DIAC and Deloitte jointly conducted an assessment of the workforce landscape in the UAE

1 **HR Managers (Corporates)**
- **235** Corporate* surveys completed through a combination of CATI, F2F and online panels

2 **Students**
- **2,415** surveys** completed across 17 markets — 16–22 y.o. (1563), recent graduates (852)

3 **Recruitment agencies**
- **15** interviews*** completed with a combination of executive search firms and mass market recruiters

Objectives of the study

- Understand factors from countries that have effectively completed workforce planning and how these aspects are to be applied in the UAE

- Understand gaps in the regional workforce — at all levels (entry to management)

- Understand recruiters habits and attitudes — satisfaction and dissatisfaction as well as requirements in terms of skills and education

- Understand how companies deal with corporate training and what are their habits, attitudes, satisfaction and dissatisfaction levels

- Understand upcoming trends and emerging industry segments

* Based on interviews conducted across UAE, KSA, Egypt, Lebanon, Oman, Qatar, India, Pakistan, Morocco
**Based on interviews conducted across UAE, KSA, Qatar, Oman, Egypt, Lebanon, Jordan, Morocco, Iran, Kazakhstan, Nigeria, India, Pakistan, China, South Korea, Singapore and Malaysia
** Based on interviews conducted with Placement agencies in the UAE

A number of countries have developed a well coordinated national level workforce planning effort

Key workforce planning strengths
Australia   • Strategic direction provided by the Central Government with involvement of micro-institutions   • Demand led approach at the national, industry and enterprise level   • Strengths in VET
Finland   • Pockets of excellence in terms of industry-academia collaborations supporting the development of a strong competitive advantage in specific industries (e.g., medical devices and ICT)   • Learning networks
Singapore   • State led, coordinated workforce planning effort with clear roles and responsibilities across the workforce planning process   • Strong linkages with economic goals/nation building; low policy churn supports actionable plans/programmes   • Strengths in standard setting and workforce planning processes
South Korea   • State led approaches to workforce development with strong involvement of micro-institutions in service delivery   • Role of KRIVET as the link between vocational education and industry
UK   • Overarching coordinating agency with strong micro-institution involvement through Skills Councils   • Robust data collection mechanisms i.e., through ONS, surveys, blue sky research   • Performance based funding mechanism   • Strengths in VET
USA   • Fragmented workforce planning practices at the regional/state level   • Investment lead approach; involvement of State and Local workforce Investment Boards   • Significant pockets of innovation in the collection and use of data

Source: Deloitte research and analysis

There is room for the UAE and the region to improve their workforce planning processes

Current challenges for workforce planning in the UAE

- Absence of a grass-root, sectorial based view of workforce gaps
- High proportion of itinerant/migrant population in the workforce
- Paucity of accurate employment and skills data
- Split ownership of the workforce planning process at country level
- Limited interface between industry and academia (Higher Education and VET)
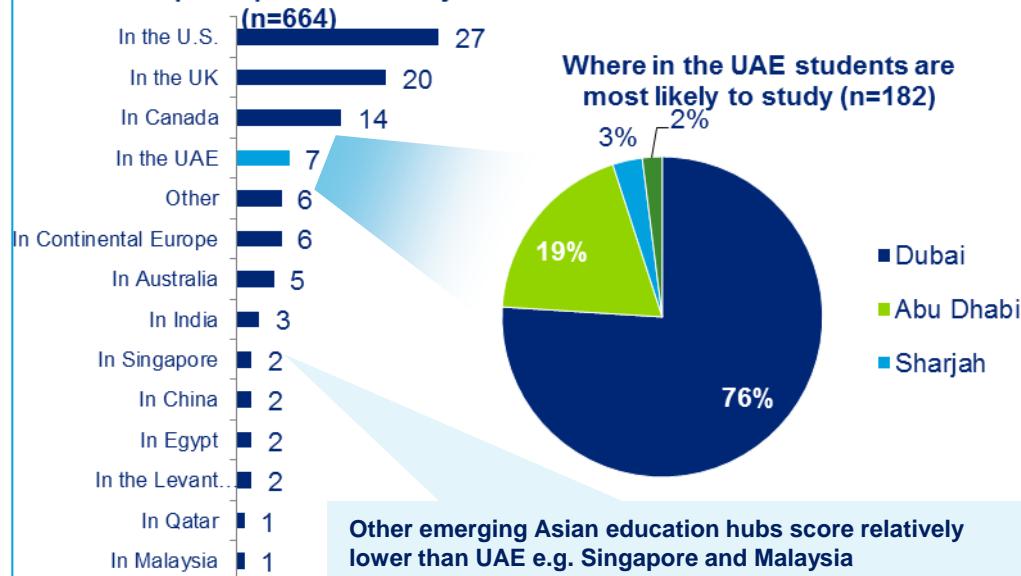
Possible workforce planning initiatives

1. Centralised/Systematic data collection on workforce and gaps
2. Fostering interactions with leading VET and HRD institutions
3. Encouraging industry-academic collaborations (i.e., thought leadership)
4. Creation of one-stop shops/career guidance services
5. Defining/setting up Sector Skills Councils
6. Setting up of apprenticeship networks
7. Involvement in standards setting
8. Defining/influencing funding mechanism (e.g., formula based funding)
9. Developing a feedback mechanism between HE and VET
10. Overarching co-ordinating agency for workforce planning

Dubai is perceived as the 4th most attractive education destination by students who are intending to study abroad

Students' perception of Dubai

% of where participants will study abroad (n=664)

Destination	%
In the U.S.	27
In the UK	20
In Canada	14
In the UAE	7
Other	6
In Continental Europe	6
In Australia	5
In India	3
In Singapore	2
In China	2
In Egypt	2
In the Levant...	2
In Qatar	1
In Malaysia	1

Where in the UAE students are most likely to study (n=182)

- Dubai — 76%
- Abu Dhabi — 19%
- Sharjah — 3%
- 2%

Other emerging Asian education hubs score relatively lower than UAE e.g. Singapore and Malaysia

- While close to 40% of students would prefer to continue their education abroad; only 9% of these see the GCC as their preferred education destination and 7% see UAE as their preferred choice
- UAE emerged as the most attractive regional education destination for students despite the wide geographical diversity of the students interviewed (MENA- 48%, Indian Subcontinent – 20%, Central Asia* – 9%, China – 15%, Southeast Asia** – 8%)

Corporates' perception of Dubai

How respondents rate Dubai as a centre for higher education (%)

- Extremely Poor — 3%
- Poor — 3%
- Average — 33%
- Good — 32%
- 29%

- Close to 60% of the corporates surveyed perceive Dubai's positioning as a centre of Higher Education to be "Good" or Excellent"
- This perception appears to be strongest in markets such as India (84%), and lowest in markets such as Egypt (45%)
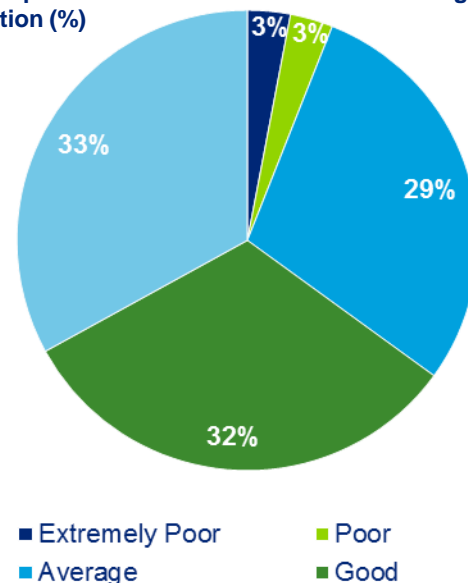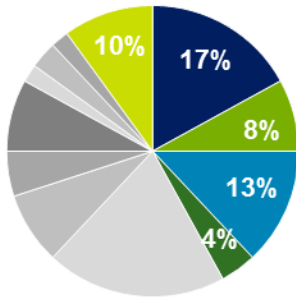
• Includes Iran and Kazakhstan
** Includes Singapore, Malaysia and South Korea
Note: Participants were asked to list where they would study in general. We have presented the ones that listed the GCC and LEVANT
Source: YOUGOV research 2012, Deloitte analysis

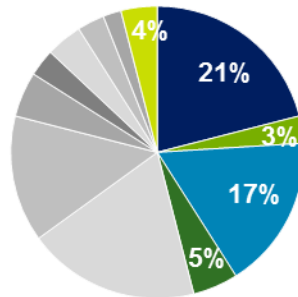# Perception of Dubai as an education hub

Strong in Sciences, Finance, Economics and Management — aligned with the majority of target students favoring these disciplines
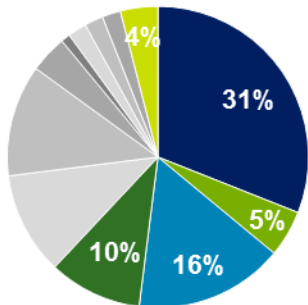
University major taken or favored by students
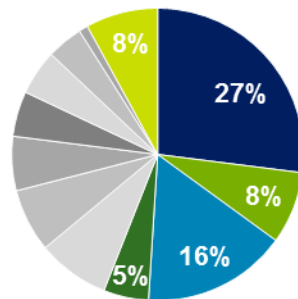

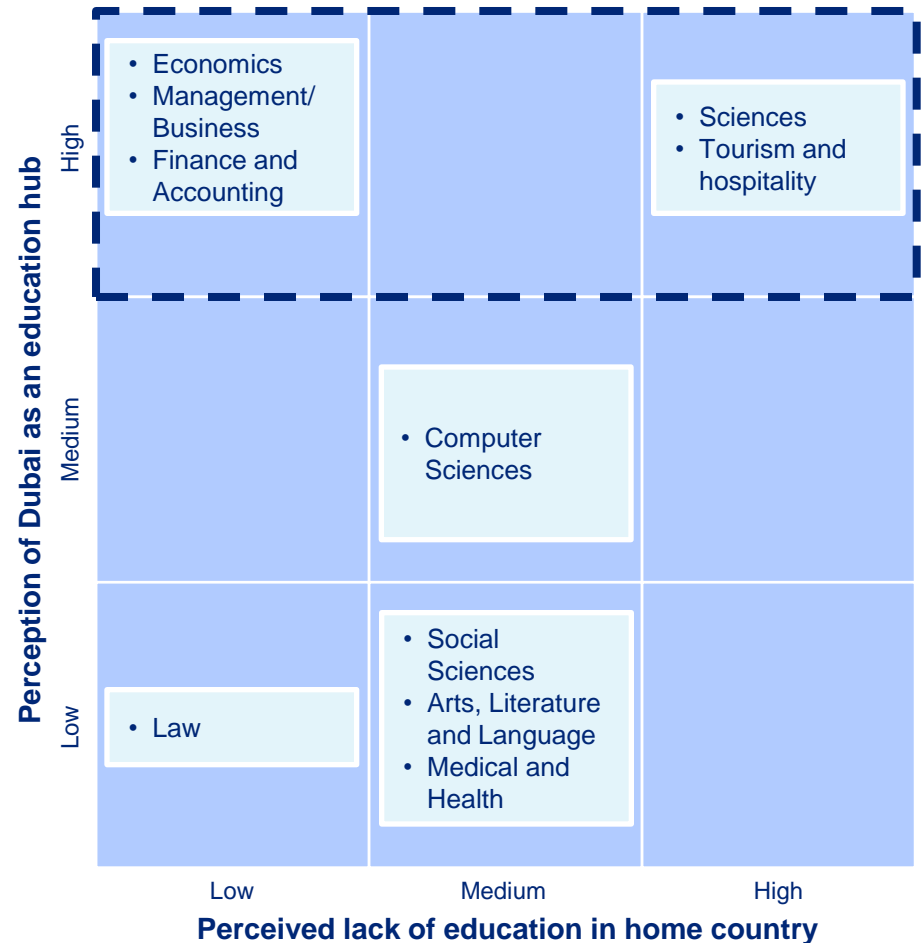GCC (n=537)

Sub-Continent (n=458)

Central Asia (n=205)

Africa (n=312)

Legend:
- ■ Sciences
- ■ Computer Science
- ■ Others
- ■ Economics
- ■ Medical & Health
- ■ Management & Business
- ■ Finance & Accounting
- ■ Social Sciences
- ■ Arts, Language & Literature
- ■ Law

University majors: Dubai vs. home country of students

Perception of Dubai as an education hub (vertical axis: Low / Medium / High)

Perceived lack of education in home country (horizontal axis: Low / Medium / High)

- High, Low: Economics; Management/Business; Finance and Accounting
- High, High: Sciences; Tourism and hospitality
- Medium, Medium: Computer Sciences
- Low, Low: Law
- Low, Medium: Social Sciences; Arts, Literature and Language; Medical and Health

Dubai's perception for education across industry verticals

Dubai has built a strong niche in the tourism and hospitality sector but there remain some significant untapped opportunities in other sectors such as Energy

Industry specialization: Dubai vs. home country of students

Perception of Dubai as an education hub (y-axis: Low, Medium, High)

Perceived lack of education in home country (x-axis: Low, Medium, High)

- Tourism — Current Niche
- Banking
- Media
- ICT
- Construction
- Energy — Potential market gaps and fit for Dubai
- Healthcare
- Retail
- Consulting
- Education
- Logistics — Gaps requiring longer term investments

- Top 3 industries in terms of workforce attractiveness*
- Bottom 3 industries in terms of workforce attractiveness*

Source: YOUGOV analysis 2012, Deloitte Analysis
Note: (*)Workforce attractiveness is an index computed by Deloitte including the hiring trends in this sector, number of employees in the sector (GCC only), contribution of the sector, GDP contribution of the sector (GCC only), etc.
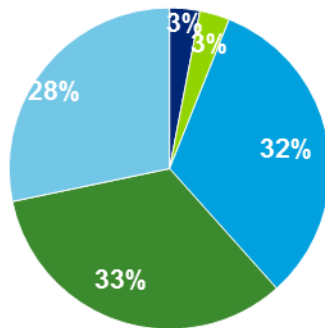
Dubai has a strong perception as a training hub, yet corporate training remains underdeveloped

Perception of Dubai as a training hub

How respondents rated Dubai as a Training Centre (n=235)

- Extremely Poor: 3%
- Poor: 3%
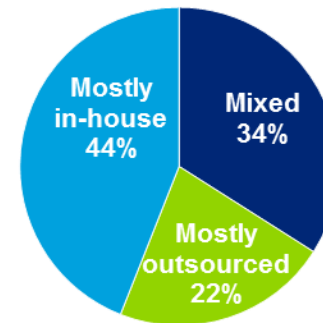- Average: 32%
- Good: 33%
- Excellent: 28%

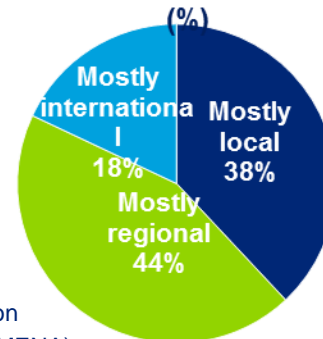Legend: ■ Extremely Poor ■ Poor ■ Average ■ Good ■ Excellent

- 62% of corporates surveyed rank Dubai's reputation as a training hub as "Good" or "Excellent" with the perception appearing to be strongest in India (79%)
- Respondents appear generally satisfied with the quality of training on offer; cost of training appears to be a matter of concern

Trends in training

In-house or outsourced training?(%)

- Mostly in-house 44%
- Mixed 34%
- Mostly outsourced 22%

Regional Distribution of outsourced training (%)

- Mostly international 18%
- Mostly local 38%
- Mostly regional 44%

Legend:
- ■ Country of operation
- ■ Within the region (MENA)
- ■ Outside the region (e.g., U.S./EU)

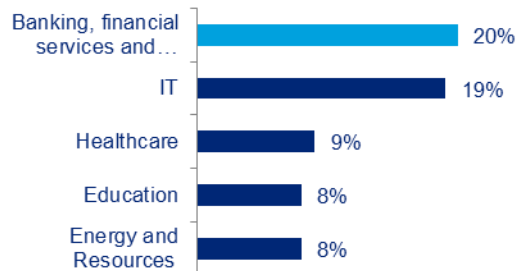Source: YOUGOV analysis 2012, Deloitte Analysis

We have identified perceived mismatches between workforce demand and supply across specific industries…

Industries students are planning to work in*

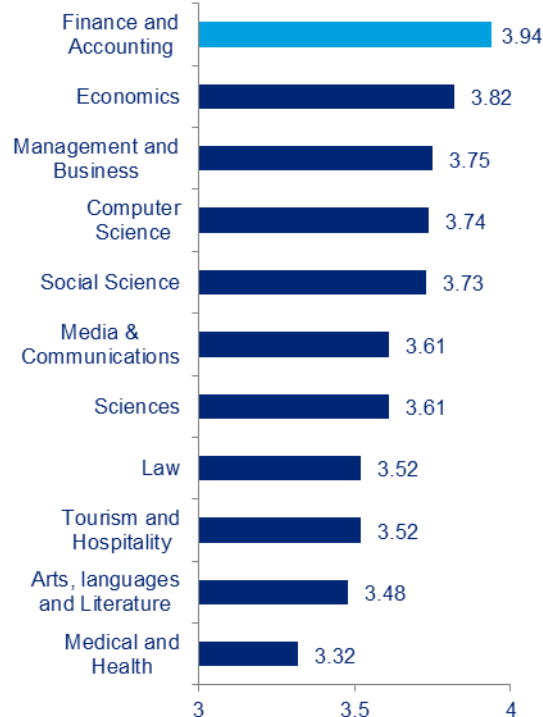**Top 5 industries students in GCC planning to work in (n=254)**

Industry	%
Banking, financial services and…	15%
IT	15%
Healthcare	14%
Education	11%
Energy and Resources	6%

Top 5 industries students in Sub-continent planning to work in (n=196)

Industry	%
Banking, financial services and…	20%
IT	19%
Healthcare	9%
Education	8%
Energy and Resources	8%

Difficulty in finding a job**

Average of recent graduate (n=851)
Difficulty on a scale of 1-5

Field	Score
Finance and Accounting	3.94
Economics	3.82
Management and Business	3.75
Computer Science	3.74
Social Science	3.73
Media & Communications	3.61
Sciences	3.61
Law	3.52
Tourism and Hospitality	3.52
Arts, languages and Literature	3.48
Medical and Health	3.32

Difficulty in hiring***

Corporates (n = 235)
Very or somewhat difficult to hire at junior level (% respondents)

Industry	%
Legal	33%
Tourism & Hospitality	28%
Healthcare	26%
Consulting & Professional Services	17%
IT	15%
Education	14%
Media	14%
Retail	12%
Telecom	10%
Construction & Real Estate	7%
Bank & Finance	5%
Energy & Resources	5%
Transportation & Logistics	5%

- Mismatches between demand and supply of specific skills could be temporary or protracted suggesting the need for continuous monitoring of skill gaps at a sectorial level

• Based on surveys conducted across UAE, KSA, Oman, Qatar
** Based on interviews conducted across the GCC, Levant, Africa, Central Asia, Sub-continent and Asia
***Based on interviews conducted with corporates across UAE, KSA, Egypt, Lebanon, Oman, Qatar, India, Pakistan, Morocco
Source: YOUGOV research 2012, Deloitte Analysis

…including 64 skills in demand across 11 sectors with some gaps in higher education courses

Selected skills from the research

Construction ⑤
• Health and safety
• Cost and value management
• …

Tourism and Hospitality ⑤
• Customer relationship management
• Event management

Education ④
• Professors/lecturers
- Economics
- Vocational training courses
• …

Energy and resources ⑤
• Quality assurance/ quality control
• Safety and training

IT ⑤
• Cloud computing
• Analytics management
• …

Finance and Banking ⑤
• Islamic banking
• Financial risk management
• …

Retail ④
• Customer psychology and buying behavior
• Luxury brand management
• …

Media ⑦
• Social media
• Sports management
• …

Telecom ⑤
• Customer analytics/ data mining
• Product development
• …

Transportation/ Logistics ⑥
• Freight clearing/ forwarding
• Multi modal transport
• …

Healthcare ⑫
• E-healthcare
• Clinical data management/telemetry
• …

xx Number of skills identifiied

Specialized skills which received a ranking higher than 30% in the corporate survey

Next Steps

Further discussions to focus on:

Industry Specific Round Tables:
- Skills Gap Analysis with Industry, Government and Academe

Forum Discussion Topics:
- Employability: University Best Practices and Industry Recruitment Trends
- Dubai as an Education Hub: A Student's Perspective
- Manpower Projections in the GCC

Skills Gap Research and Whitepapers by Industry Segment