180,600	14,500	137,200	167,400	195,800	212,000	4	4
Human resources											
HR director/regional head	662,500	642,700	662,500	655,900	-	549,800	601,000	746,300	780,000	8	8
HR manager	429,800	452,100	442,400	441,400	120,200	350,300	405,000	486,400	517,900	13	8
HR officer/coordinator	282,300	247,200	272,400	267,300	132,000	204,800	239,800	290,000	381,300	10	9
HR administration assistant	156,100	168,000	152,200	158,800	-	124,800	144,000	168,300	168,500	4	3
Professional support											
Paralegal (non-fee-earning)	287,900	318,000	298,800	301,600	120,200	243,000	290,800	324,000	328,800	7	5
Secretaries											
Secretarial coordinator/team leader	307,700	323,800	315,800	315,800	23,200	287,700	299,900	330,000	341,000	11	7
Executive assistant	294,900	293,400	301,200	296,500	60,300	234,500	258,700	333,500	387,400	18	10
Legal secretary – senior	289,400	292,600	290,500	290,800	53,000	249,200	269,300	310,100	335,200	126	28
Legal secretary – junior	223,100	212,600	212,700	216,100	39,200	139,700	192,000	240,000	279,900	36	13
Receptionists											
Receptionist	181,700	183,300	182,300	182,400	45,700	120,300	163,700	209,400	235,500	34	22

All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.

Chart 1-6(i)

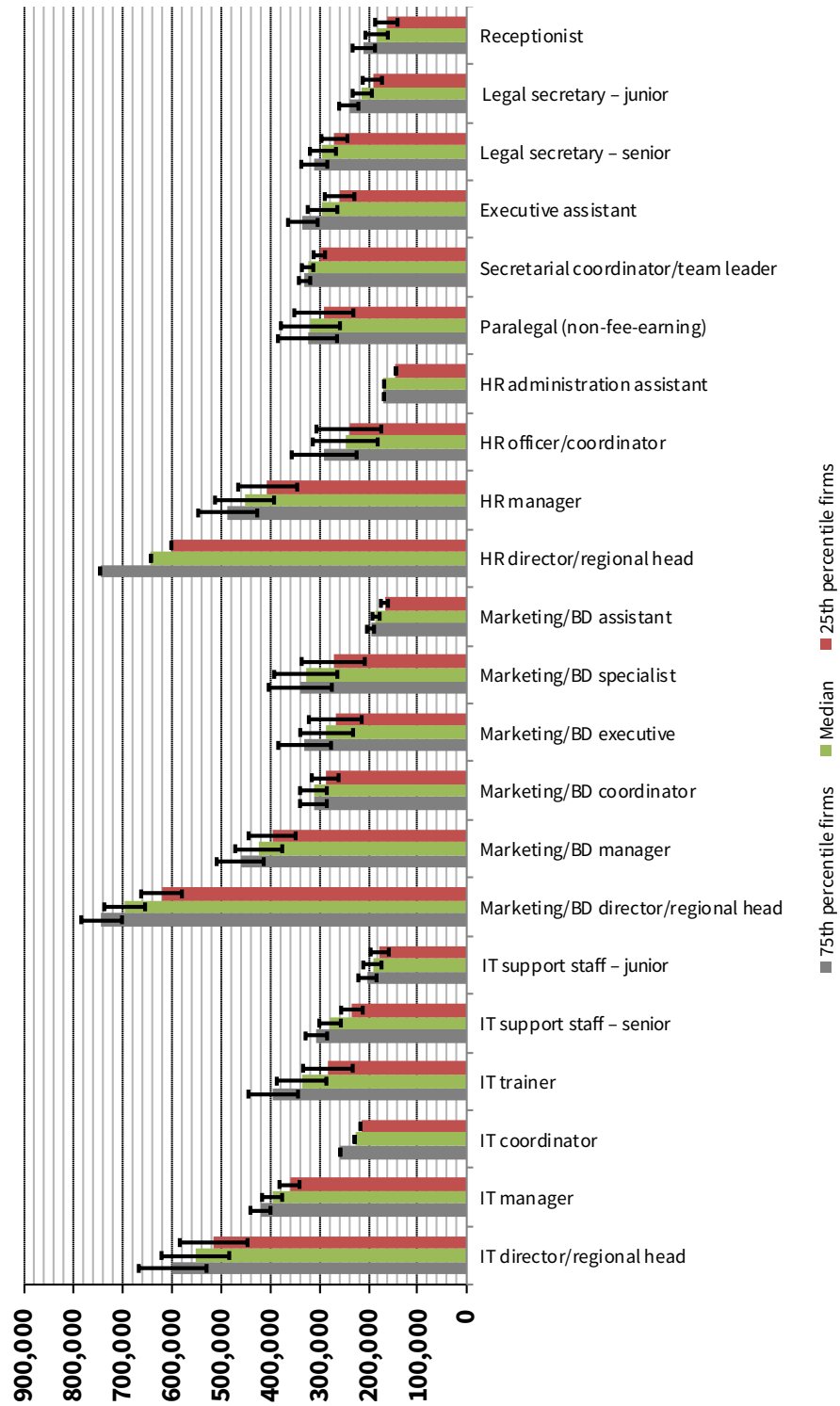
United Arab Emirates (Dubai) – all law firms [total sample] – annual compensation (support staff) – median, 25th and 75th percentile firms and average salary band range values



All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.

Chart 1-6(ii)

United Arab Emirates (Dubai) – all law firms [total sample] – annual compensation (support staff) – median, 25th and 75th percentile firms and average salary band range values [continued]



All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.

United Arab Emirates (Dubai) – bonus eligibility

Table 1-7a

	Fee-earners					Support staff				
	Paralegals	Trainees	Junior lawyers	Mid-level lawyers	Senior lawyers	Assistants	Mid-level staff	Managers	Directors	
Guaranteed 13th-month bonuses	0%	0%	0%	0%	0%	0%	0%	0%	0%	
13th-month bonus awarded as standard*										
Variable bonus eligibility										
Eligible for performance-related bonus	78%	52%	96%	96%	100%	74%	78%	78%	87%	
Eligible for global firm-wide profit-related bonus	13%	17%	13%	13%	17%	26%	22%	22%	17%	
Eligible for local office profit-related bonus	17%	9%	13%	13%	17%	17%	17%	17%	17%	
Eligible for bonus for bringing in new clients	9%	9%	17%	17%	22%	0%	0%	13%	13%	
Eligible for bonus for helping to recruit new personnel	57%	57%	61%	61%	57%	61%	61%	61%	61%	
Performance-related bonus structure										
Purely based on billable/chargeable hours	4%	9%	17%	17%	17%	n/a	n/a	n/a	n/a	
Purely based on partner discretion	4%	4%	9%	9%	9%	13%	13%	13%	13%	
Based on combination of factors	91%	87%	74%	74%	74%	87%	87%	87%	87%	
Factors considered in performance-related bonus										
Billable hours	28%	28%	78%	78%	78%	n/a	n/a	n/a	n/a	
Chargeable hours	22%	28%	72%	72%	72%	n/a	n/a	n/a	n/a	
Work ethic	33%	28%	61%	61%	61%	33%	33%	33%	33%	
Work quality	44%	33%	72%	72%	72%	44%	44%	44%	39%	
Publishing, content and speaking	11%	17%	39%	39%	39%	0%	0%	0%	0%	
Knowledge management and training	17%	17%	67%	67%	67%	11%	11%	11%	11%	
Business development	33%	28%	78%	83%	89%	0%	0%	0%	0%	
Recruitment	6%	11%	22%	22%	22%	0%	0%	0%	0%	
Client relations	22%	17%	61%	61%	67%	6%	6%	6%	6%	
Pro bono	11%	17%	67%	67%	67%	0%	0%	0%	0%	

* These amounts have not been included in the annual salary tables. All figures = percentage of participating firms that offer.

United Arab Emirates (Dubai) – prevalence of bonuses among firms that awarded bonuses during past year

Table 1-7b

	Fee-earners					Support staff			
	Paralegals	Trainees	Junior lawyers	Mid-level lawyers	Senior lawyers	Assistants	Mid-level staff	Managers	Directors
Billable hours related bonus amounts									
Mean minimum billable hour target for bonus	n/a	n/a	1,725	1,725	1,725	n/a	n/a	n/a	n/a
Mean minimum chargeable hour target for bonus	n/a	n/a	1,517	1,517	1,517	n/a	n/a	n/a	n/a
Mean minimum hours-related bonus available (as % of annual salary)	5%	n/a	5%	5%	5%	n/a	n/a	n/a	n/a
Mean maximum hours-related bonus available (as % of annual salary)	25%	n/a	27%	27%	29%	n/a	n/a	n/a	n/a
Total bonus amounts (not including any guaranteed 13th-month bonuses)									
Median % of headcount that received bonus	18%	0%	40%	50%	46%	80%	80%	86%	100%
Median maximum total bonus awarded (as % of annual salary)	5%	3%	12%	11%	20%	7%	6%	7%	8%
Median average total bonus awarded (as % of annual salary) among those who received bonus	5%	3%	9%	10%	13%	3%	4%	5%	7%
Mean % of headcount that received bonus	38%	25%	38%	47%	45%	67%	61%	71%	67%
Mean maximum total bonus awarded (as % of annual salary)	10%	3%	14%	15%	16%	6%	6%	8%	8%
Mean average total bonus awarded (as % of annual salary) among those who received bonus	8%	3%	11%	10%	12%	3%	4%	5%	6%

United Arab Emirates (Dubai) – benefits and allowances (housing and cost of living/education)

Table 1-8a

Benefit	Fee-earners						Support staff			
	Paralegals	Trainees	Junior lawyers	Mid-level lawyers	Senior lawyers	Partners	Assistants	Mid-level staff	Managers	Directors
Compensation system										
All cash (100% basic with no portion formally attributed to allowances)	63%						56%			
All cash (allowances integrated into total paid salary at given % split. Only basic salary % applicable to end of service gratuity)	11% (typically 70/30 split)						11% (typically 70/30 split)			
Basic salary + allowances (paid separately)	26%						33%			
Housing and cost of living										
Housing allowance*	4%	4%	4%	4%	4%	8%	4%	4%	4%	4%
Housing provided (rent paid by firm)	0%	8%	0%	0%	0%	0%	0%	0%	0%	0%
Low-rent accommodation available through firm	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Location salary uplift	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Cost-of-living allowance	4%	8%	0%	0%	0%	0%	0%	0%	0%	0%
Housing loan**	54%	42%	62%	62%	62%	42%	65%	65%	62%	58%
Personal flight allowance	4%	4%	8%	8%	8%	8%	20%	20%	20%	16%
Annual return air tickets for individual	27%	27%	35%	35%	35%	27%	42%	42%	42%	38%
Annual return air tickets for family	4%	4%	12%	12%	12%	8%	8%	8%	12%	15%
Education and training										
LLM support	4%	4%	12%	12%	12%	0%	8%	8%	8%	4%
Further legal education costs	12%	15%	19%	19%	19%	12%	15%	15%	15%	12%
Study leave	54%	46%	65%	65%	65%	38%	65%	65%	62%	62%
Firm-wide training programmes	50%	46%	65%	65%	65%	54%	62%	62%	62%	58%
Local training schemes/allowance	23%	15%	35%	35%	35%	27%	27%	27%	27%	23%
International training schemes/allowance	0%	0%	11%	11%	11%	5%	5%	5%	11%	5%
Foreign language training	12%	8%	15%	15%	19%	19%	15%	15%	15%	12%

* This allowance has been included in the salaries listed in the compensation tables.

** Typically 25% to 50% of annual salary - available for limited number of years at some firms.
All figures = percentage of participating firms where benefit is available.

Table 1-8b

United Arab Emirates (Dubai) – benefits and allowances available (health and lifestyle/social)

Benefit	Fee-earners					Support staff				
	Paralegals	Trainees	Junior lawyers	Mid-level lawyers	Senior lawyers	Partners	Assistants	Mid-level staff	Managers	Directors
Health and lifestyle										
Relocation costs*	38%	31%	58%	58%	62%	54%	31%	46%	50%	38%
Private medical/healthcare (local cover)	88%	81%	100%	100%	100%	92%	100%	100%	100%	100%
Private medical/healthcare (international cover)	62%	54%	73%	73%	73%	65%	73%	73%	73%	69%
Private medical/healthcare for spouse/dependants (local)	69%	62%	77%	77%	77%	73%	58%	58%	69%	69%
Private medical/healthcare for spouse/dependants (international cover)	42%	35%	58%	58%	58%	54%	35%	35%	50%	50%
Direct medical billing (to insurer rather than patient)	38%	35%	50%	50%	50%	46%	50%	50%	50%	46%
Healthcare financial contributions required from employee	12%	8%	15%	15%	15%	23%	12%	12%	15%	15%
Annual healthcare check	26%	21%	32%	32%	32%	32%	32%	32%	32%	32%
Biennial healthcare check	5%	0%	5%	5%	5%	5%	5%	5%	5%	5%
Private dental care	38%	31%	46%	46%	46%	42%	42%	42%	46%	42%
Private dental care for spouse/dependants	35%	31%	50%	50%	50%	46%	38%	38%	46%	46%
Dental care financial contributions required from employee	27%	23%	31%	31%	31%	35%	31%	31%	31%	27%
Employee assistance programme	69%	58%	81%	81%	81%	81%	81%	81%	81%	77%
Wellbeing programme/allowance	37%	21%	47%	47%	47%	47%	47%	47%	47%	42%
Gym membership (fully covered)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Gym membership (subsidy)	15%	15%	19%	19%	19%	15%	19%	19%	19%	15%
Yoga classes	5%	5%	11%	11%	11%	11%	11%	11%	11%	11%
Private club membership	0%	4%	4%	4%	4%	8%	4%	4%	4%	4%
Child care	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Child school fees	0%	0%	4%	4%	4%	4%	0%	0%	0%	0%
Life insurance	73%	65%	85%	85%	85%	77%	85%	85%	85%	81%
Life assurance (lifetime investment policy)	4%	8%	12%	12%	12%	8%	12%	12%	12%	12%
Length-of-service bonus/award	38%	27%	42%	42%	42%	38%	50%	50%	50%	50%
Social										
Winter office party	48%	40%	52%	52%	52%	48%	56%	48%	52%	52%
Summer office party	20%	20%	24%	24%	24%	24%	24%	24%	24%	24%
Annual retreat	16%	12%	24%	24%	28%	36%	16%	16%	20%	20%
Sports teams	20%	12%	24%	24%	24%	24%	20%	20%	20%	20%

* Typically includes flight costs for family, 14 to 30 days accommodation and shipping allowance of between AED5,000 to AED30,000 (typically AED20,000). All figures = percentage of participating firms where benefit is available.

Table 1-8c

United Arab Emirates (Dubai) – benefits and allowances available (equipment/travel and transport)

Benefit	Fee-earners						Support staff			
	Paralegals	Trainees	Junior lawyers	Mid-level lawyers	Senior lawyers	Partners	Assistants	Mid-level staff	Managers	Directors
Equipment										
Smartphone	54%	62%	65%	65%	65%	65%	35%	58%	69%	65%
Fully paid phone contract (work only)	38%	38%	50%	50%	50%	46%	19%	38%	50%	50%
Fully paid phone contract (work and personal)	4%	4%	8%	8%	8%	8%	4%	4%	8%	8%
Phone allowance (work only)	4%	4%	8%	8%	8%	8%	4%	4%	4%	8%
Phone allowance (work and personal)	4%	4%	12%	12%	12%	12%	4%	8%	12%	12%
Home broadband allowance	0%	4%	4%	4%	4%	4%	4%	4%	4%	4%
Laptop/notebook/tablet	62%	58%	77%	77%	77%	73%	54%	69%	77%	73%
Remote office/desktop connection	46%	46%	54%	54%	54%	50%	42%	54%	54%	50%
Business clothing allowance	0%	4%	0%	0%	0%	0%	0%	0%	0%	0%
Travel and transport										
Travel insurance (work only)	44%	40%	52%	52%	52%	52%	52%	52%	56%	52%
Travel insurance (work and leisure)	12%	8%	12%	12%	16%	20%	12%	12%	12%	12%
Business class for work-related travel †	24%	28%	28%	28%	28%	40%	28%	28%	28%	28%
Use of company car/driver during office hours	32%	24%	40%	40%	40%	36%	40%	40%	40%	36%
Car loan	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Car lease	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Taxis home after hours ††	40%	28%	44%	44%	44%	36%	48%	48%	44%	44%
Private car ownership/leasing subsidy	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Commuting costs	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Public transport season ticket	0%	0%	0%	0%	0%	0%	4%	4%	0%	0%
Parking space on site	28%	24%	40%	44%	56%	60%	36%	36%	52%	56%
Parking allowance	8%	0%	8%	8%	8%	8%	16%	16%	12%	8%
Food										
Workplace canteen (fully paid)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Workplace canteen (subsidised)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Food vouchers	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Food costs after hours	20%	16%	28%	28%	28%	16%	28%	28%	24%	24%

† Depends on travel time – typically on flights over 5 hours.

†† Typically after 9:00pm.

All figures = percentage of participating firms where benefit is available.

United Arab Emirates (Dubai) – benefits and allowances (overtime/hours/holiday and leave)

Table 1-8d

Benefit	Fee-earners						Support staff			
	Paralegals	Trainees	Junior lawyers	Mid-level lawyers	Senior lawyers	Partners	Assistants	Mid-level staff	Managers	Directors
Overtime										
Eligible for overtime	20%	4%	0%	0%	0%	0%	68%	44%	0%	0%
Median overtime rate (weekday)	1.5	1.5	n/a	n/a	n/a	n/a	1.5	1.5	1.5	1.5
Median overtime rate (weekend)	2.0	2.0	n/a	n/a	n/a	n/a	2.0	2.0	2.0	2.0
Median overtime start time (number of hours past contractual hours)	1.0	1.0	n/a	n/a	n/a	n/a	1.0	1.0	1.0	1.0
Contractual working hours										
Mean weekly contractual working hours	39.9	39.8	39.9	39.9	39.9	40.1	39.7	39.8	39.7	39.7
Median weekly contractual working hours	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0
Absolute minimum weekly contractual working hours	35.0	35.0	35.0	35.0	35.0	35.0	35.0	35.0	35.0	35.0
Absolute maximum weekly contractual working hours	45.0	45.0	45.0	45.0	45.0	45.0	45.0	45.0	45.0	45.0
Work start time range										
Work finish time range										
Holiday										
Median number of annual working days' holiday (not including public holidays)	25	25	25	25	25	30	25	25	25	25
Absolute minimum number of annual working days' holiday (not including public holidays)	24	23	23	23	23	23	22	22	22	22
Absolute maximum number of annual working days' holiday (not including public holidays)	30	30	30	30	31	32	30	30	30	31
Median number of days' holiday allowed to roll-over to next year	5	5	5	5	5	5	5	5	5	5
Other leave										
Time off in lieu available	28%	24%	36%	36%	32%	28%	44%	44%	28%	24%
Median number of days' bereavement leave for primary family member	5	5	5	5	5	5	5	5	5	5
Median number of days' bereavement leave for other relative	5	5	5	5	5	5	5	5	5	5

Percentage figures = percentage of participating firms where benefit is available.

United Arab Emirates (Dubai) – benefits and allowances (maternity and paternity leave)

Table 1-8e

Benefit	Fee-earners						Support staff			
	Paralegals	Trainees	Junior lawyers	Mid-level lawyers	Senior lawyers	Partners	Assistants	Mid-level staff	Managers	Directors
Maternity leave (full pay)										
Median number of calendar days' maternity leave at full pay	90	90	90	90	90	90	90	90	90	90
Mean number of calendar days' maternity leave at full pay	108	110	106	106	106	106	106	106	106	106
Absolute minimum number of calendar days' maternity leave at full pay	45	46	45	45	45	45	45	45	45	45
Absolute maximum number of calendar days' maternity leave at full pay	182	182	182	182	182	182	182	182	182	182
Maternity leave (additional at reduced pay)										
Additional maternity leave available at reduced pay	20%	24%	28%	28%	28%	28%	28%	28%	28%	28%
Median number of additional calendar days' maternity leave at reduced pay	45	45	45	45	45	45	45	45	45	45
Mean number of additional calendar days' maternity leave at reduced pay	57	57	57	57	57	57	57	57	57	57
Absolute minimum non-zero number of calendar days' maternity leave at reduced pay	32	32	32	32	32	32	32	32	32	32
Absolute maximum number of calendar days' maternity leave at reduced pay	90	90	90	90	90	90	90	90	90	90
Maternity leave (additional unpaid)										
Additional maternity leave available unpaid	56%	48%	68%	68%	68%	60%	68%	68%	68%	68%
Median number of additional calendar days' unpaid maternity leave	90	90	90	90	90	90	90	90	90	90
Mean number of additional calendar days' unpaid maternity leave	94	94	94	94	94	94	94	94	94	94
Absolute minimum non-zero number of calendar days' unpaid maternity leave	20	20	20	20	20	20	20	20	20	20
Absolute maximum number of calendar days' unpaid maternity leave	182	182	182	182	182	182	182	182	182	182
Paternity leave (full pay)										
Median number of calendar days' paternity leave at full pay	14	14	14	14	14	14	14	14	14	14
Mean number of calendar days' paternity leave at full pay	18	19	19	19	19	19	18	18	18	18
Absolute minimum number of calendar days' paternity leave at full pay	7	7	7	7	7	7	7	7	7	7
Absolute maximum number of calendar days' paternity leave at full pay	84	84	84	84	84	84	84	84	84	84

Percentage figures = percentage of participating firms where benefit is available.

United Arab Emirates (Dubai) – average personnel ratios at all law firms [total sample]

Table 1-9a

	Average % of total headcount
Fee-earners (all lawyers, partners, paralegals, trainees)	60.8%
Business services (non-fee-earning) staff	39.2%
Partners	18.2%
Qualified lawyers (not including partners)	34.8%
Business and office management	4.8%
Facilities and office services	4.1%
Finance	5.5%
Information technology	2.9%
Marketing and business development	3.3%
Human resources	1.7%
Knowledge and data management	2.1%
Professional support	1.5%
Secretaries	11.3%
Receptionists	2.0%

All figures = percentage of total headcount.

Table 1-9b

United Arab Emirates (Dubai) – average female/male demographic ratios at all law firms [total sample]

	Average female demographic %	Average male demographic %
Fee-earners	38%	62%
Associates	51%	49%
Partners	14%	86%
Support staff	67%	33%

United Arab Emirates (Dubai) – average size of sample offices

Table 1-9c

	Mean headcount among sample firms	Median headcount among sample firms
All personnel	57	45
Fee-earners (trainees, paralegals, partners, lawyers etc)	33	30
Support staff	24	16

United Arab Emirates (Dubai) – UK law firms – standard billing rates

Table 1-10

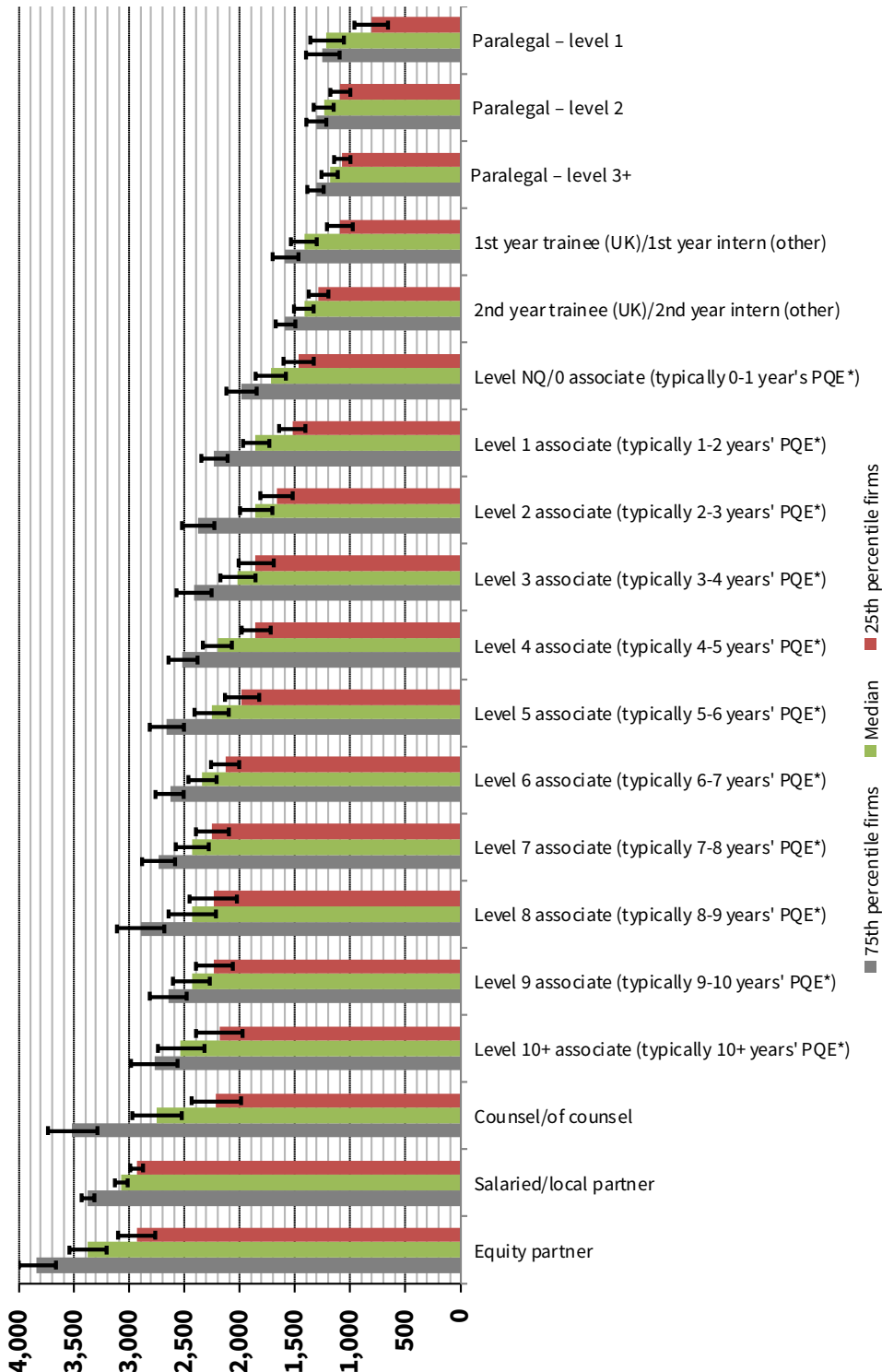
Position	Weighted mean	Median (50th percentile firms)	Arithmetic mean	Insights average	Average billing band range	5th percentile firms	1st quartile (25th percentile firms)	3rd quartile (75th percentile firms)	95th percentile firms	Number of people in sample	Number of firms in sample
Equity partner	3,050	3,400	3,400	3,300	350	2,500	2,950	3,850	4,650	82	13
Salaried/local partner	3,000	3,100	3,250	3,100	100	2,450	2,950	3,400	4,450	65	13
Counsel/of counsel	2,950	2,750	2,850	2,850	450	1,950	2,200	3,500	4,050	29	10
Level 10+ associate (typically 10+ years' PQE*)	2,550	2,550	2,600	2,550	400	1,900	2,200	2,800	3,700	46	12
Level 9 associate (typically 9-10 years' PQE*)	2,700	2,450	2,550	2,550	350	1,800	2,250	2,650	3,700	21	12
Level 8 associate (typically 8-9 years' PQE*)	2,700	2,450	2,600	2,550	450	1,850	2,250	2,900	3,700	18	13
Level 7 associate (typically 7-8 years' PQE*)	2,700	2,450	2,550	2,550	300	1,750	2,250	2,750	3,650	40	15
Level 6 associate (typically 6-7 years' PQE*)	2,600	2,350	2,450	2,450	250	1,850	2,150	2,650	3,500	31	16
Level 5 associate (typically 5-6 years' PQE*)	2,450	2,250	2,350	2,350	300	1,650	2,000	2,650	3,400	46	15
Level 4 associate (typically 4-5 years' PQE*)	2,450	2,200	2,250	2,300	250	1,600	1,850	2,500	3,150	46	15
Level 3 associate (typically 3-4 years' PQE*)	2,300	2,000	2,150	2,150	300	1,450	1,850	2,400	3,000	34	15
Level 2 associate (typically 2-3 years' PQE*)	2,200	1,850	2,000	2,000	300	1,400	1,650	2,400	2,750	37	15
Level 1 associate (typically 1-2 years' PQE*)	1,900	1,850	1,900	1,900	250	1,450	1,550	2,250	2,500	32	15
Level NQ/0 associate (typically 0-1 year's PQE*)	1,950	1,700	1,750	1,800	250	1,150	1,450	2,000	2,350	37	16
2nd year trainee (UK)/2nd year intern (other)	1,450	1,400	1,350	1,400	200	850	1,300	1,600	1,700	17	10
1st year trainee (UK)/1st year intern (other)	1,450	1,400	1,350	1,400	250	900	1,100	1,600	1,700	16	10
Paralegal – level 3+	1,200	1,200	1,200	1,200	150	800	1,050	1,300	1,600	14	10
Paralegal – level 2	1,200	1,250	1,200	1,200	200	900	1,100	1,300	1,500	21	8
Paralegal – level 1	1,050	1,200	1,050	1,100	300	650	800	1,250	1,350	18	9

All figures are in AED per hour.

* Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

Chart 1-10

United Arab Emirates (Dubai) – UK law firms – standard billing rates – median, 25th percentile firms and average billing band range values



All figures are in AED per hour.
*Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

United Arab Emirates (Dubai) – US law firms – standard billing rates

Table 1-11

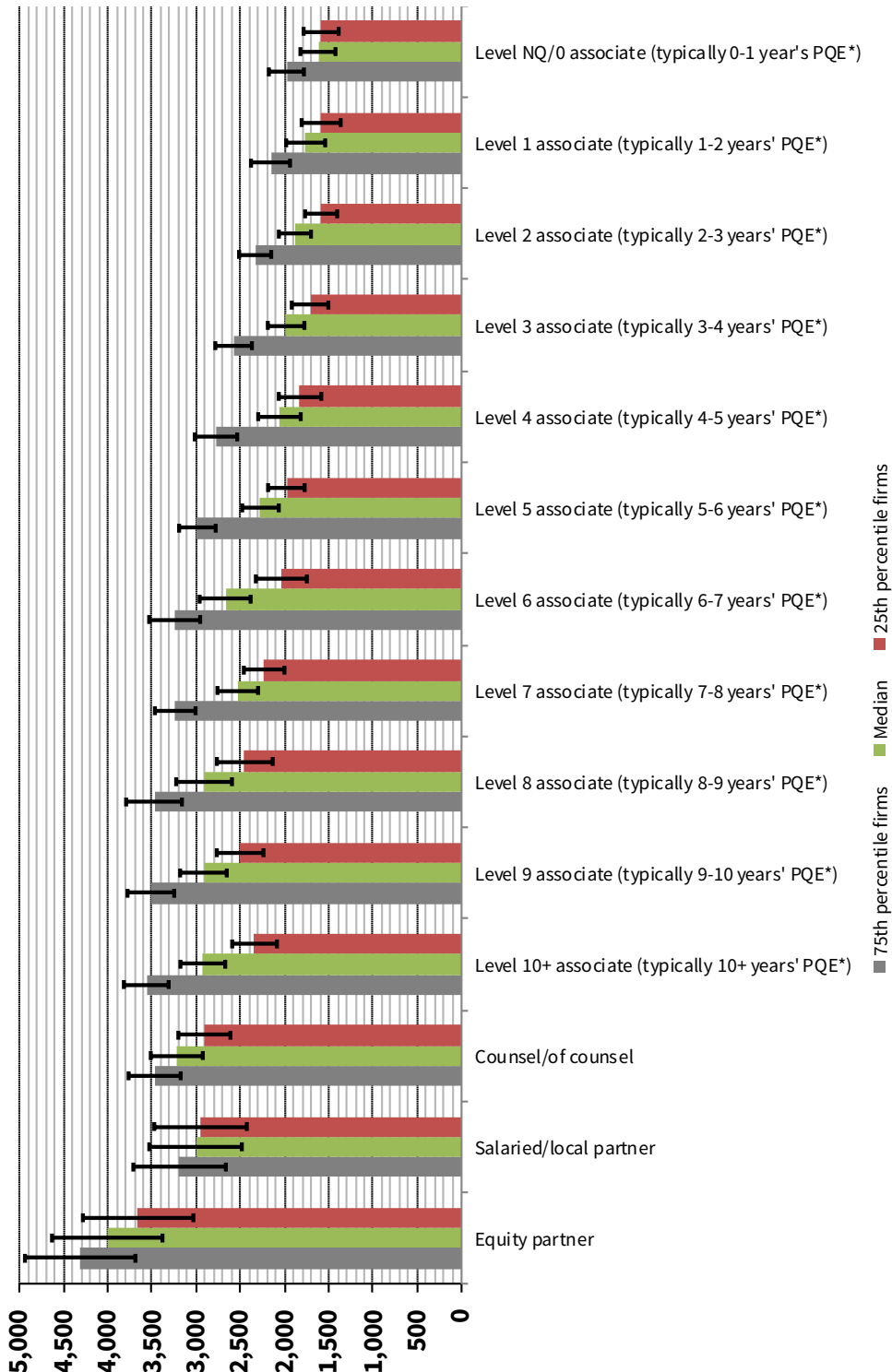
Position	Weighted mean	Median (50th percentile firms)	Arithmetic mean	Insights average	Average billing band range	5th percentile firms	1st quartile (25th percentile firms)	3rd quartile (75th percentile firms)	95th percentile firms	Number of people in sample	Number of firms in sample
Equity partner	3,950	4,000	3,950	3,950	1,250	3,550	3,650	4,300	4,350	14	4
Salaried/local partner	3,100	3,000	3,150	3,100	1,050	2,900	2,950	3,200	3,550	31	4
Counsel/of counsel	3,000	3,200	3,200	3,150	600	2,650	2,900	3,450	3,650	11	3
Level 10+ associate (typically 10+ years' PQE*)	2,900	2,950	3,050	2,950	500	2,200	2,350	3,550	4,200	11	6
Level 9 associate (typically 9-10 years' PQE*)	3,050	2,900	3,050	3,000	550	2,200	2,500	3,500	4,200	6	6
Level 8 associate (typically 8-9 years' PQE*)	3,000	2,900	3,000	3,000	650	2,100	2,450	3,500	4,150	6	6
Level 7 associate (typically 7-8 years' PQE*)	2,600	2,550	2,800	2,650	450	1,950	2,250	3,250	4,100	14	6
Level 6 associate (typically 6-7 years' PQE*)	2,650	2,650	2,800	2,700	600	1,900	2,050	3,250	4,000	15	6
Level 5 associate (typically 5-6 years' PQE*)	2,650	2,250	2,600	2,500	400	1,950	2,000	3,000	3,900	9	6
Level 4 associate (typically 4-5 years' PQE*)	2,200	2,050	2,450	2,200	500	1,800	1,850	2,800	3,700	10	6
Level 3 associate (typically 3-4 years' PQE*)	2,100	2,000	2,300	2,150	400	1,600	1,700	2,600	3,450	14	6
Level 2 associate (typically 2-3 years' PQE*)	1,950	1,900	2,100	2,000	350	1,500	1,600	2,350	3,100	11	6
Level 1 associate (typically 1-2 years' PQE*)	1,900	1,750	2,000	1,900	450	1,500	1,600	2,150	2,850	9	6
Level NQ/0 associate (typically 0-1 year's PQE*)	1,800	1,600	1,800	1,750	400	1,450	1,600	2,000	2,350	6	6

All figures are in AED per hour.

* Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

Chart 1-11

United Arab Emirates (Dubai) – US law firms – standard billing rates – median, 25th percentile firms and average billing band range values



All figures are in AED per hour.
 *Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

United Arab Emirates (Dubai) – all law firms [total sample] – standard billing rates

Table 1-12

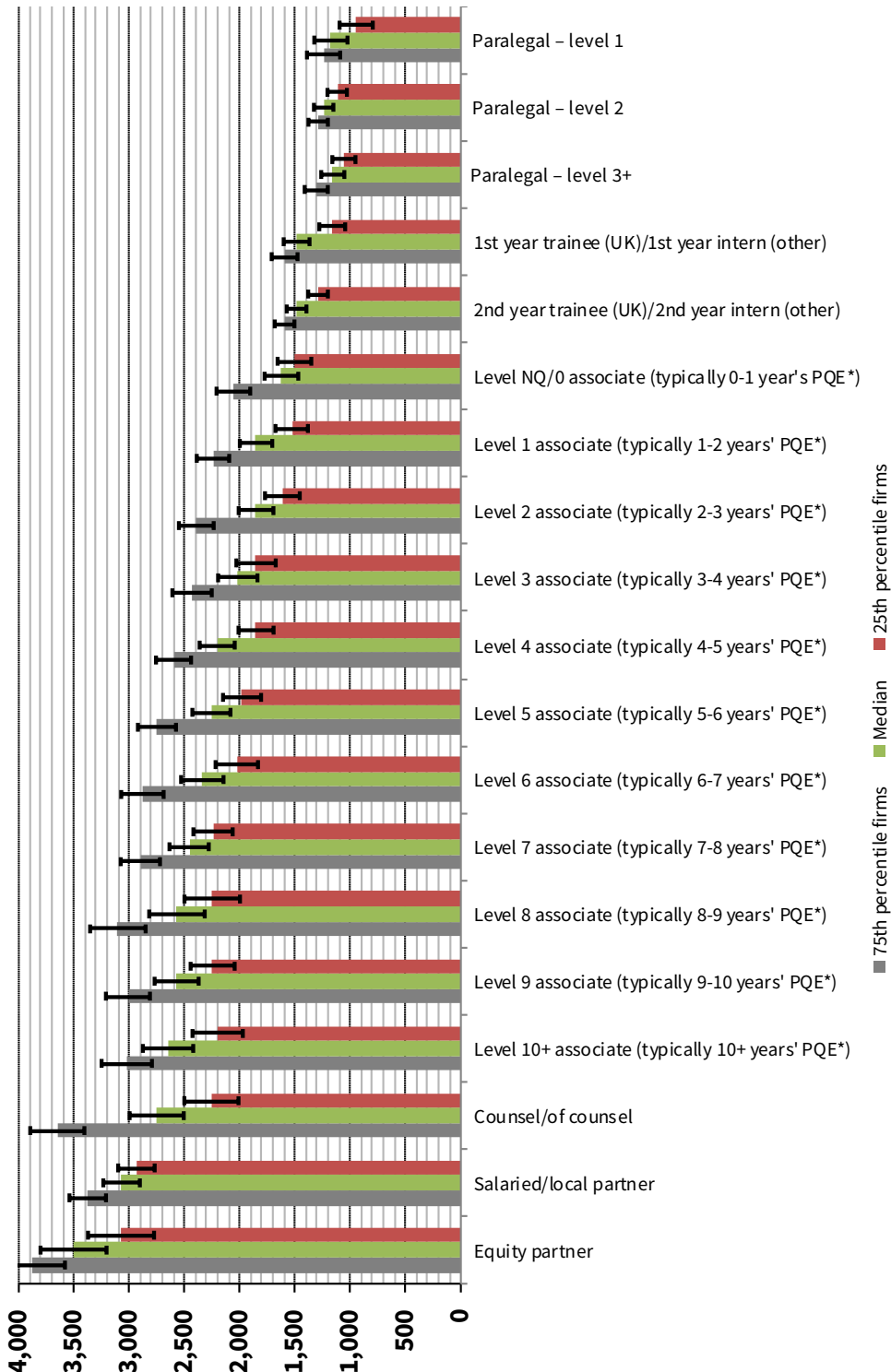
Position	Weighted mean	Median (50th percentile firms)	Arithmetic mean	Insights average	Average billing band range	5th percentile firms	1st quartile (25th percentile firms)	3rd quartile (75th percentile firms)	95th percentile firms	Number of people in sample	Number of firms in sample
Equity partner	3,200	3,500	3,550	3,400	600	2,550	3,100	3,900	4,650	96	17
Salaried/local partner	3,050	3,050	3,200	3,100	350	2,450	2,950	3,400	4,400	96	17
Counsel/of counsel	2,950	2,750	2,950	2,900	500	2,000	2,250	3,650	4,050	40	13
Level 10+ associate (typically 10+ years' PQE*)	2,600	2,650	2,750	2,650	450	1,900	2,200	3,000	3,850	57	18
Level 9 associate (typically 9-10 years' PQE*)	2,800	2,550	2,700	2,700	400	1,950	2,250	3,000	3,850	27	18
Level 8 associate (typically 8-9 years' PQE*)	2,800	2,550	2,700	2,700	500	1,950	2,250	3,100	3,850	24	19
Level 7 associate (typically 7-8 years' PQE*)	2,650	2,450	2,600	2,600	350	1,900	2,250	2,900	3,650	54	21
Level 6 associate (typically 6-7 years' PQE*)	2,600	2,350	2,550	2,500	400	1,850	2,050	2,900	3,550	46	22
Level 5 associate (typically 5-6 years' PQE*)	2,500	2,250	2,450	2,400	350	1,650	2,000	2,750	3,450	55	21
Level 4 associate (typically 4-5 years' PQE*)	2,400	2,200	2,300	2,300	300	1,650	1,850	2,600	3,200	56	21
Level 3 associate (typically 3-4 years' PQE*)	2,250	2,000	2,200	2,150	350	1,550	1,850	2,450	3,050	48	21
Level 2 associate (typically 2-3 years' PQE*)	2,150	1,850	2,050	2,000	300	1,450	1,600	2,400	2,800	48	21
Level 1 associate (typically 1-2 years' PQE*)	1,900	1,850	1,900	1,900	300	1,450	1,550	2,250	2,600	41	21
Level NQ/0 associate (typically 0-1 year's PQE*)	1,950	1,600	1,750	1,750	300	1,200	1,500	2,050	2,450	43	22
2nd year trainee (UK)/2nd year intern (other)	1,450	1,500	1,400	1,450	200	850	1,300	1,600	1,700	18	11
1st year trainee (UK)/1st year intern (other)	1,450	1,500	1,400	1,450	250	900	1,150	1,600	1,700	17	11
Paralegal – level 3+	1,200	1,150	1,200	1,200	200	800	1,050	1,300	1,600	17	12
Paralegal – level 2	1,200	1,250	1,200	1,200	200	950	1,100	1,300	1,500	24	10
Paralegal – level 1	1,050	1,200	1,100	1,100	300	700	950	1,250	1,350	22	11

All figures are in AED per hour.

* Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

Chart 1-12

United Arab Emirates (Dubai) – all law firms [total sample] – standard billing rates – median, 25th percentile firms and average billing band range values



All figures are in AED per hour.
*Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

United Arab Emirates (Abu Dhabi)

COVID-19 emergency measures – United Arab Emirates (Abu Dhabi)

All figures in below table = % of surveyed firms which implemented.

	Implemented during 2020	Expected longer term
100% home working (fee-earners)	75%	13%
100% home working (support staff)	75%	13%
Bonus payments suspended (fee-earners)	13%	0%
Bonus payments suspended (support staff)	38%	0%
Reduced working hours (fee-earners)	25%	0%
Reduced working hours (support staff)	25%	0%
Pay review suspended (fee-earners)	63%	0%
Pay review suspended (support staff)	63%	0%
Pro rata salary reductions [in line with reduced hours] (fee-earners)	50%	0%
Pro rata salary reductions [in line with reduced hours] (support staff)	38%	0%
FTE 1.0 salary reductions (fee-earners)	0%	0%
FTE 1.0 salary reductions (support staff)	13%	0%
Hiring freeze (fee-earners)	38%	0%
Hiring freeze (support staff)	38%	0%
Redundancies (fee-earners)	0%	0%
Redundancies (support staff)	0%	0%
Government employment retention/support scheme (fee-earners)	0%	0%
Government employment retention/support scheme (support staff)	0%	0%

United Arab Emirates (Abu Dhabi)

Compensation trends – United Arab Emirates (Abu Dhabi)

Type of associate compensation system operated by firms surveyed:

- Lockstep grid based purely on years' PQE: 21%
- Lockstep grid based primarily on years' PQE (with some flexibility based on merit/competency): 50%
- Lockstep grid based purely on merit/competency (not PQE): 29%

Comparing the overall 2021 survey results with those of 2020 yielded the following results for Abu Dhabi:

UK law firms

- Average net percentage change in like-for-like junior (0 to 3 PQE) associate compensation levels: -3.25%
- Average net percentage change in like-for-like mid-level (3 to 7 PQE) associate compensation levels: -7.8%
- Average net percentage change in like-for-like senior (7+ PQE) associate compensation levels: -6.3%
- Average overall net percentage change in like-for-like associate compensation levels: -6.0%

Provided that associates meet performance targets, they will typically advance up a seniority level in lockstep compensation grids annually. The average annual salary increase for an associate advancing up a level on a UK lockstep grid in Abu Dhabi during the first 10 years of practice is 6.9%, associate compensation levels tending to plateau thereafter.

US law firms

- Average net percentage change in like-for-like junior (0 to 3 PQE) associate compensation levels: -0.5%
- Average net percentage change in like-for-like mid-level (3 to 7 PQE) associate compensation levels: +0.4%
- Average net percentage change in like-for-like senior (7+ PQE) associate compensation levels: +4.6%
- Average overall net percentage change in like-for-like associate compensation levels: +1.7%

Provided that associates meet performance targets, they will typically advance up a seniority level in lockstep compensation grids annually. The average annual salary increase for an associate advancing up a level on a US lockstep grid in Abu Dhabi during the first nine years of practice is 7.8%, associate compensation levels tending to plateau thereafter.

United Arab Emirates (Abu Dhabi)

Headcount growth – United Arab Emirates (Abu Dhabi)

All personnel

- Mean annual headcount turnover: 15%
- Percentage of firms surveyed that increased total headcount during the past year: 38%
- Mean net percentage change in total headcount (among all firms): -3.2%
- Median net percentage change in total headcount (among all firms): 0%

Fee-earners

- Mean annual headcount turnover: 15%
- Percentage of firms surveyed that increased fee-earner headcount during the past year: 58%
- Mean net percentage change in fee-earner headcount (among all firms): +0.8%
- Median net percentage change in fee-earner headcount (among all firms): 0%

Support staff

- Mean annual headcount turnover: 10%
- Percentage of firms surveyed that increased support staff headcount during the past year: 0%
- Mean net percentage change in support staff headcount (among all firms): -9.1%
- Median net percentage change in support staff headcount (among all firms): 0%

United Arab Emirates (Abu Dhabi)

Billing – United Arab Emirates (Abu Dhabi)

Comparing the overall 2021 survey results with those of 2020 yielded the following results for Abu Dhabi:

- Average net percentage change in like-for-like junior (0 to 3 PQE) associate standard billing rates: +1.7%
- Average net percentage change in like-for-like mid-level (3 to 7 PQE) associate standard billing rates: -0.1%
- Average net percentage change in like-for-like senior (7+ PQE) associate standard billing rates: -0.2%
- Average overall net percentage change in like-for-like associate standard billing rates: +0.3%

It remains fairly standard for individual associates' billing rates to increase annually, based on increasing seniority. The average annual step increase is 4.7% during the first eight years of fully qualified professional practice, associate rates tending to plateau thereafter.

United Arab Emirates (Abu Dhabi) – UK law firms – annual compensation (fee-earners)

Table 2-1

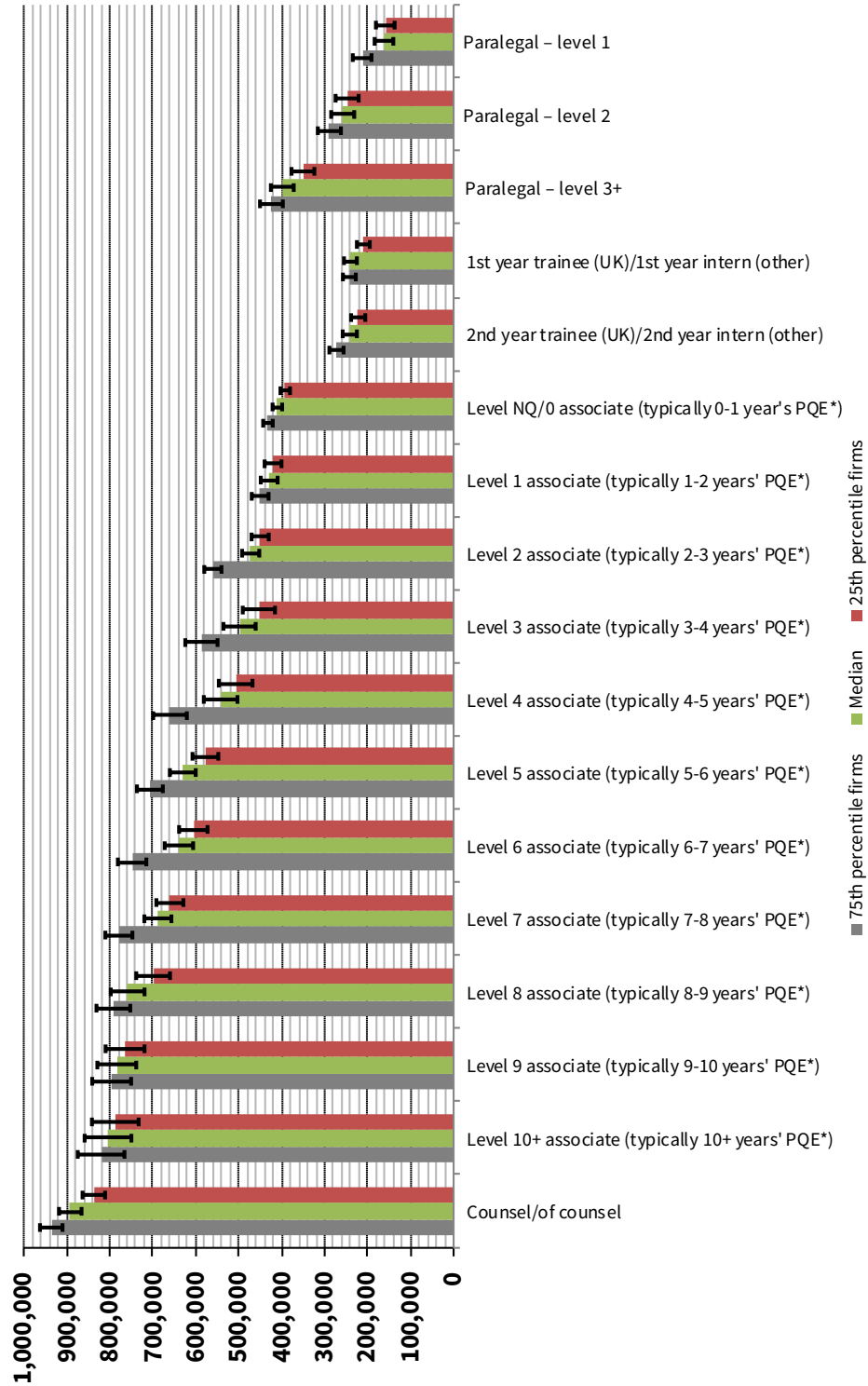
Position	Weighted mean	Median (50th percentile firms)	Arithmetic mean	Insights average	Average salary band range	5th percentile firms	1st quartile (25th percentile firms)	3rd quartile (75th percentile firms)	95th percentile firms	Number of people in sample	Number of firms in sample
Salaried/local partner	1,154,200	1,168,300	1,144,800	1,155,800	580,000	926,800	1,034,200	1,267,300	1,346,400	5	3
Counsel/of counsel	926,900	891,700	914,300	911,000	52,400	809,800	837,000	936,000	1,095,800	11	8
Level 10+ associate (typically 10+ years' PQE*)	812,900	804,000	811,400	809,400	108,700	772,000	787,000	820,000	868,900	11	9
Level 9 associate (typically 9-10 years' PQE*)	784,900	783,500	788,900	785,800	90,500	747,300	764,300	795,400	853,600	9	8
Level 8 associate (typically 8-9 years' PQE*)	756,700	758,300	750,700	755,200	78,600	676,500	699,000	791,500	824,500	9	8
Level 7 associate (typically 7-8 years' PQE*)	698,800	688,000	703,100	696,600	62,900	630,200	660,000	778,700	788,600	10	9
Level 6 associate (typically 6-7 years' PQE*)	666,700	639,000	666,700	657,500	66,200	569,900	605,500	747,900	766,700	10	10
Level 5 associate (typically 5-6 years' PQE*)	625,000	630,000	631,800	628,900	60,100	521,900	577,400	706,500	716,400	11	10
Level 4 associate (typically 4-5 years' PQE*)	566,300	542,000	574,400	560,900	78,300	471,700	507,000	659,700	692,800	11	10
Level 3 associate (typically 3-4 years' PQE*)	511,800	498,000	518,300	509,400	75,000	440,000	453,000	586,700	633,000	10	9
Level 2 associate (typically 2-3 years' PQE*)	487,200	472,000	491,300	483,500	40,000	419,100	450,000	540,000	585,200	10	9
Level 1 associate (typically 1-2 years' PQE*)	447,000	429,000	447,000	441,000	39,200	400,400	420,000	450,000	534,600	9	9
Level NQ/0 associate (typically 0-1 year's PQE*)	414,500	410,000	418,300	414,300	22,300	384,700	391,700	431,900	475,200	9	8
2nd year trainee (UK)/2nd year intern (other)	253,000	241,500	253,000	249,200	33,000	207,600	222,000	272,500	314,500	4	4
1st year trainee (UK)/1st year intern (other)	227,900	240,000	237,500	235,100	30,000	186,000	210,000	242,500	300,500	6	5
Paralegal – level 3+	383,300	398,500	383,300	388,400	53,100	312,000	350,500	423,800	444,000	3	3
Paralegal – level 2	258,800	258,000	258,800	258,500	53,700	217,500	247,700	289,000	289,000	5	5
Paralegal – level 1	193,900	162,000	193,900	183,200	43,500	156,600	159,000	212,800	253,500	3	3

All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.

* Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

Chart 2-1

United Arab Emirates (Abu Dhabi) – UK law firms – annual compensation (fee-earners) – median, 25th and 75th percentile firms and average salary band range values



All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.
 *Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

United Arab Emirates (Abu Dhabi) – US law firms – annual compensation (fee-earners)

Table 2-2

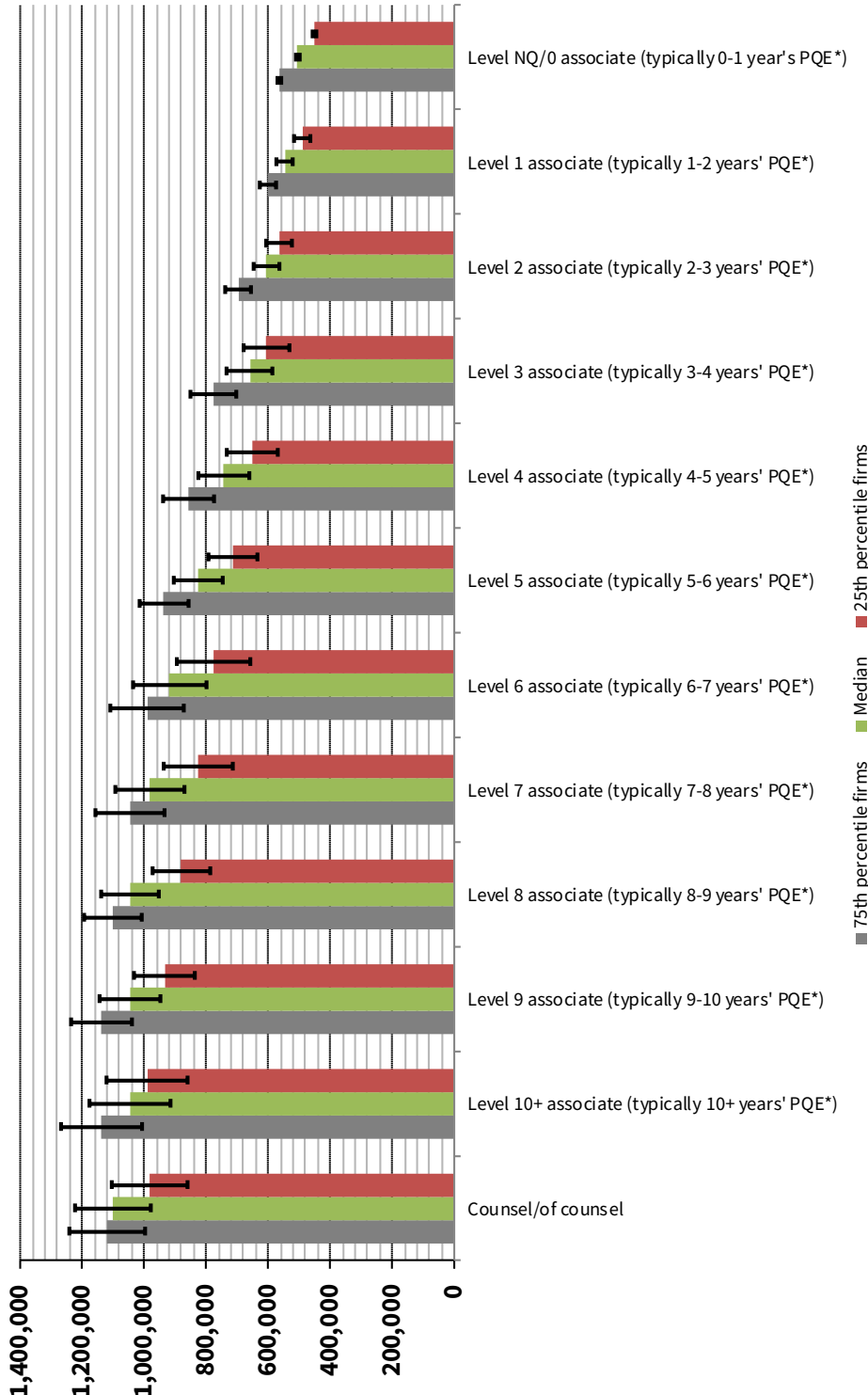
Position	Weighted mean	Median (50th percentile firms)	Arithmetic mean	Insights average	Average salary band range	5th percentile firms	1st quartile (25th percentile firms)	3rd quartile (75th percentile firms)	95th percentile firms	Number of people in sample	Number of firms in sample
Salaried/local partner	1,300,900	1,298,300	1,298,100	1,299,100	548,100	1,276,100	1,282,000	1,314,300	1,319,800	5	4
Counsel/of counsel	1,034,200	1,101,000	1,034,200	1,056,500	244,400	887,700	982,500	1,119,400	1,134,000	3	3
Level 10+ associate (typically 10+ years' PQE*)	1,020,900	1,046,000	1,020,900	1,029,300	261,400	817,400	990,900	1,137,700	1,152,400	5	5
Level 9 associate (typically 9-10 years' PQE*)	1,006,100	1,046,000	1,006,100	1,019,400	196,300	791,800	935,000	1,137,700	1,152,400	5	5
Level 8 associate (typically 8-9 years' PQE*)	978,100	1,046,000	978,100	1,000,700	185,900	771,200	880,000	1,101,000	1,115,700	5	5
Level 7 associate (typically 7-8 years' PQE*)	920,100	981,700	920,100	940,700	222,900	696,800	825,800	1,046,000	1,075,300	5	5
Level 6 associate (typically 6-7 years' PQE*)	902,400	917,500	859,700	893,200	236,900	624,200	776,300	990,900	1,020,300	7	5
Level 5 associate (typically 5-6 years' PQE*)	835,800	825,800	808,400	823,300	157,900	618,000	713,900	935,900	965,200	6	5
Level 4 associate (typically 4-5 years' PQE*)	721,800	743,200	721,800	728,900	164,400	526,300	651,400	857,000	861,400	5	5
Level 3 associate (typically 3-4 years' PQE*)	658,800	660,600	658,800	659,400	147,800	446,300	605,600	777,000	830,700	5	5
Level 2 associate (typically 2-3 years' PQE*)	634,900	605,600	611,400	617,300	83,100	462,200	565,200	697,300	741,300	6	5
Level 1 associate (typically 1-2 years' PQE*)	574,700	547,400	544,000	555,400	52,500	405,300	490,500	601,000	678,000	5	4
Level NQ/0 associate (typically 0-1 year's PQE*)	540,500	504,600	510,400	518,500	12,000	387,800	450,800	564,200	641,300	5	4

All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.

* Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

Chart 2-2

United Arab Emirates (Abu Dhabi) – US law firms – annual compensation (fee-earners) – median, 25th and 75th percentile firms and average salary band range values



All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses. *Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

United Arab Emirates (Abu Dhabi) – all law firms [total sample] – annual compensation (fee-earners)

Table 2-3

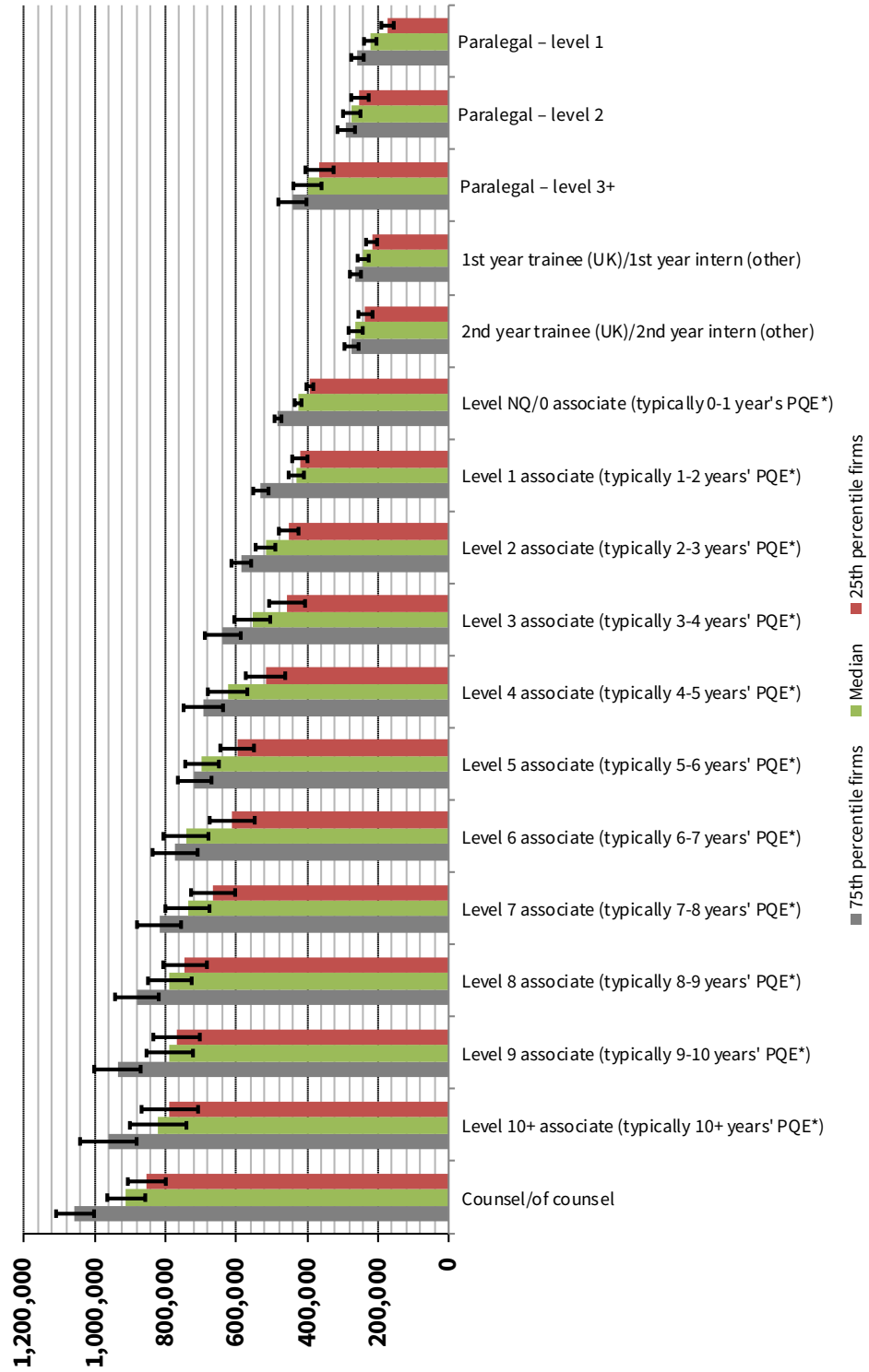
Position	Weighted mean	Median (50th percentile firms)	Arithmetic mean	Insights average	Average salary band range	5th percentile firms	1st quartile (25th percentile firms)	3rd quartile (75th percentile firms)	95th percentile firms	Number of people in sample	Number of firms in sample
Salaried/local partner	1,227,600	1,284,500	1,232,400	1,248,200	558,700	980,500	1,221,500	1,316,600	1,352,700	10	7
Counsel/of counsel	949,900	910,000	947,000	935,600	107,300	814,000	852,000	1,054,500	1,140,400	14	11
Level 10+ associate (typically 10+ years' PQE*)	877,900	820,000	886,200	861,400	159,600	771,400	787,100	940,600	1,144,100	16	14
Level 9 associate (typically 9-10 years' PQE*)	863,900	787,200	872,500	841,200	131,200	749,600	768,000	935,000	1,145,000	14	13
Level 8 associate (typically 8-9 years' PQE*)	835,800	787,000	838,100	820,300	123,300	684,000	744,000	880,000	1,108,300	14	13
Level 7 associate (typically 7-8 years' PQE*)	772,500	737,300	780,600	763,500	124,400	634,100	664,900	817,500	1,058,800	15	14
Level 6 associate (typically 6-7 years' PQE*)	763,800	741,600	731,000	745,500	127,200	575,600	611,000	772,100	1,001,900	17	15
Level 5 associate (typically 5-6 years' PQE*)	699,400	696,000	690,700	695,400	95,000	537,900	597,000	716,900	946,900	17	15
Level 4 associate (typically 4-5 years' PQE*)	614,900	624,000	623,600	620,800	111,400	477,700	517,000	692,500	858,600	16	15
Level 3 associate (typically 3-4 years' PQE*)	560,800	554,300	548,500	561,200	101,500	428,300	456,000	637,500	800,500	15	14
Level 2 associate (typically 2-3 years' PQE*)	542,600	517,000	534,200	531,200	55,700	420,500	451,500	585,300	716,600	16	14
Level 1 associate (typically 1-2 years' PQE*)	492,600	430,000	476,900	466,500	43,200	389,800	420,000	530,000	620,200	14	13
Level NQ/0 associate (typically 0-1 year's PQE*)	459,500	425,000	449,000	444,500	19,300	378,600	391,700	481,700	589,900	14	12
2nd year trainee (UK)/2nd year intern (other)	259,600	262,500	259,600	260,600	40,000	210,000	234,800	274,100	312,600	6	6
1st year trainee (UK)/1st year intern (other)	233,900	241,300	242,900	239,400	31,300	187,500	217,500	263,100	303,800	7	6
Paralegal – level 3+	391,100	398,500	391,100	393,600	79,500	314,800	364,500	441,000	447,500	5	5
Paralegal – level 2	266,600	273,500	266,600	268,900	49,300	219,400	250,300	289,000	301,800	6	6
Paralegal – level 1	230,700	221,300	230,700	227,600	35,100	157,500	172,500	257,400	335,900	6	6

All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.

* Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

Chart 2-3

United Arab Emirates (Abu Dhabi) – all law firms [total sample] – annual compensation (fee-earners) – median, 25th and 75th percentile firms and average salary band range values



All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.
 *Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

United Arab Emirates (Abu Dhabi) – all firms [total sample] – annual compensation (support staff)

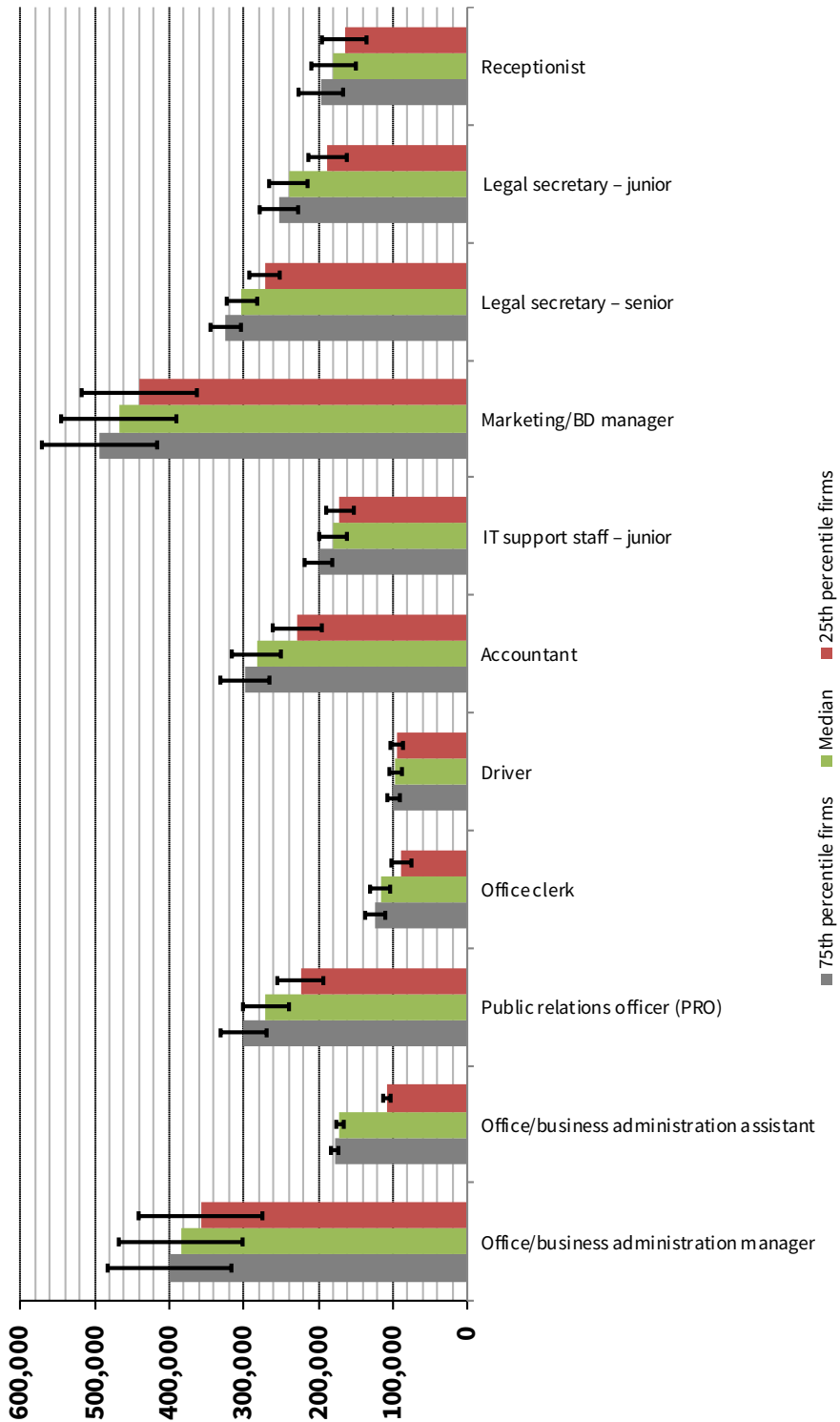
Table 2-4

Position	Weighted mean	Median (50th percentile firms)	Arithmetic mean	Insights average	Average salary band range	5th percentile firms	1st quartile (25th percentile firms)	3rd quartile (75th percentile firms)	95th percentile firms	Number of people in sample	Number of firms in sample
Business and office management											
Office/business administration manager	373,200	384,400	373,200	377,000	166,100	282,800	357,800	399,400	449,600	9	9
Office/business administration assistant	133,600	170,700	133,600	145,900	10,000	57,600	107,800	177,800	183,600	3	3
Public relations officer (PRO)	274,500	270,000	274,500	273,000	61,700	138,400	223,900	300,000	416,700	13	13
Office clerk	105,900	116,900	102,200	108,300	27,000	65,400	88,300	123,500	128,700	4	3
Facilities and office services											
Driver	94,700	96,000	94,700	95,200	16,800	82,900	94,600	98,800	103,200	5	5
Finance											
Accountant	263,600	282,900	263,600	270,100	65,900	207,900	228,000	298,300	304,500	5	5
Information technology											
IT support staff – junior	182,700	180,000	182,700	181,800	37,100	161,300	170,700	199,600	203,100	5	5
Marketing and business development											
Marketing/BD manager	461,000	467,500	448,400	458,900	154,600	341,400	440,000	493,300	518,000	6	5
Secretaries											
Legal secretary – senior	295,200	302,200	296,300	297,900	40,900	238,700	272,000	324,000	343,000	25	13
Legal secretary – junior	230,800	240,000	220,800	230,500	51,600	145,100	187,300	252,700	277,100	10	7
Receptionists											
Receptionist	178,100	179,300	178,100	178,500	59,800	150,500	165,000	196,400	199,700	8	8

All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.

Chart 2-4

United Arab Emirates (Abu Dhabi) – all law firms [total sample] – annual compensation (support staff) – median, 25th and 75th percentile firms and average salary band range values



All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.

United Arab Emirates (Abu Dhabi) – bonus eligibility

Table 2-5a

	Fee-earners						Support staff			
	Paralegals	Trainees	Junior lawyers	Mid-level lawyers	Senior lawyers	Assistants	Mid-level staff	Managers	Directors	
Guaranteed 13th-month bonuses										
13th-month bonus awarded as standard*	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Variable bonus eligibility										
Eligible for performance-related bonus	91%	36%	91%	91%	100%	64%	73%	73%	82%	82%
Eligible for global firm-wide profit-related bonus	9%	9%	9%	9%	9%	18%	9%	9%	9%	9%
Eligible for local office profit-related bonus	18%	9%	18%	18%	18%	18%	18%	18%	18%	18%
Eligible for bonus for bringing in new clients	9%	9%	9%	9%	9%	0%	0%	9%	9%	9%
Eligible for bonus for helping to recruit new personnel	73%	64%	73%	73%	73%	73%	73%	73%	73%	73%
Performance-related bonus structure										
Purely based on billable/chargeable hours	9%	0%	18%	18%	18%	n/a	n/a	n/a	n/a	n/a
Purely based on partner discretion	9%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Based on combination of factors	82%	100%	82%	82%	82%	100%	100%	100%	100%	100%
Factors considered in performance-related bonus										
Billable hours	20%	10%	70%	70%	70%	n/a	n/a	n/a	n/a	n/a
Chargeable hours	30%	30%	70%	70%	70%	n/a	n/a	n/a	n/a	n/a
Work ethic	40%	30%	80%	80%	80%	40%	40%	40%	40%	40%
Work quality	50%	30%	90%	90%	90%	40%	40%	40%	40%	40%
Publishing, content and speaking	10%	10%	40%	40%	40%	0%	0%	0%	0%	0%
Knowledge management and training	30%	20%	70%	70%	70%	20%	20%	20%	20%	20%
Business development	40%	20%	70%	80%	90%	0%	0%	0%	0%	0%
Recruitment	10%	10%	30%	30%	30%	0%	0%	0%	0%	0%
Client relations	30%	20%	70%	70%	80%	10%	10%	10%	10%	10%
Pro bono	10%	10%	60%	60%	60%	0%	0%	0%	0%	0%

* These amounts have not been included in the annual salary tables.
All figures = percentage of participating firms that offer.

United Arab Emirates (Abu Dhabi) – prevalence of bonuses among firms that awarded bonuses during past year

Table 2-5b

	Fee-earners					Support staff			
	Paralegals	Trainees	Junior lawyers	Mid-level lawyers	Senior lawyers	Assistants	Mid-level staff	Managers	Directors
Billable hours related bonus amounts									
Mean minimum billable hour target for bonus	n/a	n/a	1,733	1,733	1,733	n/a	n/a	n/a	n/a
Mean minimum chargeable hour target for bonus	n/a	n/a	1,533	1,533	1,533	n/a	n/a	n/a	n/a
Mean minimum hours-related bonus available (as % of annual salary)	4%	n/a	4%	4%	4%	n/a	n/a	n/a	n/a
Mean maximum hours-related bonus available (as % of annual salary)	29%	n/a	27%	27%	30%	n/a	n/a	n/a	n/a
Total bonus amounts (not including any guaranteed 13th-month bonuses)									
Median % of headcount that received bonus	25%	25%	55%	50%	61%	100%	72%	66%	75%
Median maximum total bonus awarded (as % of annual salary)	8%	4%	9%	12%	14%	4%	5%	13%	11%
Median average total bonus awarded (as % of annual salary) among those who received bonus	6%	4%	5%	9%	11%	3%	5%	9%	9%
Mean % of headcount that received bonus	48%	25%	58%	60%	69%	71%	61%	55%	58%
Mean maximum total bonus awarded (as % of annual salary)	15%	4%	13%	15%	16%	4%	7%	14%	11%
Mean average total bonus awarded (as % of annual salary) among those who received bonus	11%	4%	9%	10%	11%	3%	5%	9%	9%

United Arab Emirates (Abu Dhabi) – benefits and allowances (housing and cost of living/education)

Table 2-6a

Benefit	Fee-earners					Support staff				
	Paralegals	Trainees	Junior lawyers	Mid-level lawyers	Senior lawyers	Partners	Assistants	Mid-level staff	Managers	Directors
Compensation system	63%					42%				
All cash (100% basic with no portion formally attributed to allowances)	63%					29% (typically 70/30 split)				
All cash (allowances integrated into total paid salary at given % split. Only basic salary % applicable to end of service gratuity)	12% (typically 70/30 split)					29% (typically 70/30 split)				
Basic salary + allowances (paid separately)	25%					29%				
Housing and cost of living										
Housing allowance*	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Housing provided (rent paid by firm)	0%	8%	0%	0%	0%	0%	0%	0%	0%	0%
Low-rent accommodation available through firm	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Location salary uplift	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Cost-of-living allowance	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Housing loan**	75%	50%	75%	75%	75%	42%	75%	75%	75%	75%
Personal flight allowance	0%	8%	0%	0%	0%	0%	25%	25%	25%	25%
Annual return air tickets for individual	33%	42%	42%	42%	42%	33%	42%	42%	42%	42%
Annual return air tickets for family	8%	8%	17%	17%	17%	8%	8%	8%	8%	17%
Education and training										
LLM support	8%	8%	17%	17%	17%	0%	8%	8%	8%	8%
Further legal education costs	25%	33%	25%	25%	25%	17%	25%	25%	25%	25%
Study leave	50%	42%	58%	58%	58%	33%	58%	58%	58%	58%
Firm-wide training programmes	67%	67%	75%	75%	75%	67%	67%	67%	67%	67%
Local training schemes/allowance	17%	17%	25%	25%	25%	25%	17%	17%	17%	17%
International training schemes/allowance	0%	0%	13%	13%	13%	13%	0%	0%	13%	13%
Foreign language training	8%	8%	8%	8%	17%	17%	8%	8%	8%	8%

* This allowance has been included in the salaries listed in the compensation tables.

** Typically 25% to 50% of annual salary - available for limited number of years at some firms.
All figures = percentage of participating firms where benefit is available.

Table 2-6b

United Arab Emirates (Abu Dhabi) – benefits and allowances available (health and lifestyle/social)

Benefit	Fee-earners						Support staff			
	Paralegals	Trainees	Junior lawyers	Mid-level lawyers	Senior lawyers	Partners	Assistants	Mid-level staff	Managers	Directors
Health and lifestyle										
Relocation costs*	67%	50%	75%	75%	75%	75%	58%	67%	67%	58%
Private medical/healthcare (local cover)	100%	92%	100%	100%	100%	92%	100%	100%	100%	100%
Private medical/healthcare (international cover)	75%	67%	75%	75%	75%	67%	75%	75%	75%	75%
Private medical/healthcare for spouse/dependants (local)	83%	75%	92%	92%	92%	83%	67%	67%	92%	92%
Private medical/healthcare for spouse/dependants (international cover)	50%	33%	58%	58%	58%	50%	33%	33%	58%	58%
Direct medical billing (to insurer rather than patient)	33%	25%	33%	33%	33%	33%	33%	33%	33%	33%
Healthcare financial contributions required from employee	8%	8%	17%	17%	17%	25%	8%	8%	17%	17%
Annual healthcare check	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%
Biennial healthcare check	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Private dental care	50%	33%	50%	50%	50%	50%	50%	50%	50%	50%
Private dental care for spouse/dependants	42%	25%	50%	50%	50%	50%	42%	42%	50%	50%
Dental care financial contributions required from employee	25%	25%	25%	25%	25%	33%	25%	25%	25%	25%
Employee assistance programme	75%	58%	75%	75%	75%	75%	75%	75%	75%	75%
Wellbeing programme/allowance	50%	25%	50%	50%	50%	50%	50%	50%	50%	50%
Gym membership (fully covered)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Gym membership (subsidy)	17%	17%	17%	17%	17%	17%	8%	8%	8%	8%
Yoga classes	25%	13%	25%	25%	25%	25%	25%	25%	25%	25%
Private club membership	8%	8%	8%	8%	8%	17%	8%	8%	8%	8%
Child care	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Child school fees	0%	0%	8%	8%	8%	8%	0%	0%	0%	0%
Life insurance	92%	75%	92%	92%	92%	92%	92%	92%	92%	92%
Life assurance (lifetime investment policy)	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%
Length-of-service bonus/award	58%	50%	58%	58%	58%	58%	67%	67%	67%	67%
Social										
Winter office party	83%	58%	75%	75%	75%	75%	83%	75%	75%	75%
Summer office party	42%	33%	42%	42%	42%	42%	42%	42%	42%	42%
Annual retreat	33%	25%	33%	33%	33%	50%	25%	25%	25%	25%
Sports teams	25%	17%	25%	25%	25%	25%	25%	25%	25%	25%

* Typically includes flight costs for family, 14 to 30 days accommodation and shipping allowance of between AED5,000 to AED30,000 (typically AED20,000). All figures = percentage of participating firms where benefit is available.

United Arab Emirates (Abu Dhabi) – benefits and allowances available (equipment/travel and transport)

Table 2-6c

Benefit	Fee-earners						Support staff			
	Paralegals	Trainees	Junior lawyers	Mid-level lawyers	Senior lawyers	Partners	Assistants	Mid-level staff	Managers	Directors
Equipment										
Smartphone	67%	75%	75%	75%	75%	75%	42%	67%	75%	75%
Fully paid phone contract (work only)	25%	33%	33%	33%	33%	33%	17%	33%	33%	33%
Fully paid phone contract (work and personal)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Phone allowance (work only)	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%
Phone allowance (work and personal)	8%	8%	17%	17%	17%	17%	0%	8%	17%	17%
Home broadband allowance	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%
Laptop/notebook/tablet	67%	58%	75%	75%	75%	83%	50%	67%	75%	83%
Remote office/desktop connection	58%	58%	58%	58%	58%	58%	42%	58%	58%	58%
Business clothing allowance	0%	8%	0%	0%	0%	0%	0%	0%	0%	0%
Travel and transport										
Travel insurance (work only)	58%	42%	50%	50%	50%	58%	50%	50%	58%	58%
Travel insurance (work and leisure)	25%	17%	25%	25%	33%	42%	25%	25%	33%	33%
Business class for work-related travel†	50%	50%	50%	50%	50%	58%	50%	50%	50%	50%
Use of company car/driver during office hours	42%	25%	42%	42%	42%	42%	42%	42%	42%	42%
Car loan	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Car lease	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Taxis home after hours‡	50%	33%	50%	50%	50%	42%	58%	58%	50%	50%
Private car ownership/leasing subsidy	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Commuting costs	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Public transport season ticket	0%	0%	0%	0%	0%	0%	8%	8%	0%	0%
Parking space on site	50%	33%	58%	67%	67%	83%	50%	50%	75%	83%
Parking allowance	8%	0%	8%	8%	8%	8%	17%	17%	8%	8%
Food										
Workplace canteen (fully paid)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Workplace canteen (subsidised)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Food vouchers	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Food costs after hours	33%	25%	33%	33%	33%	17%	33%	33%	25%	25%

† Depends on travel time – typically on flights over 5 hours.

‡ Typically after 9:00pm.

All figures = percentage of participating firms where benefit is available.

United Arab Emirates (Abu Dhabi) – benefits and allowances (overtime/hours/holiday and leave)

Table 2-6d

Benefit	Fee-earners							Support staff				
	Paralegals	Trainees	Junior lawyers	Mid-level lawyers	Senior lawyers	Partners	Assistants	Mid-level staff	Managers	Directors		
Overtime												
Eligible for overtime	25%	8%	0%	0%	0%	0%	83%	50%	0%	0%		
Median overtime rate (weekday)	1.5	1.5	n/a	n/a	n/a	n/a	1.5	1.5	1.5	1.5		
Median overtime rate (weekend)	2.0	2.0	n/a	n/a	n/a	n/a	2.0	2.0	2.0	2.0		
Median overtime start time (number of hours past contractual hours)	1.0	1.0	n/a	n/a	n/a	n/a	1.0	1.0	1.0	1.0		
Contractual working hours												
Mean weekly contractual working hours	39.9	39.8	39.9	39.9	39.9	40.1	39.7	39.8	39.7	39.7		
Median weekly contractual working hours	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0		
Absolute minimum weekly contractual working hours	35.0	35.0	35.0	35.0	35.0	35.0	35.0	35.0	35.0	35.0		
Absolute maximum weekly contractual working hours	45.0	45.0	45.0	45.0	45.0	45.0	45.0	45.0	45.0	45.0		
Work start time range												
Work finish time range												
Holiday												
Median number of annual working days' holiday (not including public holidays)	25	25	25	25	25	30	25	25	25	25		
Absolute minimum number of annual working days' holiday (not including public holidays)	24	23	23	23	23	23	22	22	22	22		
Absolute maximum number of annual working days' holiday (not including public holidays)	30	30	30	30	31	32	30	30	30	31		
Median number of days' holiday allowed to roll-over to next year	5	5	5	5	5	5	5	5	5	5		
Other leave												
Time off in lieu available	42%	33%	42%	42%	42%	33%	42%	42%	33%	33%		
Median number of days' bereavement leave for primary family member	5	5	5	5	5	5	5	5	5	5		
Median number of days' bereavement leave for other relative	5	5	5	5	5	5	5	5	5	5		

Percentage figures = percentage of participating firms where benefit is available.

United Arab Emirates (Abu Dhabi) – benefits and allowances (maternity and paternity leave)

Table 2-6e

Benefit	Fee-earners						Support staff			
	Paralegals	Trainees	Junior lawyers	Mid-level lawyers	Senior lawyers	Partners	Assistants	Mid-level staff	Managers	Directors
Maternity leave (full pay)										
Median number of calendar days' maternity leave at full pay	90	90	90	90	90	90	90	90	90	90
Mean number of calendar days' maternity leave at full pay	110	110	110	110	110	116	110	110	110	110
Absolute minimum number of calendar days' maternity leave at full pay	45	45	45	45	45	45	45	45	45	45
Absolute maximum number of calendar days' maternity leave at full pay	182	182	182	182	182	182	182	182	182	182
Maternity leave (additional at reduced pay)										
Additional maternity leave available at reduced pay	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%
Median number of additional calendar days' maternity leave at reduced pay	45	45	45	45	45	45	45	45	45	45
Mean number of additional calendar days' maternity leave at reduced pay	57	57	57	57	57	57	57	57	57	57
Absolute minimum non-zero number of calendar days' maternity leave at reduced pay	32	32	32	32	32	32	32	32	32	32
Absolute maximum number of calendar days' maternity leave at reduced pay	90	90	90	90	90	90	90	90	90	90
Maternity leave (additional unpaid)										
Additional maternity leave available unpaid	83%	67%	83%	83%	83%	75%	83%	83%	83%	83%
Median number of additional calendar days' unpaid maternity leave	90	90	90	90	90	90	90	90	90	90
Mean number of additional calendar days' unpaid maternity leave	107	107	107	107	107	107	107	107	107	107
Absolute minimum non-zero number of calendar days' unpaid maternity leave	30	30	30	30	30	30	30	30	30	30
Absolute maximum number of calendar days' unpaid maternity leave	182	182	182	182	182	182	182	182	182	182
Paternity leave (full pay)										
Median number of calendar days' paternity leave at full pay	14	14	14	14	14	14	14	14	14	14
Mean number of calendar days' paternity leave at full pay	21	21	21	21	21	21	21	21	21	21
Absolute minimum number of calendar days' paternity leave at full pay	7	7	7	7	7	7	7	7	7	7
Absolute maximum number of calendar days' paternity leave at full pay	84	84	84	84	84	84	84	84	84	84

Percentage figures = percentage of participating firms where benefit is available.

United Arab Emirates (Abu Dhabi) – average personnel ratios at all law firms [total sample]

Table 2-7a

	Average % of total headcount
Fee-earners (all lawyers, partners, paralegals, trainees)	58.7%
Business services (non-fee-earning) staff	41.3%
Partners	15.5%
Qualified lawyers (not including partners)	40.4%
Business and office management	13.2%
Facilities and office services	6.1%
Finance	3.5%
Information technology	1.8%
Marketing and business development	0.6%
Human resources	0.0%
Knowledge and data management	0.0%
Professional support	0.7%
Secretaries	14.2%
Receptionists	1.0%

All figures = percentage of total headcount.

Table 2-7b

United Arab Emirates (Abu Dhabi) – average female/male demographic ratios at all law firms [total sample]

	Average female demographic %	Average male demographic %
Fee-earners	46%	54%
Associates	52%	48%
Partners	15%	85%
Support staff	57%	43%

United Arab Emirates (Abu Dhabi) – average size of sample offices

Table 2-7c

	Mean headcount among sample firms	Median headcount among sample firms
All personnel	19	17
Fee-earners (trainees, paralegals, partners, lawyers etc)	12	11
Support staff	7	6

United Arab Emirates (Abu Dhabi) – UK law firms – standard billing rates

Table 2-8

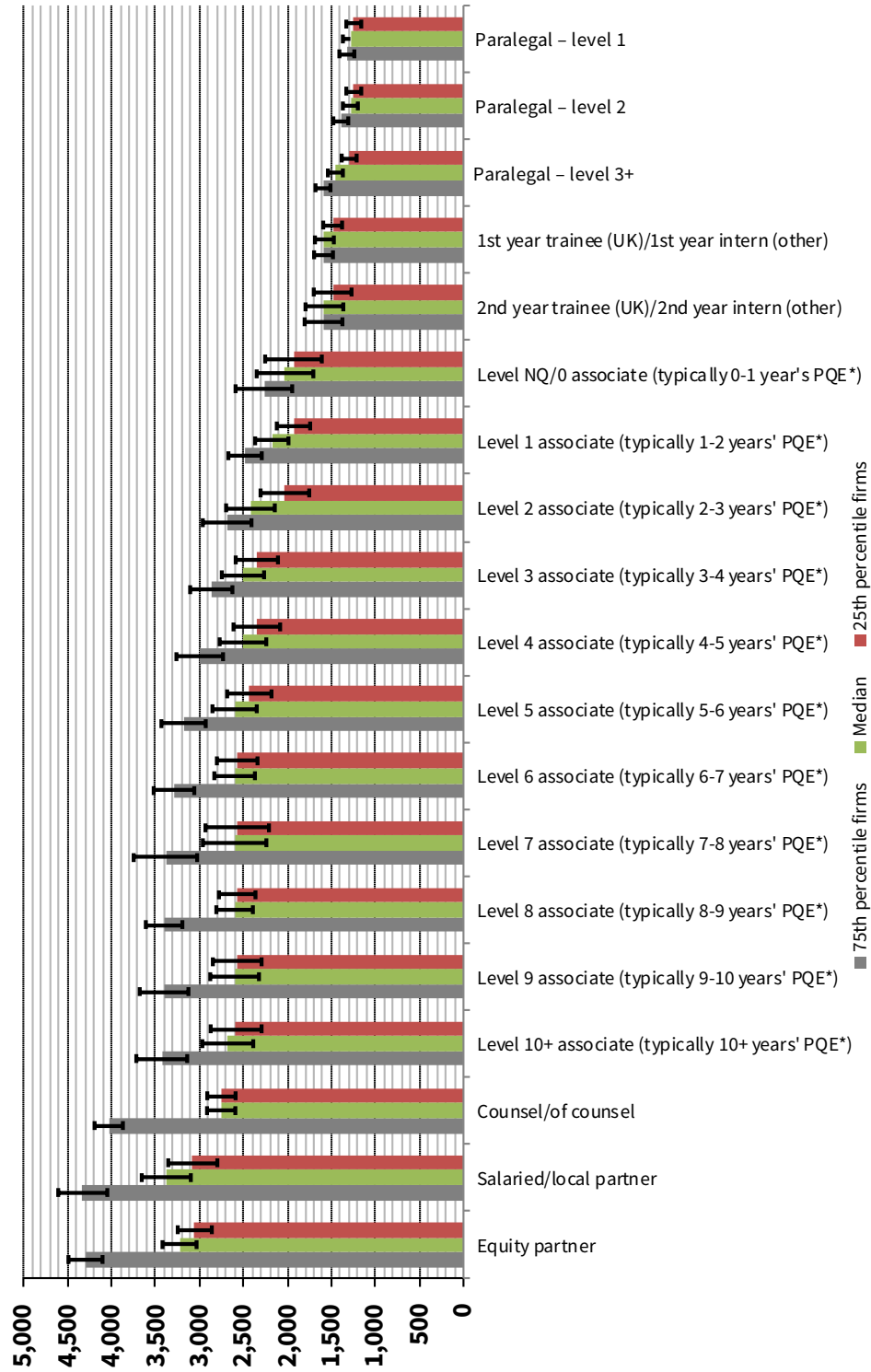
Position	Weighted mean	Median (50th percentile firms)	Arithmetic mean	Insights average	Average billing band range	5th percentile firms	1st quartile (25th percentile firms)	3rd quartile (75th percentile firms)	95th percentile firms	Number of people in sample	Number of firms in sample
Equity partner	3,600	3,250	3,600	3,450	400	2,750	3,050	4,300	4,700	9	6
Salaried/local partner	3,300	3,400	3,600	3,400	550	2,650	3,100	4,350	4,550	6	5
Counsel/of counsel	3,350	2,750	3,250	3,100	300	2,650	2,750	4,050	4,050	8	5
Level 10+ associate (typically 10+ years' PQE*)	2,850	2,700	2,900	2,800	600	2,250	2,600	3,450	3,750	8	6
Level 9 associate (typically 9-10 years' PQE*)	2,900	2,600	2,900	2,800	550	2,300	2,550	3,400	3,750	6	6
Level 8 associate (typically 8-9 years' PQE*)	3,000	2,600	2,900	2,850	400	2,300	2,550	3,400	3,750	7	6
Level 7 associate (typically 7-8 years' PQE*)	2,900	2,600	2,900	2,800	700	2,300	2,550	3,400	3,650	6	6
Level 6 associate (typically 6-7 years' PQE*)	2,850	2,600	2,850	2,750	450	2,300	2,550	3,300	3,550	6	6
Level 5 associate (typically 5-6 years' PQE*)	2,750	2,600	2,750	2,700	500	2,200	2,450	3,200	3,400	6	6
Level 4 associate (typically 4-5 years' PQE*)	2,600	2,500	2,600	2,550	550	2,000	2,350	3,000	3,200	6	6
Level 3 associate (typically 3-4 years' PQE*)	2,500	2,500	2,550	2,500	500	2,000	2,350	2,850	3,000	7	6
Level 2 associate (typically 2-3 years' PQE*)	2,350	2,400	2,350	2,350	550	1,800	2,050	2,700	2,800	6	6
Level 1 associate (typically 1-2 years' PQE*)	2,200	2,200	2,200	2,200	400	1,800	1,950	2,500	2,550	6	6
Level NQ/0 associate (typically 0-1 year's PQE*)	2,050	2,050	2,050	2,050	650	1,650	1,950	2,250	2,450	6	6
2nd year trainee (UK)/2nd year intern (other)	1,550	1,600	1,550	1,550	450	1,450	1,500	1,600	1,600	5	5
1st year trainee (UK)/1st year intern (other)	1,550	1,600	1,550	1,550	200	1,450	1,500	1,600	1,600	6	5
Paralegal – level 3+	1,450	1,450	1,450	1,450	150	1,250	1,300	1,600	1,600	4	4
Paralegal – level 2	1,350	1,300	1,350	1,350	150	1,250	1,250	1,400	1,550	4	4
Paralegal – level 1	1,300	1,300	1,300	1,300	150	1,250	1,250	1,300	1,350	4	4

All figures are in AED per hour.

* Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

Chart 2-8

United Arab Emirates (Abu Dhabi) – UK law firms – standard billing rates – median, 25th and 75th percentile firms and average billing band range values



All figures are in AED per hour.
 *Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

United Arab Emirates (Abu Dhabi) – US law firms – standard billing rates

Table 2-9

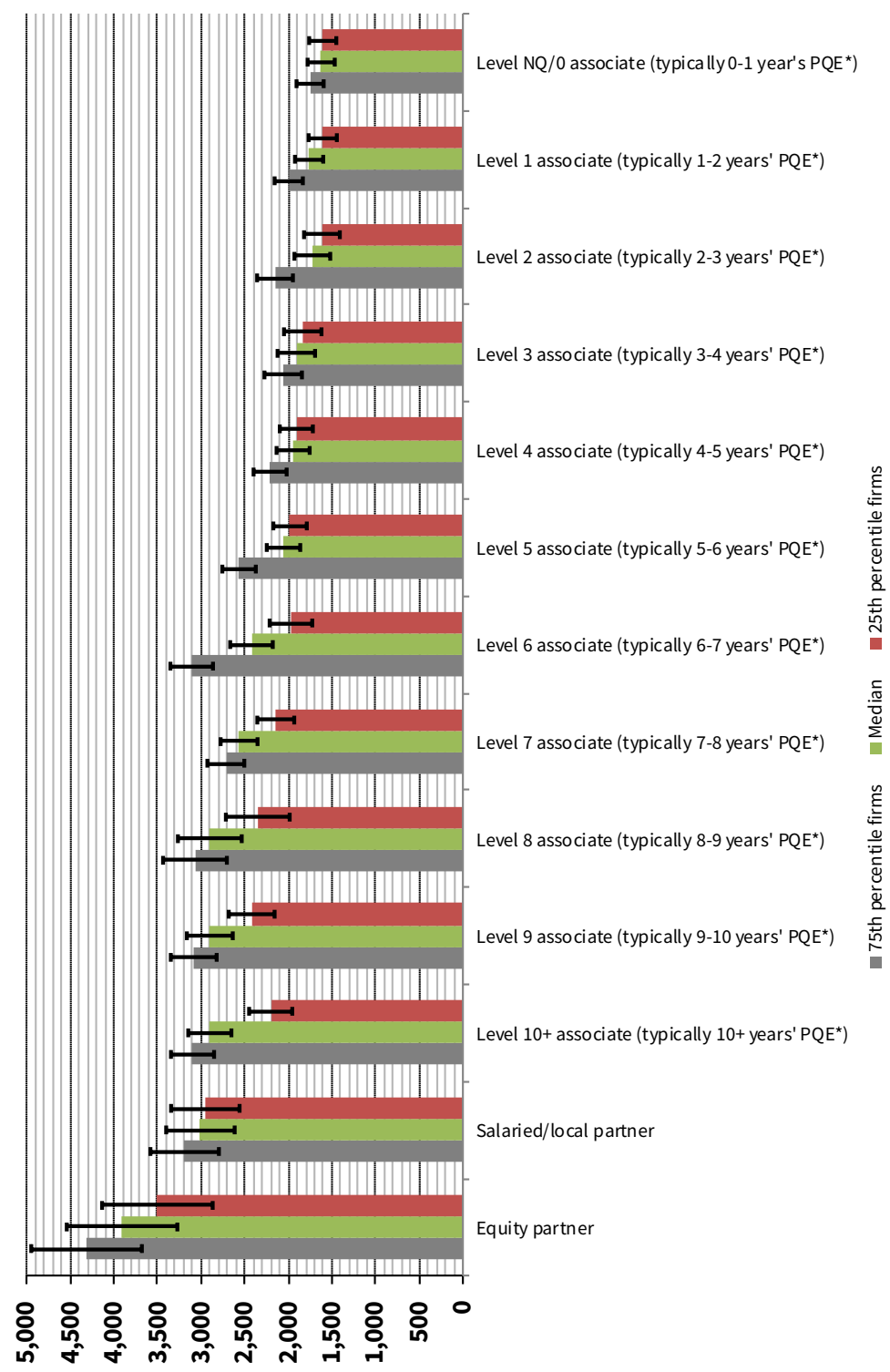
Position	Weighted mean	Median (50th percentile firms)	Arithmetic mean	Insights average	Average billing band range	5th percentile firms	1st quartile (25th percentile firms)	3rd quartile (75th percentile firms)	95th percentile firms	Number of people in sample	Number of firms in sample
Equity partner	3,750	3,900	3,900	3,850	1,250	3,500	3,500	4,300	4,350	6	4
Salaried/local partner	3,050	3,000	3,150	3,050	800	2,900	2,950	3,200	3,550	7	4
Level 10+ associate (typically 10+ years' PQE*)	2,850	2,900	2,850	2,850	500	2,200	2,200	3,100	3,600	5	5
Level 9 associate (typically 9-10 years' PQE*)	2,850	2,900	2,850	2,850	550	2,150	2,400	3,100	3,550	5	5
Level 8 associate (typically 8-9 years' PQE*)	2,800	2,900	2,800	2,850	750	2,050	2,350	3,050	3,500	5	5
Level 7 associate (typically 7-8 years' PQE*)	2,550	2,550	2,550	2,550	400	1,950	2,150	2,700	3,350	5	5
Level 6 associate (typically 6-7 years' PQE*)	2,650	2,400	2,550	2,550	500	1,900	1,950	3,100	3,250	7	5
Level 5 associate (typically 5-6 years' PQE*)	2,450	2,050	2,350	2,300	400	1,900	2,000	2,550	3,050	6	5
Level 4 associate (typically 4-5 years' PQE*)	2,150	1,950	2,150	2,100	400	1,800	1,900	2,200	2,850	5	5
Level 3 associate (typically 3-4 years' PQE*)	2,050	1,900	2,050	2,000	450	1,700	1,850	2,050	2,600	5	5
Level 2 associate (typically 2-3 years' PQE*)	2,000	1,700	1,900	1,850	400	1,600	1,600	2,150	2,350	6	5
Level 1 associate (typically 1-2 years' PQE*)	1,900	1,750	1,850	1,850	300	1,600	1,600	2,000	2,200	5	4
Level NQ/0 associate (typically 0-1 year's PQE*)	1,800	1,600	1,750	1,700	300	1,600	1,600	1,750	2,050	5	4

All figures are in AED per hour.

* Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

Chart 2-9

United Arab Emirates (Abu Dhabi) – US law firms – standard billing rates – median, 25th percentile firms and average billing band range values



All figures are in AED per hour.
 *Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

United Arab Emirates (Abu Dhabi) – all law firms [total sample] – standard billing rates

Table 2-10

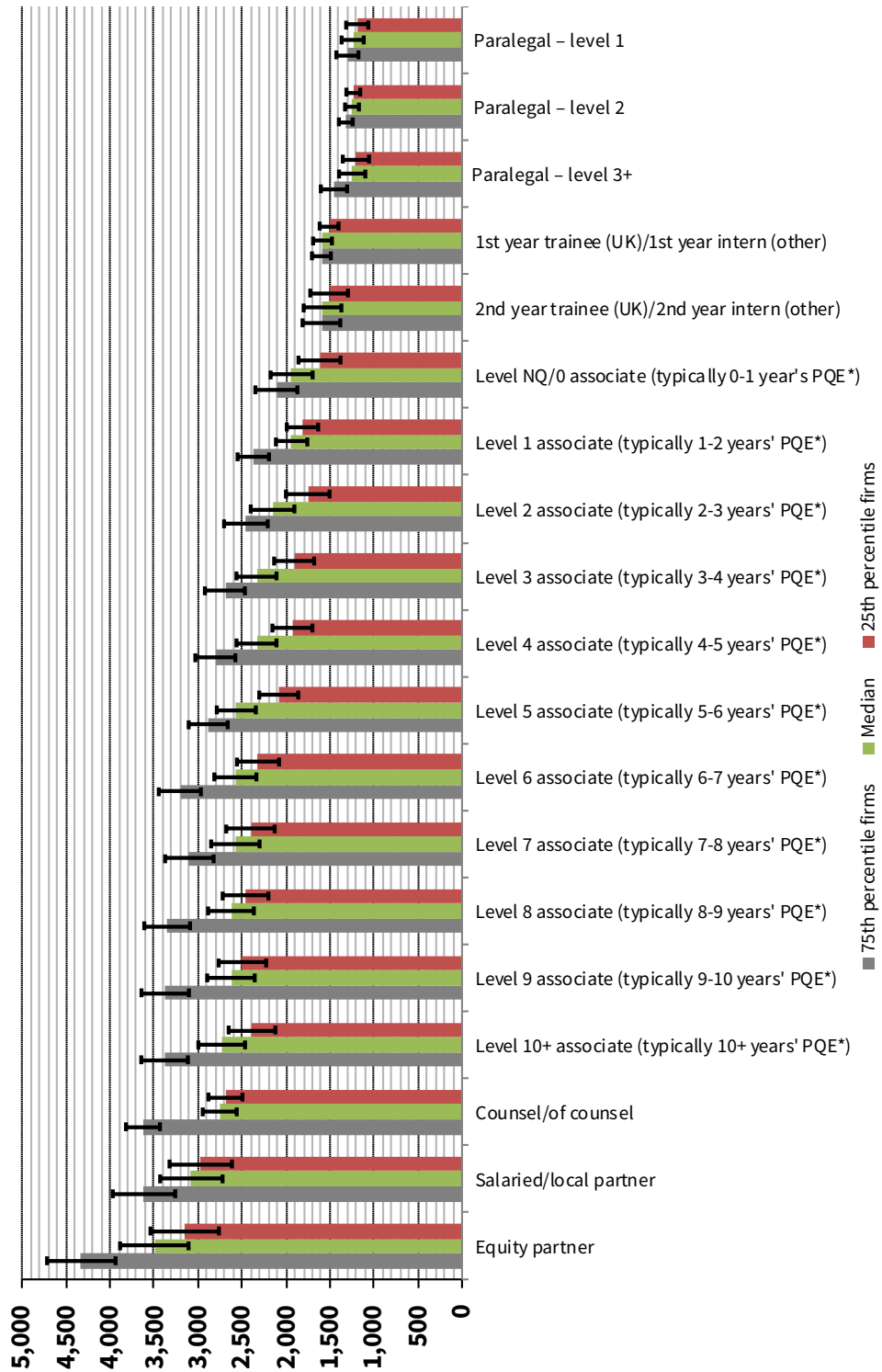
Position	Weighted mean	Median (50th percentile firms)	Arithmetic mean	Insights average	Average billing band range	5th percentile firms	1st quartile (25th percentile firms)	3rd quartile (75th percentile firms)	95th percentile firms	Number of people in sample	Number of firms in sample
Equity partner	3,650	3,500	3,700	3,600	800	2,800	3,150	4,300	4,700	15	10
Salaried/local partner	3,150	3,100	3,400	3,200	700	2,650	2,950	3,600	4,500	13	9
Counsel/of counsel	3,300	2,750	3,150	3,050	400	2,600	2,700	3,600	4,050	10	7
Level 10+ associate (typically 10+ years' PQE*)	2,850	2,750	2,900	2,800	550	2,150	2,400	3,400	3,750	13	11
Level 9 associate (typically 9-10 years' PQE*)	2,900	2,650	2,900	2,800	550	2,150	2,500	3,350	3,750	11	11
Level 8 associate (typically 8-9 years' PQE*)	2,900	2,650	2,850	2,800	500	2,100	2,450	3,350	3,700	12	11
Level 7 associate (typically 7-8 years' PQE*)	2,750	2,600	2,750	2,700	550	2,050	2,400	3,100	3,650	11	11
Level 6 associate (typically 6-7 years' PQE*)	2,750	2,600	2,700	2,650	500	1,950	2,300	3,200	3,550	13	11
Level 5 associate (typically 5-6 years' PQE*)	2,600	2,550	2,550	2,600	450	1,950	2,100	2,900	3,400	12	11
Level 4 associate (typically 4-5 years' PQE*)	2,400	2,350	2,400	2,400	450	1,850	1,950	2,800	3,150	11	11
Level 3 associate (typically 3-4 years' PQE*)	2,300	2,350	2,300	2,300	450	1,750	1,900	2,700	3,000	12	11
Level 2 associate (typically 2-3 years' PQE*)	2,150	2,150	2,150	2,150	500	1,600	1,750	2,450	2,750	12	11
Level 1 associate (typically 1-2 years' PQE*)	2,050	1,950	2,050	2,000	350	1,600	1,800	2,350	2,550	11	10
Level NQ/0 associate (typically 0-1 year's PQE*)	1,950	1,950	1,950	1,950	500	1,600	1,600	2,100	2,400	11	10
2nd year trainee (UK)/2nd year intern (other)	1,550	1,600	1,550	1,550	450	1,450	1,500	1,600	1,600	6	6
1st year trainee (UK)/1st year intern (other)	1,550	1,600	1,550	1,550	200	1,450	1,500	1,600	1,600	7	6
Paralegal – level 3+	1,300	1,250	1,300	1,300	300	1,100	1,200	1,450	1,600	7	7
Paralegal – level 2	1,300	1,250	1,300	1,300	150	1,200	1,250	1,300	1,550	5	5
Paralegal – level 1	1,250	1,250	1,250	1,250	250	1,100	1,200	1,300	1,350	6	6

All figures are in AED per hour.

* Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

Chart 2-10

United Arab Emirates (Abu Dhabi) – all law firms [total sample] – standard billing rates – median, 25th and 75th percentile firms and average billing band range values



All figures are in AED per hour.
 *Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

United Arab Emirates (Dubai and Abu Dhabi combined) – UK law firms – annual compensation (fee-earners)

Table 3-1a

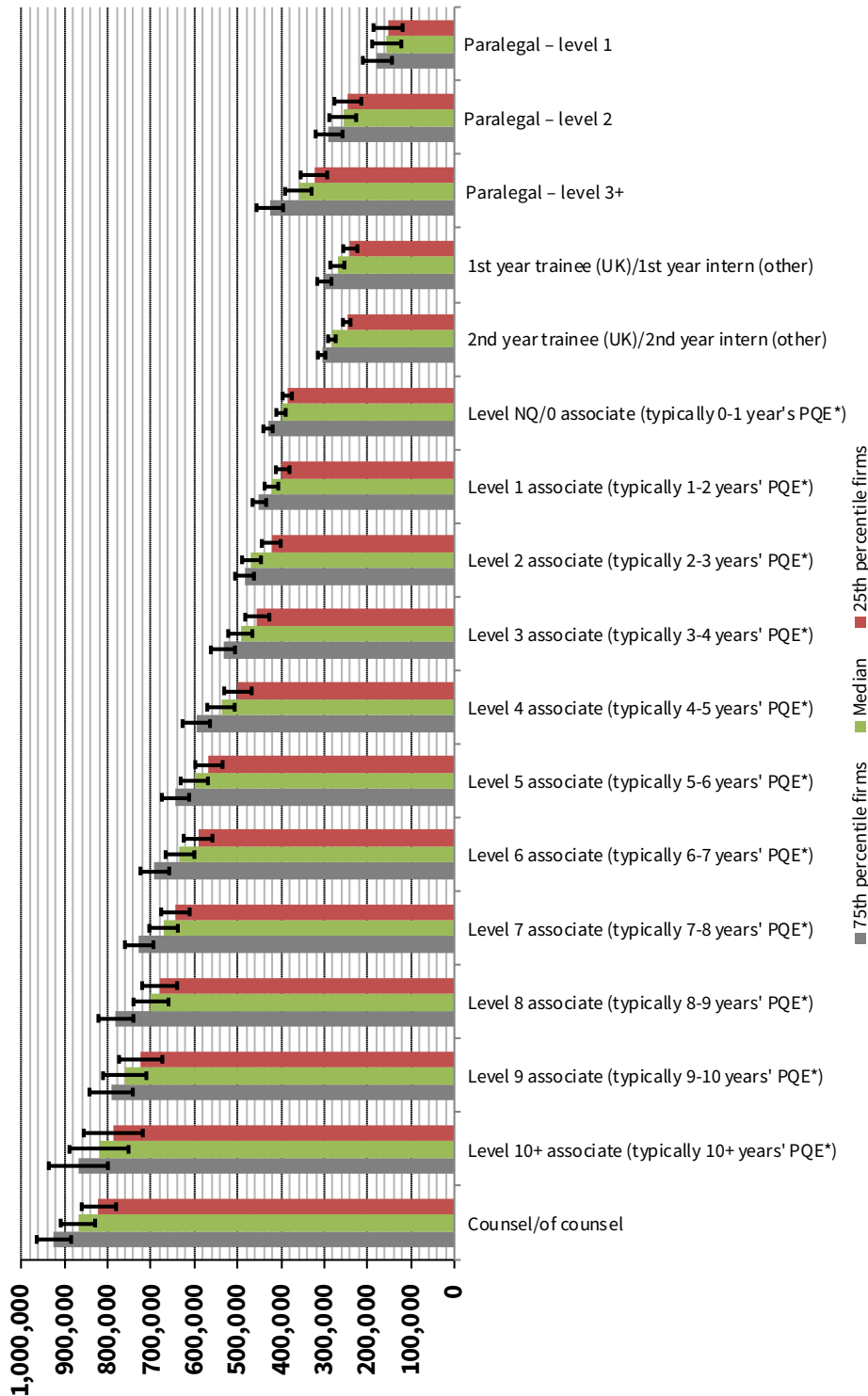
Position	Weighted mean	Median (50th percentile firms)	Arithmetic mean	Insights average	Average salary band range	5th percentile firms	1st quartile (25th percentile firms)	3rd quartile (75th percentile firms)	95th percentile firms	Number of people in sample	Number of offices in sample
Equity partner	3,266,200	1,581,700	3,385,500	2,744,400	1,493,700	954,200	1,295,800	5,457,200	7,933,100	30	6
Salaried/local partner	1,387,200	1,273,000	1,440,400	1,366,900	737,600	870,000	1,120,600	1,410,900	2,606,700	56	11
Counsel/of counsel	926,100	868,700	896,700	897,200	79,400	769,100	820,300	924,000	1,144,600	45	20
Level 10+ associate (typically 10+ years' PQE*)	829,100	820,000	824,200	824,400	136,300	739,200	787,000	867,600	937,300	70	25
Level 9 associate (typically 9-10 years' PQE*)	758,200	760,700	755,600	758,200	100,000	629,400	723,800	791,900	867,700	36	24
Level 8 associate (typically 8-9 years' PQE*)	729,300	700,000	724,800	718,000	80,800	631,200	680,000	781,000	832,400	32	25
Level 7 associate (typically 7-8 years' PQE*)	699,000	671,000	689,200	686,400	65,900	600,000	643,700	727,300	792,700	55	28
Level 6 associate (typically 6-7 years' PQE*)	649,600	633,000	645,200	642,600	66,400	554,600	591,400	691,200	765,200	49	30
Level 5 associate (typically 5-6 years' PQE*)	630,500	600,000	607,800	612,800	62,900	510,400	566,300	643,500	716,800	67	29
Level 4 associate (typically 4-5 years' PQE*)	568,600	538,500	557,700	554,900	63,300	467,500	499,400	595,500	688,500	64	28
Level 3 associate (typically 3-4 years' PQE*)	513,800	494,000	505,700	504,500	55,800	440,000	454,800	534,000	615,100	51	26
Level 2 associate (typically 2-3 years' PQE*)	489,900	468,000	474,000	477,300	43,600	395,400	422,500	484,200	585,300	49	25
Level 1 associate (typically 1-2 years' PQE*)	436,200	422,000	432,400	430,200	31,400	385,900	396,000	450,000	536,100	46	25
Level NQ/0 associate (typically 0-1 year's PQE*)	408,500	400,000	405,800	404,800	21,500	361,000	385,500	430,000	486,800	46	24
2nd year trainee (UK)/2nd year intern (other)	284,100	282,500	274,700	280,400	17,400	204,000	248,300	306,300	327,300	19	12
1st year trainee (UK)/1st year intern (other)	251,600	270,000	260,100	260,500	32,600	180,000	240,000	300,000	315,000	20	13
Paralegal – level 3+	376,700	360,000	371,600	369,500	61,200	304,600	324,000	425,900	452,300	19	13
Paralegal – level 2	279,200	257,500	267,600	268,100	62,200	223,500	245,800	289,000	337,600	31	16
Paralegal – level 1	202,100	156,000	179,000	179,000	67,200	147,000	153,000	177,500	269,800	22	11

All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.

* Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

Chart 3-1

United Arab Emirates (Dubai and Abu Dhabi combined) – UK law firms – annual compensation (fee-earners) – median, 25th and 75th percentile firms and average salary band range values



All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses. *Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

United Arab Emirates (Dubai and Abu Dhabi combined) – lower-market‡ UK law firms – typical annual compensation bands (fee-earners)

Table 3-1b

Position	Typical lower salary band	Typical mid-band salary	Typical upper salary band
Level 10+ associate (typically 10+ years' PQE*)	589,500	798,000	867,500
Level 9 associate (typically 9-10 years' PQE*)	618,000	642,000	696,000
Level 8 associate (typically 8-9 years' PQE*)	609,000	633,000	666,000
Level 7 associate (typically 7-8 years' PQE*)	600,000	624,000	660,000
Level 6 associate (typically 6-7 years' PQE*)	532,000	560,000	615,000
Level 5 associate (typically 5-6 years' PQE*)	486,500	512,000	570,000
Level 4 associate (typically 4-5 years' PQE*)	468,000	470,500	528,000
Level 3 associate (typically 3-4 years' PQE*)	428,000	441,000	455,000
Level 2 associate (typically 2-3 years' PQE*)	395,000	418,500	426,000
Level 1 associate (typically 1-2 years' PQE*)	375,000	395,000	414,000
Level NQ/0 associate (typically 0-1 year's PQE*)	350,500	369,000	369,000

All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.

‡ Within the context of this table, 'lower-market' is defined as the group of UK firms for which average associate salaries typically sit below the 25th percentile of the total sample group of UK firms.

* Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

United Arab Emirates (Dubai and Abu Dhabi combined) – mid-market‡ UK law firms – typical annual compensation bands (fee-earners)

Table 3-1c

Position	Typical lower salary band	Typical mid-band salary	Typical upper salary band
Level 10+ associate (typically 10+ years' PQE*)	770,500	807,500	875,000
Level 9 associate (typically 9-10 years' PQE*)	720,000	742,500	773,000
Level 8 associate (typically 8-9 years' PQE*)	692,500	695,500	740,500
Level 7 associate (typically 7-8 years' PQE*)	650,000	665,500	707,500
Level 6 associate (typically 6-7 years' PQE*)	595,500	623,000	659,500
Level 5 associate (typically 5-6 years' PQE*)	565,000	579,000	612,000
Level 4 associate (typically 4-5 years' PQE*)	515,000	526,500	576,000
Level 3 associate (typically 3-4 years' PQE*)	460,000	486,000	522,000
Level 2 associate (typically 2-3 years' PQE*)	445,000	453,000	480,000
Level 1 associate (typically 1-2 years' PQE*)	412,500	415,500	440,000
Level NQ/0 associate (typically 0-1 year's PQE*)	380,000	400,000	410,000

All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.
 ‡ Within the context of this table, 'mid-market' is defined as the group of UK firms for which average associate salaries typically sit between the 25th and 75th percentile of the total sample group of UK firms.

* Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

United Arab Emirates (Dubai and Abu Dhabi combined) – upper-market‡ UK law firms – typical annual compensation bands (fee-earners)

Table 3-1d

Position	Typical lower salary band	Typical mid-band salary	Typical upper salary band
Level 10+ associate (typically 10+ years' PQE*)	820,000	842,500	881,000
Level 9 associate (typically 9-10 years' PQE*)	820,000	842,500	881,000
Level 8 associate (typically 8-9 years' PQE*)	805,000	812,000	844,000
Level 7 associate (typically 7-8 years' PQE*)	780,000	782,500	800,500
Level 6 associate (typically 6-7 years' PQE*)	740,000	750,000	760,000
Level 5 associate (typically 5-6 years' PQE*)	676,500	712,000	730,500
Level 4 associate (typically 4-5 years' PQE*)	638,000	671,500	690,000
Level 3 associate (typically 3-4 years' PQE*)	585,000	600,000	620,000
Level 2 associate (typically 2-3 years' PQE*)	530,000	560,000	565,000
Level 1 associate (typically 1-2 years' PQE*)	475,000	487,500	515,000
Level NQ/0 associate (typically 0-1 year's PQE*)	425,000	437,500	450,000

All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.

‡ Within the context of this table, 'upper-market' is defined as the group of UK firms for which average associate salaries typically sit above the 75th percentile of the total sample group of UK firms.

* Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

United Arab Emirates (Dubai and Abu Dhabi combined) – US law firms – annual compensation (fee-earners)

Table 3-2a

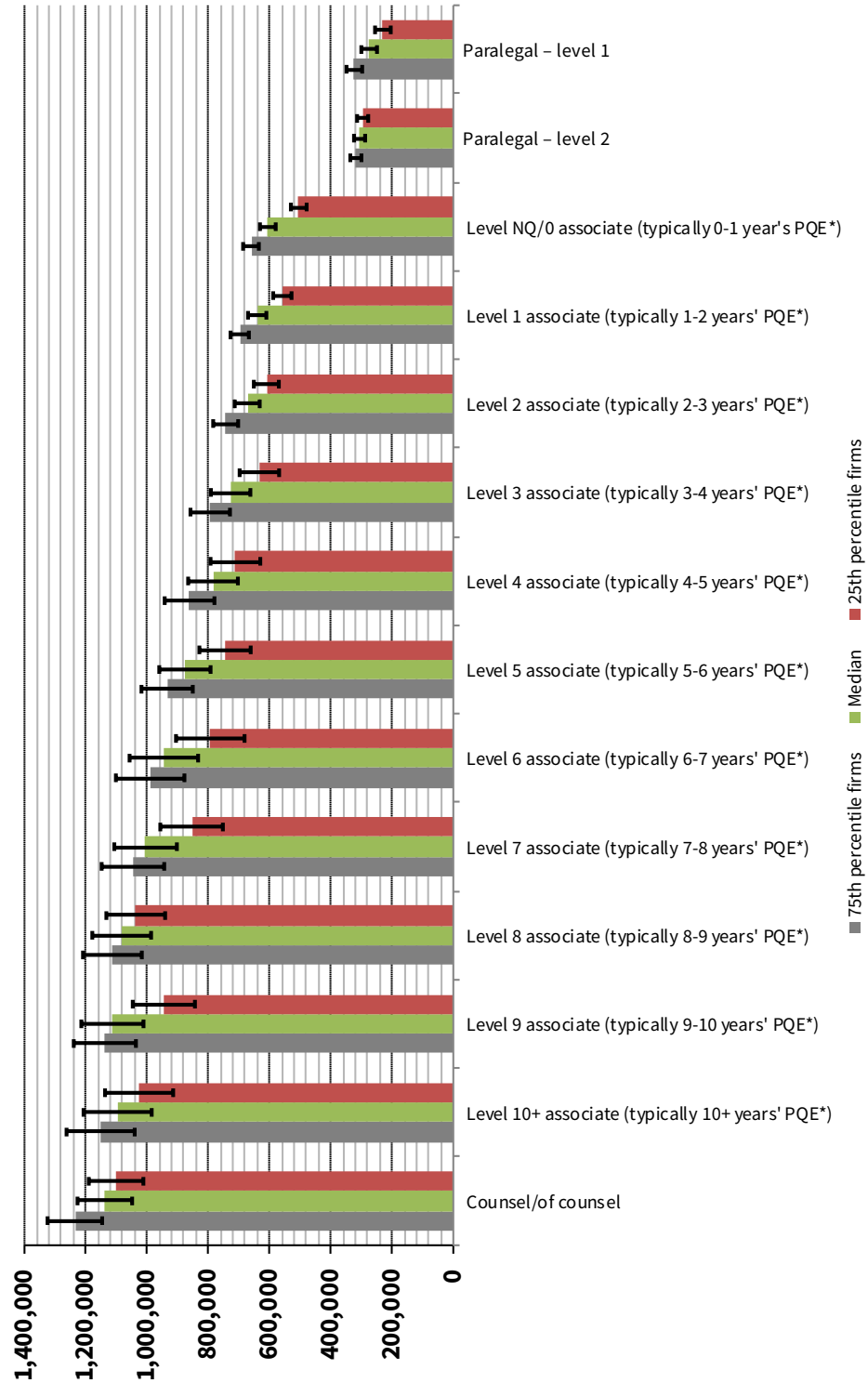
Position	Weighted mean	Median (50th percentile firms)	Arithmetic mean	Insights average	Average salary band range	5th percentile firms	1st quartile (25th percentile firms)	3rd quartile (75th percentile firms)	95th percentile firms	Number of people in sample	Number of offices in sample
Salaried/local partner	1,294,400	1,298,300	1,298,100	1,296,900	417,400	1,277,100	1,284,500	1,312,000	1,318,900	27	6
Counsel/of counsel	1,052,300	1,137,700	1,117,800	1,102,600	178,300	911,400	1,101,000	1,235,600	1,247,900	14	5
Level 10+ associate (typically 10+ years' PQE*)	1,019,700	1,096,000	1,084,900	1,066,800	222,400	871,600	1,025,800	1,151,500	1,275,800	16	10
Level 9 associate (typically 9-10 years' PQE*)	1,058,900	1,112,900	1,058,900	1,076,900	203,000	827,600	945,000	1,137,700	1,255,700	9	9
Level 8 associate (typically 8-9 years' PQE*)	1,045,300	1,082,700	1,045,300	1,057,800	191,900	798,400	1,036,800	1,112,900	1,219,000	9	9
Level 7 associate (typically 7-8 years' PQE*)	906,700	1,004,700	956,100	955,800	204,300	679,400	854,400	1,046,000	1,173,900	18	10
Level 6 associate (typically 6-7 years' PQE*)	850,200	945,000	902,700	899,300	223,800	651,600	793,500	989,800	1,118,900	21	10
Level 5 associate (typically 5-6 years' PQE*)	856,300	876,300	856,300	863,000	167,500	647,900	745,300	934,300	1,053,700	14	10
Level 4 associate (typically 4-5 years' PQE*)	706,900	784,500	776,000	755,800	162,400	565,400	711,400	861,100	953,700	14	10
Level 3 associate (typically 3-4 years' PQE*)	665,600	727,000	711,500	701,400	129,000	496,100	633,200	793,600	894,900	18	10
Level 2 associate (typically 2-3 years' PQE*)	624,100	672,900	660,600	652,500	81,600	494,400	610,400	743,200	782,900	16	10
Level 1 associate (typically 1-2 years' PQE*)	611,300	640,300	611,100	620,900	59,900	433,700	558,100	697,300	721,500	12	8
Level NQ/0 associate (typically 0-1 year's PQE*)	583,300	605,600	572,200	587,000	51,400	403,500	504,600	660,600	686,600	8	7
Paralegal – level 2	307,000	306,000	307,400	306,800	36,400	287,900	295,900	318,200	327,900	4	3
Paralegal – level 1	283,400	274,700	278,300	278,800	51,200	209,200	229,900	323,100	352,600	10	4

All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.

* Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

Chart 3-2

United Arab Emirates (Dubai and Abu Dhabi combined) – US law firms – annual compensation (fee-earners) – median, 25th and 75th percentile firms and average salary band range values



All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.
 *Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

United Arab Emirates (Dubai and Abu Dhabi combined) – lower-market‡ US law firms – typical annual compensation bands (fee-earners)

Table 3-2b

Position	Typical lower salary band	Typical mid-band salary	Typical upper salary band
Level 10+ associate (typically 10+ years' PQE*)	973,000	1,019,000	1,046,000
Level 9 associate (typically 9-10 years' PQE*)	912,000	990,500	1,014,000
Level 8 associate (typically 8-9 years' PQE*)	886,000	963,000	985,000
Level 7 associate (typically 7-8 years' PQE*)	752,500	826,000	867,000
Level 6 associate (typically 6-7 years' PQE*)	737,500	776,500	815,000
Level 5 associate (typically 5-6 years' PQE*)	682,500	718,500	749,500
Level 4 associate (typically 4-5 years' PQE*)	624,000	705,500	740,500
Level 3 associate (typically 3-4 years' PQE*)	593,000	624,000	655,000
Level 2 associate (typically 2-3 years' PQE*)	575,500	605,500	636,000
Level 1 associate (typically 1-2 years' PQE*)	541,500	547,500	550,500
Level NQ/0 associate (typically 0-1 year's PQE*)	453,000	477,000	501,000

All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.
 ‡ Within the context of this table, 'lower-market' is defined as the group of US firms for which average associate salaries typically sit below the median of the total sample group of US firms.

* Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

United Arab Emirates (Dubai and Abu Dhabi combined) – upper-market[‡] US law firms – typical annual compensation bands (fee-earners)

Table 3-2c

Position	Typical lower salary band	Typical mid-band salary	Typical upper salary band
Level 10+ associate (typically 10+ years' PQE*)	1,046,000	1,156,000	1,248,000
Level 9 associate (typically 9-10 years' PQE*)	1,046,000	1,137,500	1,248,000
Level 8 associate (typically 8-9 years' PQE*)	1,027,500	1,101,000	1,248,000
Level 7 associate (typically 7-8 years' PQE*)	986,500	1,046,000	1,220,500
Level 6 associate (typically 6-7 years' PQE*)	936,000	991,000	1,174,500
Level 5 associate (typically 5-6 years' PQE*)	881,000	936,000	1,101,000
Level 4 associate (typically 4-5 years' PQE*)	820,000	862,500	1,027,500
Level 3 associate (typically 3-4 years' PQE*)	740,000	795,000	936,000
Level 2 associate (typically 2-3 years' PQE*)	734,500	752,500	807,500
Level 1 associate (typically 1-2 years' PQE*)	662,500	697,500	716,000
Level NQ/0 associate (typically 0-1 year's PQE*)	627,500	660,500	679,000

All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.
[‡] Within the context of this table, 'upper-market' is defined as the group of US firms for which average associate salaries typically sit above the median of the total sample group of US firms.

* Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

United Arab Emirates (Dubai and Abu Dhabi combined) – all law firms [total sample] – annual compensation (fee-earners)

Table 3-3

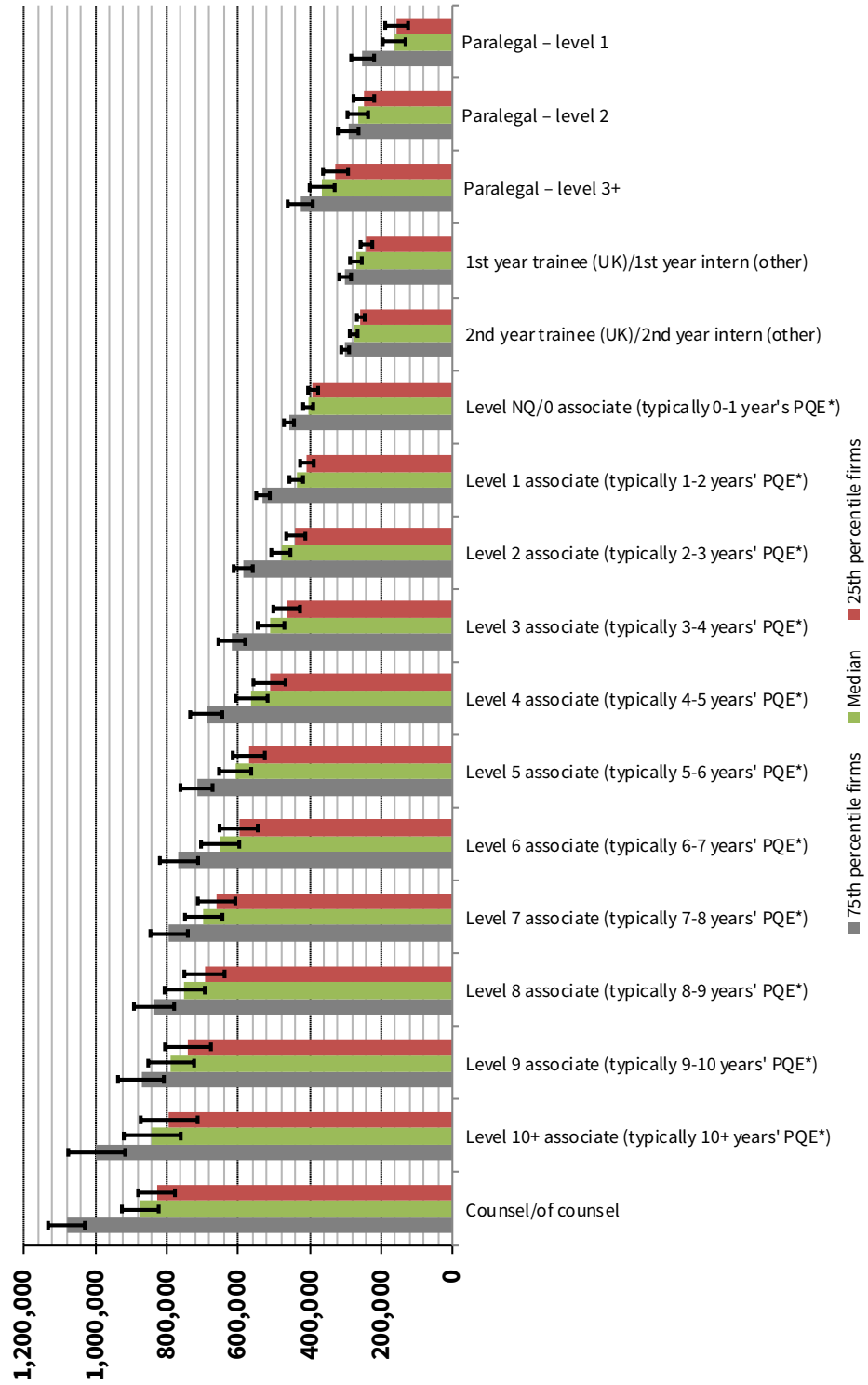
Position	Weighted mean	Median (50th percentile firms)	Arithmetic mean	Insights average	Average salary band range	5th percentile firms	1st quartile (25th percentile firms)	3rd quartile (75th percentile firms)	95th percentile firms	Number of people in sample	Number of offices in sample
Equity partner	3,049,400	1,413,400	3,027,800	2,496,900	1,280,300	861,900	1,069,200	4,221,500	7,850,400	33	7
Salaried/local partner	1,357,000	1,284,500	1,390,200	1,343,900	617,500	888,000	1,271,400	1,321,200	2,399,100	83	17
Counsel/of counsel	956,000	873,500	940,900	923,500	103,000	776,600	828,000	1,080,000	1,222,800	59	25
Level 10+ associate (typically 10+ years' PQE*)	864,600	840,000	898,700	867,800	159,300	742,200	792,600	995,500	1,161,600	86	35
Level 9 associate (typically 9-10 years' PQE*)	818,400	787,000	838,300	814,600	128,400	645,600	740,000	871,600	1,145,000	45	33
Level 8 associate (typically 8-9 years' PQE*)	798,700	749,100	809,700	785,800	112,600	633,900	693,900	834,900	1,115,200	41	34
Level 7 associate (typically 7-8 years' PQE*)	750,200	696,000	759,400	735,200	104,800	600,000	660,000	792,700	1,051,500	73	38
Level 6 associate (typically 6-7 years' PQE*)	709,800	650,000	709,600	689,800	107,000	559,200	598,100	765,200	992,700	70	40
Level 5 associate (typically 5-6 years' PQE*)	669,500	608,000	671,500	649,700	89,900	518,400	569,800	716,100	939,500	81	39
Level 4 associate (typically 4-5 years' PQE*)	593,400	562,000	615,200	590,200	89,800	477,100	511,900	688,900	862,500	78	38
Level 3 associate (typically 3-4 years' PQE*)	553,400	507,500	562,900	541,300	74,700	433,500	463,800	617,300	807,400	69	36
Level 2 associate (typically 2-3 years' PQE*)	522,900	480,000	527,300	510,100	53,500	408,800	438,300	585,400	752,400	65	35
Level 1 associate (typically 1-2 years' PQE*)	472,400	437,000	475,700	461,700	38,000	384,000	407,000	530,000	697,300	58	33
Level NQ/0 associate (typically 0-1 year's PQE*)	434,400	403,700	443,400	427,200	28,100	363,400	389,800	457,300	660,600	54	31
2nd year trainee (UK)/2nd year intern (other)	283,000	276,300	274,400	277,900	22,000	204,000	256,300	300,000	326,800	21	14
1st year trainee (UK)/1st year intern (other)	252,400	270,000	260,800	261,100	32,900	180,000	240,600	300,000	315,000	21	14
Paralegal – level 3+	378,500	364,500	375,800	372,900	70,100	304,900	327,000	425,900	451,500	22	15
Paralegal – level 2	282,400	264,800	273,900	273,700	57,900	226,200	247,700	291,500	336,500	35	19
Paralegal – level 1	227,500	163,100	205,500	198,700	64,000	148,200	156,000	251,100	325,600	32	15

All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.

* Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

Chart 3-3

United Arab Emirates (Dubai and Abu Dhabi combined) – all law firms [total sample] law firms – annual compensation (fee-earners) – median, 25th and 75th percentile firms and average salary band range values



All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.
 *Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

United Arab Emirates (Dubai and Abu Dhabi combined) – UK firms – annual compensation (support staff)

Table 3-4(i)

Position	Weighted mean	Median (50th percentile firms)	Arithmetic mean	Insights average	Average salary band range	5th percentile firms	1st quartile (25th percentile firms)	3rd quartile (75th percentile firms)	95th percentile firms	Number of people in sample	Number of offices in sample
Business and office management											
Chief operating officer/regional head of business	965,100	941,700	986,100	964,300	1,200	745,000	770,900	1,161,000	1,305,800	7	6
Office/business administration director	677,700	618,000	677,700	657,800	2,000	568,600	590,600	735,000	828,600	3	3
Office/business administration manager	392,000	392,000	392,000	392,000	-	324,000	376,000	418,100	452,400	15	15
Office/business administration coordinator	233,700	234,900	233,700	234,100	-	213,900	223,200	244,700	252,600	3	3
Office/business administration assistant	109,400	97,800	110,500	105,900	8,800	55,800	80,800	153,000	172,900	12	11
Office clerk	111,900	116,900	112,900	113,900	13,000	94,700	108,600	117,900	127,600	9	5
Compliance manager	451,900	465,800	451,900	456,500	2,000	406,100	446,600	471,000	478,200	4	4
Public relations officer (PRO)	287,000	270,000	289,700	282,200	73,900	181,200	236,800	372,000	456,000	18	17
Facilities and office services											
Facilities/office services manager	343,400	319,000	343,400	335,300	2,000	290,500	299,300	387,500	424,700	6	6
Facilities/office services coordinator	206,100	204,500	206,100	205,600	2,000	120,200	151,100	267,600	289,400	6	6
Facilities/office services assistant	132,700	115,200	131,100	126,300	28,600	91,100	111,500	138,300	203,200	13	8
Driver/office services assistant	106,400	103,000	104,600	104,700	19,100	66,800	84,900	110,200	153,700	14	10
Driver	94,200	99,000	89,800	94,300	23,900	60,000	80,800	102,900	104,800	12	8
Finance											
Chief financial officer/finance director/regional head	764,500	780,000	764,500	769,600	92,700	580,200	655,500	873,100	940,400	7	7
Finance manager	422,000	426,500	423,300	424,000	102,000	354,400	382,500	445,500	500,300	14	12
Finance assistant	167,400	162,000	167,400	165,600	-	124,800	144,000	180,000	220,800	5	5
Accountant	276,600	282,900	270,100	276,500	49,100	210,000	238,500	303,900	316,900	15	7
Assistant accountant	159,100	156,000	164,100	159,700	58,800	145,400	150,100	174,000	188,400	4	3
Billing/credit control manager	364,400	341,900	367,200	357,800	76,000	323,400	339,000	393,000	433,600	14	9
Billing/credit control coordinator	245,600	252,000	242,700	246,800	44,600	164,200	228,400	263,800	302,000	19	11
Billing/credit control assistant	166,600	157,500	157,600	160,600	65,800	105,800	123,900	178,400	218,300	25	6

All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.

**United Arab Emirates (Dubai and Abu Dhabi combined) – UK firms –
annual compensation (support staff) [continued]**

Table 3-4(ii)

Position	Weighted mean	Median (50th percentile firms)	Arithmetic mean	Insights average	Average salary band range	5th percentile firms	1st quartile (25th percentile firms)	3rd quartile (75th percentile firms)	95th percentile firms	Number of people in sample	Number of offices in sample
Information technology											
IT director/regional head	547,600	530,400	547,600	541,900	18,000	484,800	504,000	585,000	627,800	5	5
IT manager	384,300	388,500	382,300	385,000	40,800	316,800	358,200	418,100	422,300	13	12
IT coordinator	239,600	228,000	239,600	235,800	-	206,400	216,000	257,400	281,000	3	3
IT support staff – senior	258,900	278,100	267,500	268,100	28,200	194,400	258,500	294,000	312,000	11	8
IT support staff – junior	180,900	177,000	186,000	181,300	55,100	161,900	171,500	189,000	228,000	9	6
Marketing and business development											
Marketing/BD director/regional head	651,200	664,500	653,500	656,400	83,000	522,300	609,500	711,000	757,700	9	8
Marketing/BD manager	424,100	423,300	425,600	424,300	60,200	363,600	396,000	459,000	496,800	24	13
Marketing/BD coordinator	282,800	288,000	290,400	287,100	14,100	273,000	279,700	300,000	309,600	5	3
Marketing/BD executive	300,000	285,000	290,900	292,000	165,500	221,200	270,000	300,000	374,500	10	9
Human resources											
HR director/regional head	643,400	618,700	643,400	635,200	-	547,000	579,000	707,600	768,800	6	6
HR manager	455,300	465,000	456,300	458,900	123,200	378,000	429,600	492,800	518,900	10	7
HR officer/coordinator	292,000	247,200	280,600	273,200	132,000	223,200	242,900	313,700	382,900	8	7
HR administration assistant	156,100	168,000	152,200	158,800	-	124,800	144,000	168,300	168,500	4	3
Professional support											
Paralegal (non-fee-earning)	287,900	318,000	298,800	301,600	120,200	243,000	290,800	324,000	328,800	7	5
Secretaries											
Secretarial coordinator/team leader	313,100	323,900	321,100	319,400	42,800	298,400	308,200	333,000	341,400	9	6
Executive assistant	299,900	301,800	306,300	302,700	59,200	233,000	269,800	336,700	391,000	16	9
Legal secretary – senior	283,900	280,800	281,900	282,200	45,700	228,700	266,400	306,800	322,800	110	26
Legal secretary – junior	203,700	200,000	199,800	201,200	40,800	139,600	168,400	240,000	252,100	21	12
Receptionists											
Receptionist	172,800	175,000	171,800	173,200	41,200	119,400	147,600	195,600	222,800	25	17

All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.

United Arab Emirates (Dubai and Abu Dhabi combined) – US firms – annual compensation (support staff)

Table 3-5

Position	Weighted mean	Median (50th percentile firms)	Arithmetic mean	Insights average	Average salary band range	5th percentile firms	1st quartile (25th percentile firms)	3rd quartile (75th percentile firms)	95th percentile firms	Number of people in sample	Number of offices in sample
Business and office management											
Office/business administration director	601,900	580,800	601,900	594,800	10,000	518,500	552,400	630,300	714,900	4	4
Office/business administration manager	393,400	422,100	393,400	403,000	166,100	306,400	312,000	460,000	466,400	5	5
Public relations officer (PRO)	220,500	233,500	218,800	224,300	61,700	128,300	168,500	267,000	293,800	9	6
Facilities and office services											
Facilities/office services assistant	139,300	105,000	111,100	118,500	45,500	66,400	78,000	114,300	178,500	9	5
Driver/office services assistant	85,900	89,300	79,300	84,800	40,700	61,600	73,900	89,600	89,900	9	3
Driver	96,400	98,800	96,800	97,300	15,600	82,900	94,600	100,100	108,300	6	5
Finance											
Finance manager	379,800	393,000	379,800	384,200	238,600	354,300	371,500	394,700	396,000	3	3
Accountant	284,900	273,000	284,900	280,900	61,900	229,800	237,000	320,900	356,600	4	4
Billing/credit control coordinator	253,500	267,100	250,500	257,000	38,000	181,200	217,800	279,400	303,000	7	6
Information technology											
IT director/regional head	584,200	573,900	584,200	580,700	197,800	524,100	546,200	617,000	651,400	3	3
IT support staff – junior	195,900	199,800	195,900	197,200	19,200	182,900	194,700	201,000	203,400	4	4
Marketing and business development											
Marketing/BD manager	455,700	467,500	442,000	455,000	180,300	335,000	408,000	493,300	518,000	6	5
Secretaries											
Legal secretary – senior	312,900	317,000	316,100	315,300	58,400	270,000	303,600	339,800	347,400	29	10
Legal secretary – junior	248,300	278,700	259,000	262,000	30,700	221,100	231,000	281,800	284,400	20	5
Receptionists											
Receptionist	198,900	200,200	203,100	200,700	53,600	168,000	183,500	225,500	235,300	11	7

All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.

United Arab Emirates (Dubai and Abu Dhabi combined) – all firms [total sample] – annual compensation (support staff)

Table 3-6(i)

Position	Weighted mean	Median (50th percentile firms)	Arithmetic mean	Insights average	Average salary band range	5th percentile firms	1st quartile (25th percentile firms)	3rd quartile (75th percentile firms)	95th percentile firms	Number of people in sample	Number of offices in sample
Business and office management											
Chief operating officer/regional head of business	952,500	863,700	968,600	928,200	1,200	745,200	793,700	1,122,000	1,298,800	8	7
Office/business administration director	634,400	595,000	634,400	621,200	6,000	525,900	564,800	677,000	817,200	7	7
Office/business administration manager	392,300	395,700	392,300	393,500	166,100	303,100	365,100	426,600	469,100	20	20
Office/business administration coordinator	243,100	250,600	243,100	245,600	28,000	216,200	234,900	254,500	262,100	5	5
Office/business administration assistant	114,300	102,000	115,600	110,600	9,200	57,900	88,000	156,000	179,100	14	13
Office clerk	106,700	112,700	104,000	107,800	24,600	67,500	95,500	117,700	127,000	10	6
Compliance manager	424,800	463,500	424,800	437,700	2,000	332,400	396,000	468,000	477,600	5	5
Public relations officer (PRO)	264,800	261,000	271,200	265,700	64,800	139,200	222,700	289,600	443,800	27	23
Facilities and office services											
Facilities/office services director	549,900	550,000	549,900	550,000	16,000	546,400	548,000	551,900	553,400	3	3
Facilities/office services manager	343,400	319,000	343,400	335,300	2,000	290,500	299,300	387,500	424,700	6	6
Facilities/office services coordinator	218,500	254,500	218,500	230,500	2,000	122,200	152,300	282,700	294,600	7	7
Facilities/office services assistant	135,400	113,700	123,400	124,200	34,200	72,200	105,000	134,000	209,100	22	13
Driver/office services assistant	98,400	101,800	98,800	99,700	27,200	58,200	79,200	105,000	152,700	23	13
Driver	94,900	98,800	92,500	95,400	21,100	64,200	84,000	102,400	107,200	18	13
Finance											
Chief financial officer/finance director/regional head	772,400	804,000	772,400	782,900	85,100	582,900	674,300	850,700	938,800	8	8
Finance manager	414,600	414,000	414,600	414,400	170,300	350,300	381,000	437,200	500,200	17	15
Finance coordinator	288,700	290,000	288,700	289,200	60,000	266,800	277,100	301,000	309,800	3	3
Finance assistant	167,400	162,000	167,400	165,600	-	124,800	144,000	180,000	220,800	5	5
Senior accountant	416,900	388,300	416,900	407,300	56,800	326,500	336,400	468,800	547,400	4	4
Accountant	278,400	282,900	275,500	278,900	50,900	214,700	234,000	307,800	342,800	19	11
Assistant accountant	160,900	162,000	165,100	162,600	53,200	146,000	153,100	174,000	188,400	5	4
Billing/credit control manager	363,500	346,000	365,500	358,300	76,000	324,300	339,400	390,800	430,800	15	10
Billing/credit control coordinator	247,700	253,900	245,500	249,000	42,200	165,600	216,000	271,600	313,600	26	17
Billing/credit control assistant	166,600	168,000	159,100	164,600	65,800	106,600	130,600	176,000	215,800	26	7
Payroll coordinator	226,900	225,000	226,900	226,300	50,000	200,500	211,400	241,500	254,700	3	3

All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.

United Arab Emirates (Dubai and Abu Dhabi combined) – all firms [total sample] –
annual compensation (support staff) [continued]

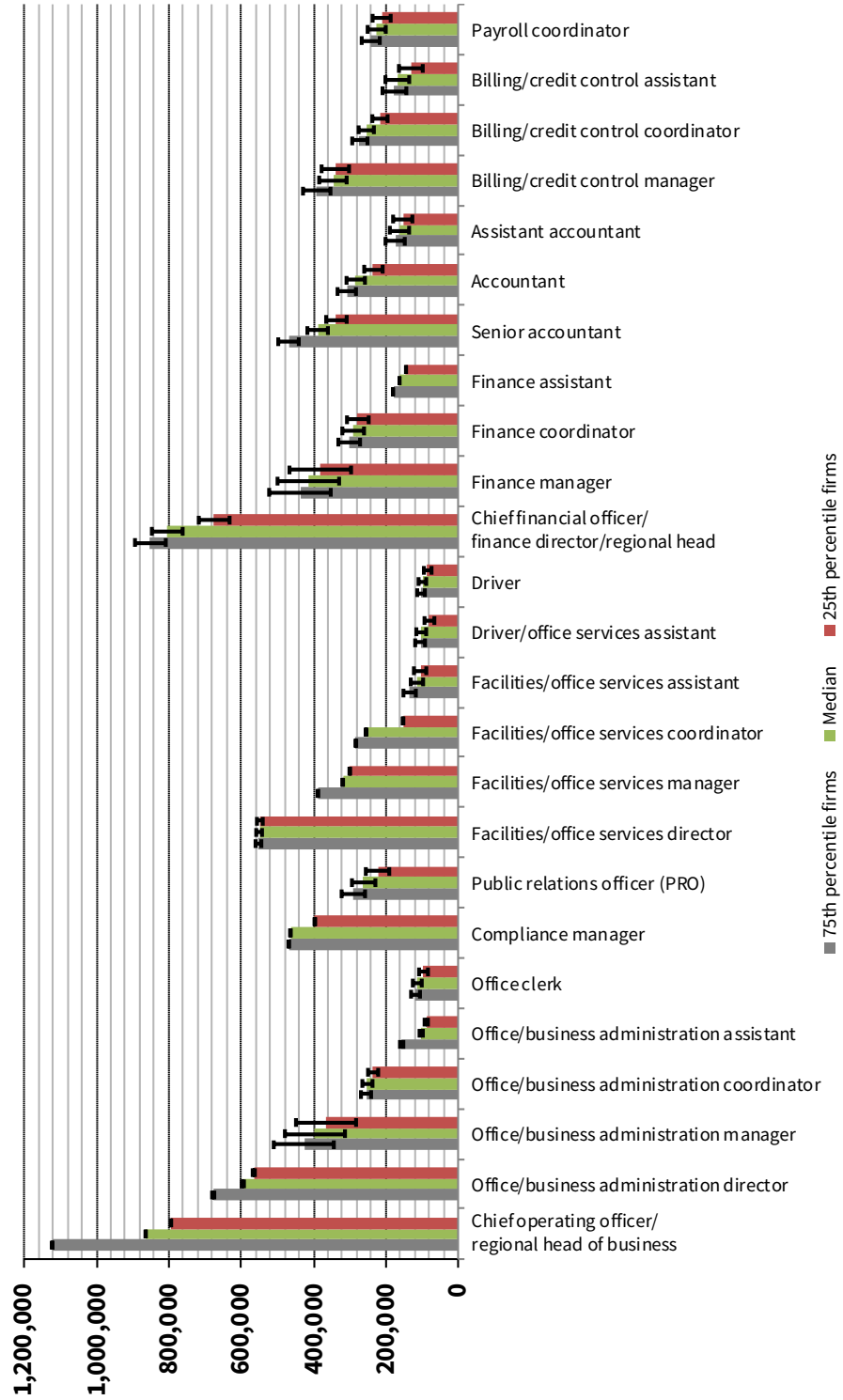
Table 3-6(ii)

Position	Weighted mean	Median (50th percentile firms)	Arithmetic mean	Insights average	Average salary band range	5th percentile firms	1st quartile (25th percentile firms)	3rd quartile (75th percentile firms)	95th percentile firms	Number of people in sample	Number of offices in sample
Information technology											
IT director/regional head	561,300	552,200	561,300	558,300	137,900	488,400	514,900	598,400	652,500	8	8
IT manager	387,700	396,000	386,100	390,000	40,800	319,700	360,600	419,700	427,600	14	13
IT coordinator	239,600	228,000	239,600	235,800	-	206,400	216,000	257,400	281,000	3	3
IT trainer	338,800	336,000	338,800	337,900	101,000	239,700	282,500	393,700	439,900	3	3
IT support staff – senior	262,400	278,100	270,300	270,200	43,900	198,000	233,600	306,000	328,600	13	10
IT support staff – junior	185,500	186,000	189,900	187,100	37,100	164,300	175,500	199,900	223,800	13	10
Marketing and business development											
Marketing/BD director/regional head	660,400	696,000	663,400	673,300	83,000	526,400	621,000	742,900	756,600	10	9
Marketing/BD manager	430,400	431,600	430,100	430,700	100,200	328,000	396,000	465,900	507,000	30	18
Marketing/BD coordinator	304,600	312,000	307,800	308,100	54,500	274,700	288,000	312,000	346,800	8	5
Marketing/BD executive	306,400	285,000	294,700	295,400	107,500	228,000	267,500	329,800	372,700	13	11
Marketing/BD specialist	305,200	327,500	297,800	310,200	128,500	227,000	271,600	338,800	347,800	4	3
Marketing/BD assistant	178,700	184,500	178,700	180,600	14,500	137,200	167,400	195,800	212,000	4	4
Human resources											
HR director/regional head	662,500	642,700	662,500	655,900	-	549,800	601,000	746,300	780,000	8	8
HR manager	429,800	452,100	442,400	441,400	120,200	350,300	405,000	486,400	517,900	13	8
HR officer/coordinator	282,300	247,200	272,400	267,300	132,000	204,800	239,800	290,000	381,300	10	9
HR administration assistant	156,100	168,000	152,200	158,800	-	124,800	144,000	168,300	168,500	4	3
Professional support											
Paralegal (non-fee-earning)	287,900	318,000	298,800	301,600	120,200	243,000	290,800	324,000	328,800	7	5
Secretaries											
Secretarial coordinator/team leader	307,700	323,800	315,800	315,800	23,200	287,700	299,900	330,000	341,000	11	7
Executive assistant	302,000	301,800	312,900	305,600	60,300	236,100	262,400	342,100	424,900	19	11
Legal secretary – senior	290,000	292,600	291,400	291,300	48,800	242,200	269,300	311,800	341,900	139	36
Legal secretary – junior	225,500	218,700	217,200	220,500	36,200	140,000	192,000	246,600	282,400	41	17
Receptionists											
Receptionist	180,800	179,900	180,900	180,500	45,700	120,900	161,400	203,300	235,400	36	24

All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.

Chart 3-6(i)

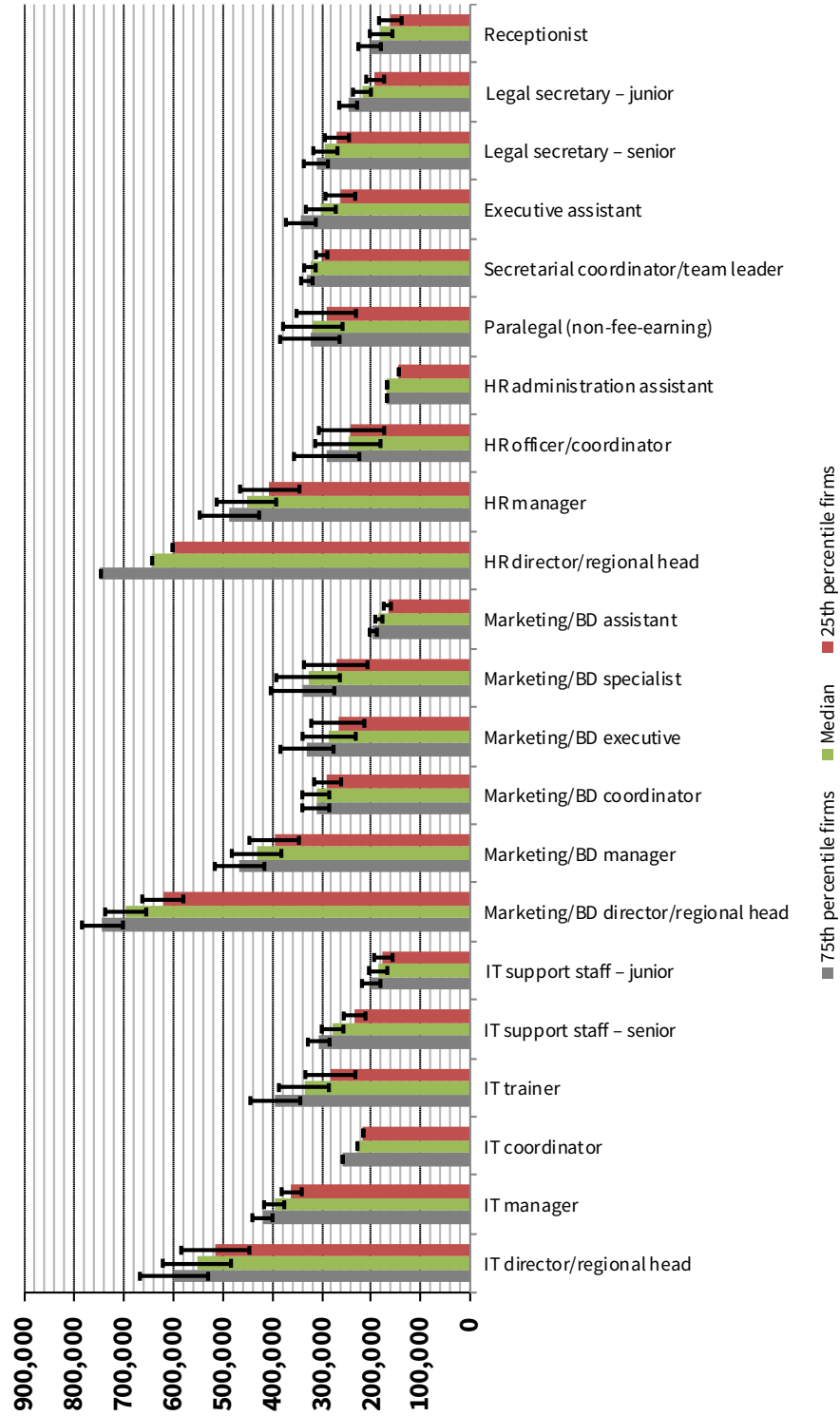
United Arab Emirates (Dubai and Abu Dhabi combined) – all law firms [total sample] law firms – annual compensation (support staff) – median, 25th and 75th percentile firms and average salary band range values



All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.

Chart 3-6(ii)

United Arab Emirates (Dubai and Abu Dhabi combined) – all law firms [total sample] law firms – annual compensation (support staff) – median, 25th and 75th percentile firms and average salary band range values [continued]



All figures are AED annual, gross, FTE 1.0 and are inclusive of any significant allowances except airfare. They do not include bonuses.

United Arab Emirates (Dubai and Abu Dhabi combined) – UK law firms – standard billing rates

Table 3-7

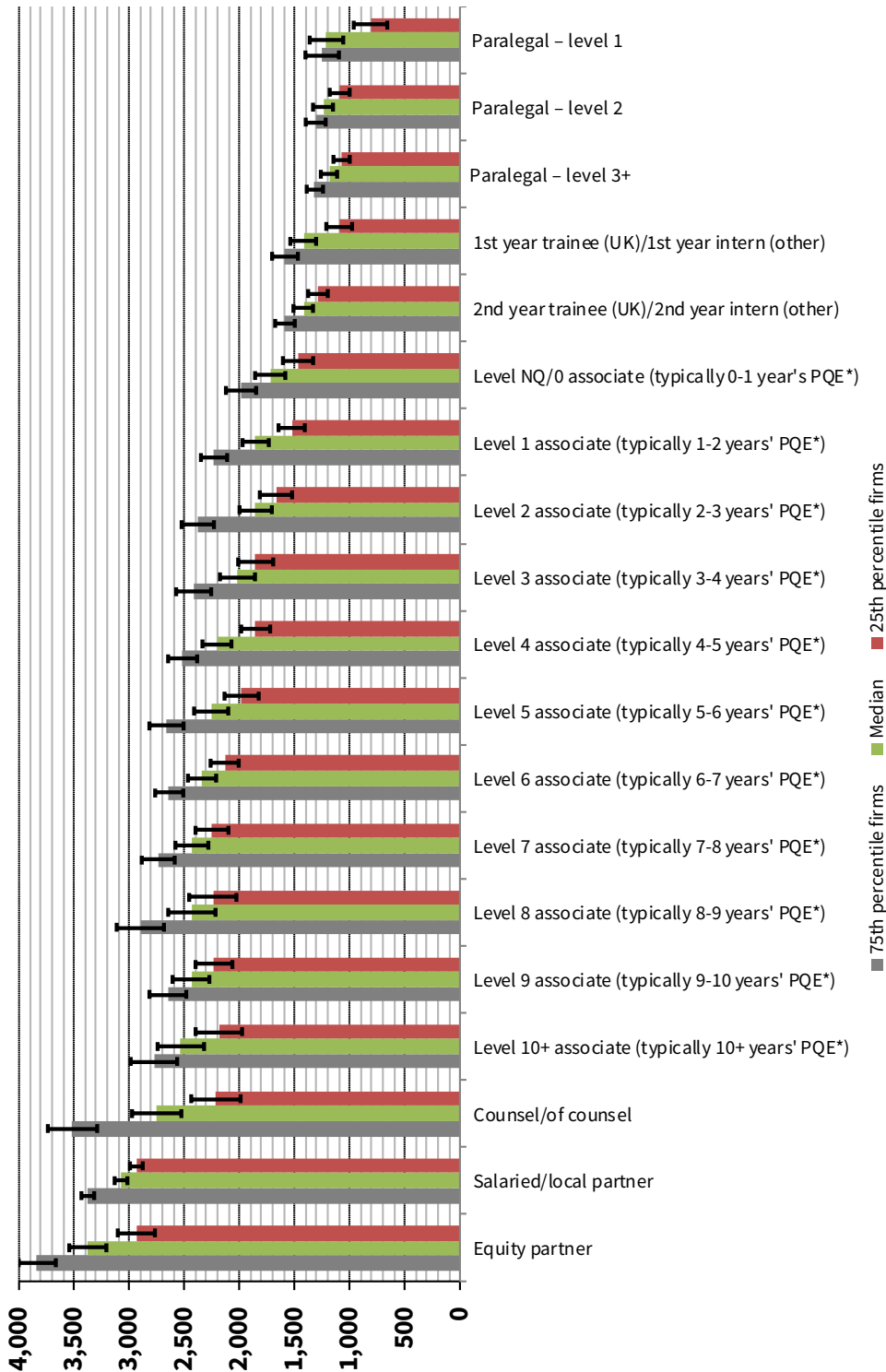
Position	Weighted mean	Median (50th percentile firms)	Arithmetic mean	Insights average	Average billing band range	5th percentile firms	1st quartile (25th percentile firms)	3rd quartile (75th percentile firms)	95th percentile firms	Number of people in sample	Number of offices in sample
Equity partner	3,400	3,400	3,500	3,400	450	2,350	3,100	4,100	4,750	115	22
Salaried/local partner	3,200	2,950	3,200	3,150	300	2,400	2,900	3,650	4,350	110	21
Of counsel	2,850	2,850	2,900	2,850	350	1,800	2,650	3,300	4,050	47	18
Level 10+ associate (typically 10+ years' PQE*)	2,650	2,650	2,850	2,700	500	1,950	2,300	3,500	3,800	49	24
Level 9 associate (typically 9-10 years' PQE*)	2,750	2,600	2,800	2,700	450	2,000	2,250	3,400	3,800	38	26
Level 8 associate (typically 8-9 years' PQE*)	2,800	2,550	2,700	2,700	500	1,700	2,250	3,300	3,800	43	27
Level 7 associate (typically 7-8 years' PQE*)	2,600	2,500	2,600	2,550	450	1,350	2,150	3,100	3,650	48	28
Level 6 associate (typically 6-7 years' PQE*)	2,800	2,500	2,600	2,650	350	1,900	2,150	3,100	3,500	59	27
Level 5 associate (typically 5-6 years' PQE*)	2,500	2,400	2,450	2,450	400	1,650	2,000	2,850	3,350	62	28
Level 4 associate (typically 4-5 years' PQE*)	2,350	2,250	2,300	2,300	400	1,450	1,850	2,800	3,100	60	28
Level 3 associate (typically 3-4 years' PQE*)	2,250	2,000	2,150	2,150	350	1,300	1,650	2,650	2,950	59	29
Level 2 associate (typically 2-3 years' PQE*)	2,000	1,900	2,000	1,950	350	1,300	1,500	2,350	2,750	57	29
Level 1 associate (typically 1-2 years' PQE*)	1,950	1,900	1,900	1,900	300	1,300	1,500	2,250	2,500	62	28
Level NQ/0 associate (typically 0-1 year's PQE*)	1,850	1,900	1,800	1,850	300	1,200	1,500	2,100	2,400	50	26
2nd year trainee (UK)/2nd year intern (other)	1,450	1,450	1,350	1,400	200	850	1,300	1,550	1,650	24	17
1st year trainee (UK)/1st year intern (other)	1,400	1,400	1,350	1,350	250	950	1,150	1,550	1,650	17	15
Paralegal – level 3+	1,150	1,150	1,150	1,150	150	700	1,050	1,300	1,600	27	18
Paralegal – level 2	1,000	1,100	1,050	1,050	150	650	950	1,300	1,300	23	16
Paralegal – level 1	1,050	1,100	1,050	1,050	550	550	900	1,300	1,350	24	15

All figures are in AED per hour.

* Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

Chart 3-7

United Arab Emirates (Dubai and Abu Dhabi combined) – UK law firms – standard billing rates – median, 25th and 75th percentile firms and average billing band range values



All figures are in AED per hour.
 *Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

United Arab Emirates (Dubai and Abu Dhabi combined) – US law firms – standard billing rates

Table 3-8

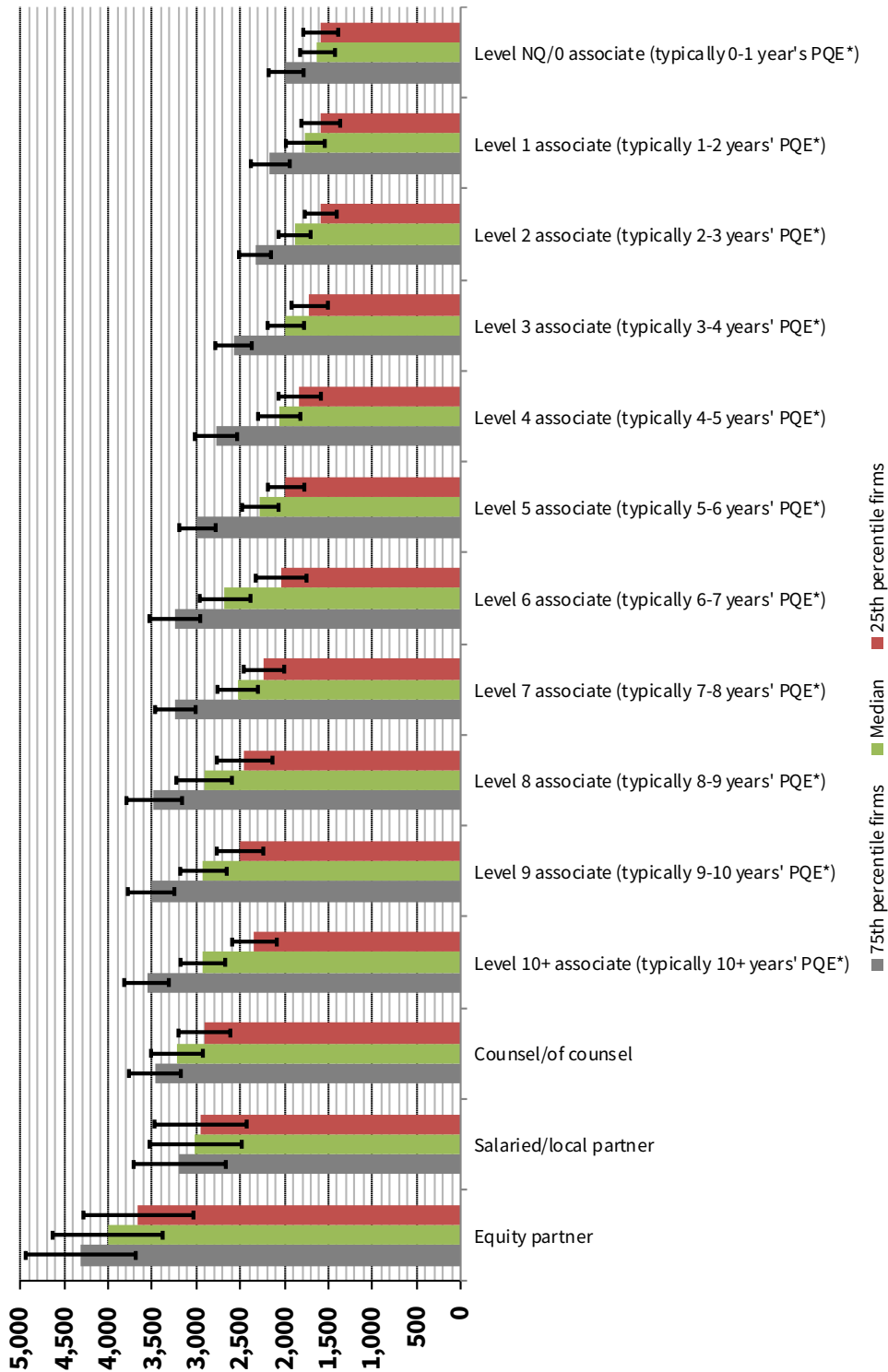
Position	Weighted mean	Median (50th percentile firms)	Arithmetic mean	Insights average	Average billing band range	5th percentile firms	1st quartile (25th percentile firms)	3rd quartile (75th percentile firms)	95th percentile firms	Number of people in sample	Number of offices in sample
Equity partner	3,850	3,700	3,900	3,800	1,150	3,350	3,500	4,200	4,750	16	5
Salaried/local partner	3,100	2,900	3,250	3,100	1,050	2,900	2,900	3,550	3,950	31	5
Level 10+ associate (typically 10+ years' PQE*)	2,800	3,300	3,200	3,100	700	2,250	2,550	3,650	4,100	13	6
Level 9 associate (typically 9-10 years' PQE*)	2,950	3,000	3,050	3,000	600	2,150	2,400	3,550	4,050	8	7
Level 8 associate (typically 8-9 years' PQE*)	2,950	3,000	2,950	2,950	550	2,000	2,200	3,500	4,000	12	7
Level 7 associate (typically 7-8 years' PQE*)	2,850	2,500	2,800	2,750	450	1,950	2,200	3,350	3,950	9	7
Level 6 associate (typically 6-7 years' PQE*)	2,500	3,050	2,800	2,800	550	1,950	2,100	3,200	3,850	13	7
Level 5 associate (typically 5-6 years' PQE*)	2,500	2,350	2,600	2,500	350	1,800	2,150	3,050	3,650	18	8
Level 4 associate (typically 4-5 years' PQE*)	2,400	2,050	2,400	2,250	450	1,750	1,900	2,900	3,500	12	8
Level 3 associate (typically 3-4 years' PQE*)	2,100	1,950	2,250	2,100	450	1,700	1,700	2,650	3,300	13	8
Level 2 associate (typically 2-3 years' PQE*)	1,900	1,850	2,050	1,950	350	1,450	1,600	2,350	2,950	15	8
Level 1 associate (typically 1-2 years' PQE*)	1,800	1,750	1,900	1,800	300	1,400	1,550	2,200	2,700	11	8
Level NQ/0 associate (typically 0-1 year's PQE*)	1,750	1,600	1,800	1,700	300	1,300	1,600	2,050	2,300	10	7

All figures are in AED per hour.

* Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

Chart 3-8

United Arab Emirates (Dubai and Abu Dhabi combined) – US law firms – standard billing rates – median, 25th and 75th percentile firms and average billing band range values



All figures are in AED per hour.
 *Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

United Arab Emirates (Dubai and Abu Dhabi combined) – all law firms [total sample] law firms – standard billing rates

Table 3-9

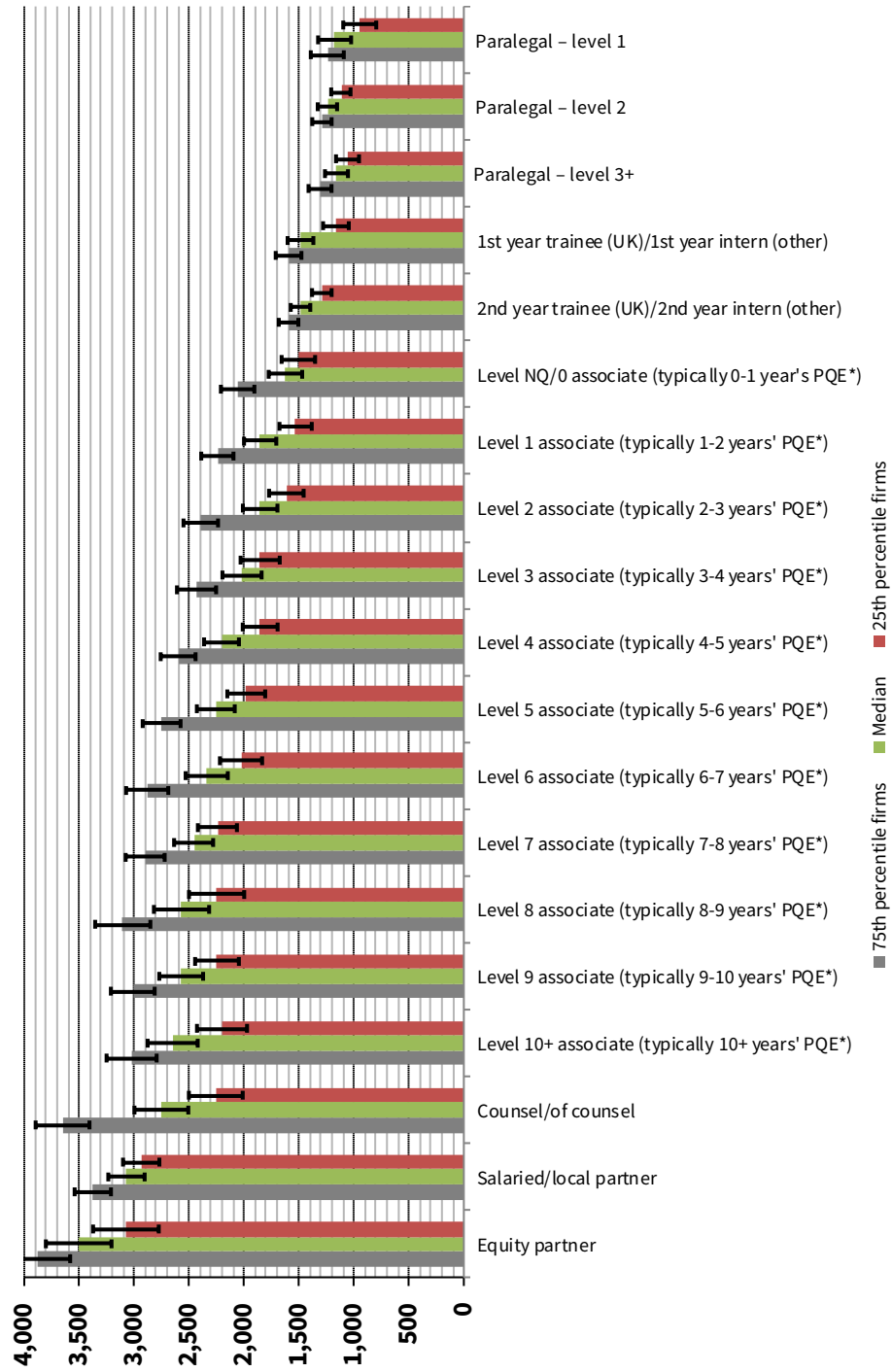
Position	Weighted mean	Median (50th percentile firms)	Arithmetic mean	Insights average	Average billing band range	5th percentile firms	1st quartile (25th percentile firms)	3rd quartile (75th percentile firms)	95th percentile firms	Number of people in sample	Number of offices in sample
Equity partner	3,300	3,400	3,350	3,350	250	2,350	3,100	4,100	4,750	99	17
Salaried/local partner	3,250	2,950	3,200	3,150	100	2,400	2,900	3,650	4,350	79	16
Of counsel	2,850	2,850	2,900	2,850	350	1,800	2,650	3,300	4,050	44	16
Level 10+ associate (typically 10+ years' PQE*)	2,600	2,650	2,700	2,650	450	1,950	2,300	3,500	3,800	36	18
Level 9 associate (typically 9-10 years' PQE*)	2,700	2,600	2,700	2,650	400	2,000	2,250	3,400	3,800	30	19
Level 8 associate (typically 8-9 years' PQE*)	2,750	2,550	2,600	2,650	450	1,700	2,250	3,300	3,800	31	20
Level 7 associate (typically 7-8 years' PQE*)	2,550	2,500	2,500	2,500	450	1,350	2,150	3,100	3,650	39	21
Level 6 associate (typically 6-7 years' PQE*)	2,850	2,500	2,550	2,650	300	1,900	2,150	3,100	3,500	46	20
Level 5 associate (typically 5-6 years' PQE*)	2,500	2,400	2,450	2,450	450	1,650	2,000	2,850	3,350	44	20
Level 4 associate (typically 4-5 years' PQE*)	2,350	2,250	2,250	2,300	400	1,450	1,850	2,800	3,100	48	20
Level 3 associate (typically 3-4 years' PQE*)	2,250	2,000	2,100	2,150	300	1,300	1,650	2,650	2,950	46	21
Level 2 associate (typically 2-3 years' PQE*)	2,050	1,900	1,950	1,950	300	1,300	1,500	2,350	2,750	42	21
Level 1 associate (typically 1-2 years' PQE*)	2,000	1,900	1,900	1,950	300	1,300	1,500	2,250	2,500	51	20
Level NQ/0 associate (typically 0-1 year's PQE*)	1,850	1,900	1,800	1,850	350	1,200	1,500	2,100	2,400	40	19
2nd year trainee (UK)/2nd year intern (other)	1,450	1,450	1,400	1,450	200	850	1,300	1,550	1,650	23	16
1st year trainee (UK)/1st year intern (other)	1,400	1,400	1,350	1,400	250	950	1,150	1,550	1,650	16	14
Paralegal – level 3+	1,200	1,150	1,150	1,150	100	700	1,050	1,300	1,600	23	15
Paralegal – level 2	1,000	1,100	1,100	1,100	200	650	950	1,300	1,300	19	13
Paralegal – level 1	1,050	1,100	1,050	1,050	650	550	900	1,300	1,350	20	13

All figures are in AED per hour.

* Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.

Chart 3-9

United Arab Emirates (Dubai and Abu Dhabi combined) – all law firms [total sample] – standard billing rates – median, 25th and 75th percentile firms and average billing band range values



All figures are in AED per hour.
 *Recognised years' post-qualification experience (PQE) since achieving full UK/US qualification or equivalent level.