



FREE SAMPLE · H2 2026

The Tenure GCC Pay Report

A sample of the full report: the methodology, how to use the bands, one published band per market, and one rung of one sector's calibrated grid.

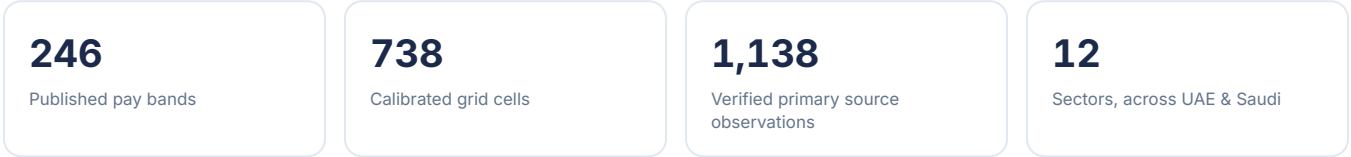
COMPENSATION INTELLIGENCE · UAE & SAUDI ARABIA

Built from verified primary sources, refreshed quarterly.
No band publishes on fewer than three independent sources. July 2026.

tenuredata.com

About this report

The Tenure GCC Pay Report (H2 2026) is the Tenure Pay Index in document form, organised by sector and track for the United Arab Emirates and Saudi Arabia. Each rung of each ladder carries two views of the same verified evidence: the percentile band (the 25th percentile, the median, and the 75th percentile of monthly total cash) and the calibrated grid (the same rung split into Standard, Strong, and Exceptional profile tiers, each with its own range and a description of the capability that commands it). Two advisory chapters then turn the data into method: how to carry a package between the two markets, and how to run counter-offers, promotions, reviews, and team parity checks against the bands.



How the data is built

Every band is built from primary evidence gathered and verified for the specific role, market, and level, then normalised to monthly total cash. Nothing in this report is self-reported survey data. No band publishes on fewer than three independent verified sources; where the evidence does not reach that floor, the figure is held back rather than estimated, which is why some ladders show fewer rungs in one market than the other and some grid cells carry a dash.

The grid tiers are a distribution within each rung: Standard, Strong, and Exceptional are derived by grouping the rung's own verified data points by employer-tier pedigree and scope. We disclose the principle, not the lookup table, and no employer is ever named.

Bands are refreshed quarterly. This edition reflects the Index as published at the edition date; inside a Tenure Comp Intelligence subscription the same bands stay live and refresh each quarter.

What total cash means

Monthly total cash is base salary plus housing, transport, and any other guaranteed monthly cash allowance. Variable bonus is excluded. Figures are gross, before any employee deductions, and are stated in the market's local currency: AED for UAE, SAR for Saudi.

License

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How to use this report

Every pricing decision in this report reduces to one method: find the band, position the package on it, then choose the percentile you intend to pay. The steps below are the same logic the Tenure benchmarking tools run; here they are on paper.

The position-in-band method

- 1 Find the band.** Go to the sector, pick the track whose career path matches the role, and pick the rung by scope and market pay rather than the words on the business card. If your title sits between two rungs, price against the rung whose scope matches, not the flattering one.
- 2 Read the range as positions, not endpoints.** P25 is the point a quarter of the verified market sits below: the bottom of the competitive range, not the bottom of the market. The median is the mid-market rate. P75 is the point three quarters of the market sits below: a premium position, typically paid by the largest international employers or for retention-critical hires.
- 3 Position the package.** Place the current or proposed monthly total cash on the band and note the percentile it implies. That single number is the honest starting point for every conversation that follows: an offer, a counter, a review, or a promotion.
- 4 Choose the target percentile by intent.** P40 to P60 is the competitive zone: high enough to hire and hold, low enough to defend internally. Pay above P60 deliberately, when the skill is scarce or the role is retention-critical, and know you are paying a premium. Below P40 the role is exposed to the next competing offer, whatever the title says.
- 5 Use the calibrated grid to price the profile, not just the rung.** The percentile band answers where the market pays the rung; the grid answers what a Standard, Strong, or Exceptional profile at that rung costs. Read the capability description honestly against the person or the shortlist, then price inside that tier's range.

The evidence floor, in words

Every published figure sits on at least three independent verified sources for that role, market, and level. Where the evidence is thinner than that, the figure is held back and the report shows a dash. A dash is a statement of honesty, not an absence of a market rate; a Custom Band Request can build the missing band to the same floor.

The full report applies this method across every sector: each rung carries its percentile band and its calibrated grid side by side.

Sample band: Audit Manager

Finance & Accounting · Practice & Audit. One real published band from the full report, shown per market. The full report carries the complete ladder for every track in every sector, at this level of detail.

MARKET	P25	MEDIAN	P75
UAE	AED 34,444	AED 40,000	AED 48,333
Saudi Arabia	SAR 31,500	SAR 36,500	SAR 44,500

Monthly total cash (base plus guaranteed cash allowances, bonus excluded), gross.

Sample grid rung: Audit Manager

Finance & Accounting · Practice & Audit. One rung of the calibrated nine-box: the same role split into Standard, Strong, and Exceptional profile tiers, each with its own range and the capability that commands it. In the full report every rung of every track carries this grid alongside its percentile band.

Audit Manager		Bonus ~15-20% of base, performance-linked	
	STANDARD	STRONG	EXCEPTIONAL
UAE · AED	40,000 34,444–46,667	48,333 41,667–56,667	59,444 51,111–69,444
Saudi · SAR	36,500 31,500–42,500	44,500 38,500–52,000	54,500 47,000–64,000
Profile	Owens a book of local-firm engagements, managing delivery, billing and client relationships across the cycle.	Runs a mid-market audit portfolio with full engagement P&L responsibility, mentoring seniors and originating add-on work.	Manages a global firm's blue-chip audit relationships, owning technical sign-off, risk and a developing book of business.

Monthly total cash (base plus guaranteed cash allowances, bonus excluded), gross. Grid tier descriptions apply to both markets.

This was one band and one rung. The full report carries them all.

The full report carries every published band and the full calibrated grid across all 12 sectors and both markets, plus the cross-market and benchmarking chapters. It is **USD 1,999** under a single-organization license at tenuredata.com/advisory/gcc-pay-report, and it is included free with the Tenure Comp Intelligence subscription.

What the full report covers

The full report covers everything below. This sample includes the methodology, the how-to-use method, one published band per market, and one rung of one sector's calibrated grid.

FOUNDATIONS

About this report	Methodology, the evidence floor, what total cash means, license
How to use this report	The position-in-band method and target percentiles by intent
How to read the ladders	Sectors, tracks, rungs, and the three grid tiers

THE 12 SECTORS: CALIBRATED GRID + PERCENTILE BANDS PER TRACK

01 Legal & Compliance	3 tracks · 28 bands · 84 grid cells
02 Banking & Capital Markets	2 tracks · 15 bands · 45 grid cells
03 Investment Management	2 tracks · 18 bands · 54 grid cells
04 Finance & Accounting	2 tracks · 28 bands · 84 grid cells
05 Strategy & Consulting	2 tracks · 12 bands · 36 grid cells
06 Technology	2 tracks · 11 bands · 33 grid cells
07 Risk & Cybersecurity	3 tracks · 16 bands · 48 grid cells
08 Marketing & Communications	3 tracks · 32 bands · 96 grid cells
09 Human Resources	4 tracks · 28 bands · 84 grid cells
10 Revenue & Go-to-Market	3 tracks · 24 bands · 72 grid cells
11 Real Estate & Construction	3 tracks · 22 bands · 66 grid cells
12 Energy	2 tracks · 12 bands · 36 grid cells

ADVISORY CHAPTERS

Comparing offers across markets	Carrying a package between UAE and Saudi on position, not exchange rate
Benchmarking playbooks	Counter-offers, promotions, salary reviews, and team parity
License & contact	Terms of use and how to reach us