

	Average	Low	High
	AED (Gross monthly salaries excluding bonuses and education allowance, if applicable)		
Chief Financial Officer	75,000	55,000	90,000
Chief Accountant	18,000	14,000	22,000
Commercial Finance Manager	30,000	25,000	35,000
Credit Controller	22,000	15,000	30,000
Financial Controller, Domestic	34,000	25,000	38,000
Financial Controller, Regional	38,000	28,000	42,000
Financial Accountant	15,000	12,000	20,000
Finance Director, Domestic	45,000	40,000	55,000
Finance Director, Regional	55,000	45,000	65,000
Finance Manager	25,000	18,000	28,000
Senior Finance Manager	35,000	25,000	40,000
Financial Planning & Analysis Manager	28,000	25,000	35,000
Head of Accounting	35,000	28,000	40,000
Internal Auditor	16,000	12,000	22,000
Internal Audit Manager	28,000	24,000	40,000
Management Accountant / Financial Analyst	26,000	18,000	30,000
Newly Qualified Accountant (1-2 Years PQE)	18,000	14,000	20,000
Newly Qualified Accountant (3-4 Years PQE)	22,000	16,000	24,000
Project Accountant	18,000	15,000	20,000
Project Finance Manager	25,000	20,000	30,000
Senior Accountant	18,000	16,000	25,000
Tax Accountant	18,000	16,000	24,000
Tax Manager	30,000	25,000	40,000
Accountant, Transactional - AP & AR	10,000	6,000	15,000

Investment Banking & Private Equity	Average	Low	High
	AED (Gross monthly salaries including allowances and excluding bonus)		
Analyst	22,000	18,000	28,000
Senior Analyst	25,000	22,000	35,000
Associate	30,000	25,000	40,000
Senior Associate	35,000	30,000	45,000
Manager, Corporate Finance	40,000	35,000	50,000
Director / Vice President, Corporate Finance	70,000	65,000	85,000
Manager, Debt & Equity Capital Markets	45,000	40,000	55,000
Director / Vice President, DECM	75,000	65,000	85,000
Manager, Private Equity	50,000	40,000	55,000
Director / Vice President, Private Equity	70,000	65,000	85,000
Managing Director	85,000	75,000	150,000

Asset Management	Average	Low	High
	AED (Gross monthly salaries including allowances and excluding bonus)		
Analyst (Performance & Product)	20,000	16,000	25,000
Associate	25,000	20,000	35,000
Operations Analyst	18,000	15,000	25,000
Assistant Asset Manager	28,000	25,000	38,000
Sales & Placements	40,000	35,000	65,000
Asset / Fund Manager	35,000	30,000	55,000
Director, Asset Management	55,000	50,000	70,000
Vice President / HO, Asset Management	70,000	65,000	85,000

Global Markets & Treasury	Average	Low	High
	AED (Gross monthly salaries including allowances and excluding bonus)		
Research Analyst	18,000	15,000	25,000
Research Manager	28,000	25,000	35,000
Trader / Dealer	30,000	25,000	40,000
Chief Trader / Dealer	45,000	40,000	55,000
Sales Associate, FX & Equity	22,000	20,000	30,000
Sales Associate, Fixed Income & Derivatives	22,000	20,000	30,000
Treasury Manager	35,000	30,000	45,000
Product Manager	35,000	30,000	45,000
Vice President / HO Treasury	60,000	50,000	75,000
Vice President / HO Structured Product	65,000	55,000	85,000

Salary levels will deviate as all companies have different package structures, internal grading and salary bandings

Compliance & Risk	Average	Low	High
	AED (Gross monthly salaries including allowances and excluding bonus)		
Compliance Analyst / Officer	18,000	15,000	22,000
Compliance Associate / AVP	25,000	22,000	30,000
Compliance Manager	30,000	25,000	40,000
Vice President / HO Compliance	50,000	40,000	65,000
Credit Risk Analyst / Officer	15,000	12,000	18,000
Credit Risk Associate / AVP	20,000	15,000	25,000
Credit Risk Manager	25,000	22,000	30,000
Vice President / HO Credit Risk	45,000	35,000	55,000
Market Risk Analyst / Officer	18,000	15,000	22,000
Market Risk Associate / AVP	22,000	18,000	30,000
Market Risk Manager	30,000	22,000	40,000
Vice President / HO Market Risk	45,000	35,000	60,000
Operational Risk Manager	30,000	25,000	35,000
Risk Analytics Manager	30,000	25,000	35,000
Enterprise Risk Management Manager	35,000	30,000	40,000

Finance & Operations (please refer also to Accounting & Finance Section)	Average	Low	High
	AED (Gross monthly salaries including allowances and excluding bonus)		
Trade Support, Associate / AVP	22,000	18,000	25,000
Statutory Accountant, Associate / AVP	20,000	18,000	30,000
Fund Accountant, Associate / AVP	25,000	22,000	35,000
Regulatory Accountant, Associate / AVP	20,000	18,000	30,000
Product Controller, Associate / AVP	25,000	22,000	35,000
Vice President / HO Product Control	35,000	25,000	45,000
Finance Manager	25,000	20,000	42,000
Custody, Associate / AVP	30,000	25,000	40,000
Fund Administration, Associate / AVP	25,000	20,000	30,000
MIS Manager	25,000	22,000	35,000
Internal Auditor	25,000	22,000	35,000
Internal Audit Manager	35,000	30,000	50,000
Chief Financial Officer	75,000	65,000	110,000
Chief Operations Officer	70,000	65,000	110,000

Banking

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Corporate & Retail Banking	Average	Low	High
	AED (Gross monthly salaries including allowances and excluding bonus)		
Relationship Manager	18,000	15,000	25,000
Senior Relationship Manager	22,000	18,000	30,000
Product & Operations Analyst	18,000	15,000	22,000
Head of Unit	30,000	25,000	40,000
Product Manager	28,000	22,000	35,000
Distribution & Channel Manager	28,000	22,000	35,000
Branch Manager	25,000	20,000	35,000
Collections & Recovery Manager	25,000	20,000	28,000
Director, Corporate Banking	45,000	40,000	55,000
Director, Retail Banking	50,000	45,000	65,000
Vice President / HO Corporate Banking	65,000	55,000	70,000
Vice President / HO Retail Banking	70,000	60,000	80,000
Vice President / HO Branch Network	70,000	65,000	75,000
Vice President / HO Alternate Channels	70,000	65,000	80,000
Vice President / HO Asset & Liabilities	70,000	65,000	75,000
Chief Executive Officer	100,000	90,000	120,000

Salary levels will deviate as all companies have different package structures, internal grading and salary bandings

Construction

	Average	Low	High
AED (Gross monthly salaries excluding bonuses)			
Acquisitions Manager	30,000	25,000	35,000
Assistant Development Manager	45,000	30,000	50,000
Assistant Project Manager	25,000	15,000	30,000
Associate	50,000	40,000	65,000
Associate Director (PQS)	58,000	50,000	64,000
CEO	100,000	80,000	150,000
Civil / Structural Engineer	30,000	15,000	40,000
Commercial Director	60,000	50,000	75,000
Commercial Manager	50,000	40,000	60,000
Construction Manager	35,000	20,000	50,000
Contracts Manager	50,000	30,000	70,000
Cost Manager (PQS)	35,000	25,000	55,000
Design Manager	35,000	25,000	50,000
Development Director	70,000	60,000	80,000
Development Manager	45,000	35,000	60,000
Director (PQS)	60,000	45,000	80,000
Facilities Coordinator	10,000	8,000	12,000
Facilities Manager	28,500	22,000	35,000
General Manager / VP	75,000	55,000	100,000
Head of Planning Department	50,000	45,000	60,000
Head of Corporate Real Estate	47,500	35,000	60,000
HSE Director	55,000	45,000	80,000
HSE Manager	40,000	35,000	50,000
HSE Officer	14,000	10,000	20,000
Interior Designer	30,000	15,000	40,000
Infrastructure Manager	55,000	45,000	65,000
Junior Architect	15,000	10,000	20,000
Junior Quantity Surveyor	15,000	10,000	25,000
Landscape Architect	25,000	15,000	35,000
Leasing Executive	18,000	15,000	25,000
Leasing Manager	27,000	20,000	37,000
MEP Manager	35,000	30,000	45,000
MEP Coordinator	18,000	13,000	25,000
MEP Design Manager	35,000	25,000	40,000
MEP Project Manager	35,000	22,000	45,000
Operations Manager	45,000	30,000	60,000
Partner	75,000	65,000	90,000
Planning Engineer	26,000	15,000	35,000
Planning Manager	38,000	25,000	50,000
Principal	60,000	40,000	80,000

Salary levels will deviate as all companies have different package structures, internal grading and salary bandings

Construction

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Project Director	70,000	40,000	100,000
Project Manager	45,000	30,000	60,000
Property Manager	30,000	25,000	50,000
QA / QC Engineer	14,000	10,000	20,000
Quantity Surveyor	25,000	20,000	35,000
Resident Engineer: Entry Level	18,000	12,000	30,000
Senior Architect	40,000	25,000	50,000
Senior Civil / Structural Engineer	35,000	20,000	45,000
Senior Development Manager	60,000	50,000	75,000
Senior Interior Designer	35,000	30,000	45,000
Senior Project Manager	45,000	35,000	60,000
Senior Resident Engineer	35,000	25,000	55,000
Site Manager	35,000	20,000	45,000
Town Planner	20,000	15,000	25,000
Transport Manager	25,000	20,000	30,000
Urban Designer	55,000	45,000	65,000

Salary levels will deviate as all companies have different package structures, internal grading and salary bandings

Facilities Management

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	Average	Low	High
	AED (Gross monthly salaries excluding bonuses)		
Administrator / Coordinator	8,000	6,000	10,000
Engineer	15,000	10,000	22,000
Supervisor	12,000	8,000	14,000
Assistant Manager	18,000	14,000	26,000
FM Manager	27,000	22,000	35,000
Area Manager / Senior FM	31,000	25,000	37,000
Operations / Mobilisation Manager	37,500	30,000	45,000
FM Director / Head of FM	50,500	35,000	80,000
Corporate Real Estate Manager	45,000	35,000	55,000
Chief Engineer / Director of Engineering	35,000	25,000	45,000
Technical Services Director	50,000	35,000	70,000
FM – Infrastructure	30,000	22,000	40,000

Salary levels will deviate as all companies have different package structures, internal grading and salary bandings

Hotels 4* - 5*	Average	Low	High
	AED (Basic salaries only)		
General Manager	45,000	25,000	70,000
Hotel Manager	30,000	20,000	40,000
Executive Assistant Manager	22,000	15,000	30,000
Director of F&B	19,000	15,000	28,000
Director of Rooms	19,000	15,000	28,000
Executive Housekeeper	17,000	13,000	22,000
Food & Beverage Manager	15,000	10,000	22,000
Outlet Manager	10,000	8,000	15,000

Chefs (Hotels)	Average	Low	High
	AED (Basic salaries only)		
Executive Chef	20,000	12,000	35,000
Chef de Cuisine	15,000	8,000	25,000

Restaurants	Average	Low	High
	AED (All inclusive package)		
General Manager	50,000	25,000	70,000
Country Manager	40,000	25,000	50,000
Operations Manager	30,000	20,000	40,000
Multi-site Manager	25,000	18,000	30,000
Restaurant Manager	18,000	10,000	30,000

Catering	Average	Low	High
	AED (All inclusive package)		
General Manager	35,000	25,000	70,000
Operations Manager	25,000	18,000	40,000
Catering Manager	20,000	12,000	30,000

	Average	Low	High
	AED (Gross monthly salaries excluding bonuses)		
HR Director	60,000	40,000	95,000
HR Manager	35,000	30,000	45,000
Assistant HR Manager	22,000	15,000	30,000
HR Officer	16,000	12,000	19,000
HR Executive / Administrator / Coordinator	13,000	11,000	16,000
Emiratisation Manager	40,000	28,000	55,000
Recruitment Manager	30,000	25,000	40,000
Recruitment Specialist	20,000	15,000	25,000
Compensation & Benefits Manager	44,000	40,000	50,000
Compensation & Benefits Specialist	28,000	20,000	30,000
Training & Development Manager	35,000	25,000	40,000
Trainer	20,000	17,000	25,000

IT & Telecommunications

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Technical	Average	Low	High
	AED (Gross monthly salaries excluding bonuses)		
ERP Consultant (SAP / Oracle)	20,000	15,000	30,000
Business Analyst	22,000	15,000	27,000
Business Intelligence Consultant	25,000	20,000	30,000
Data Centre Manager	32,000	22,000	40,000
DBA	20,000	16,000	25,000
Developer	14,000	9,000	20,000
System Administrator	13,000	10,000	17,000
Head of IT	50,000	40,000	60,000
Helpdesk	10,000	6,000	15,000
IT Manager	30,000	20,000	40,000
IT Security Analyst	20,000	15,000	25,000
Programme Manager	45,000	40,000	55,000
Project Manager	35,000	20,000	45,000
Network / Infrastructure Engineer	15,000	12,000	20,000
Solutions Architect	45,000	35,000	55,000
Support Engineer	15,000	10,000	25,000
Service Desk Manager	25,000	18,000	35,000

Sales	Average	Low	High
	AED (Gross monthly salaries excluding bonuses)		
Regional Sales Manager	35,000	30,000	40,000
Senior Sales Manager	25,000	20,000	30,000
Account Executive	20,000	18,000	25,000
Business Development Manager	22,000	20,000	26,000

Salary levels will deviate as all companies have different package structures, internal grading and salary bandings

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Legal

UK Firm	Average	Low	High
	AED (Gross monthly salaries excluding bonuses)		
NQ	30,000	25,000	35,000
Associate	45,000	30,000	60,000
Senior Associate	55,000	45,000	70,000
Of Counsel	75,000	60,000	90,000
Partner	100,000	80,000	120,000
Legal Secretary	20,000	15,000	23,000
Paralegal	25,000	15,000	28,000

US Firm	Average	Low	High
	AED (Gross monthly salaries excluding bonuses)		
NQ	32,500	30,000	40,000
Associate	50,000	35,000	70,000
Senior Associate	65,000	50,000	80,000
Of Counsel	85,000	70,000	100,000
Partner	120,000	90,000	150,000
Legal Secretary	20,000	15,000	23,000
Paralegal	25,000	15,000	28,000

Regional Firm	Average	Low	High
	AED (Gross monthly salaries excluding bonuses)		
NQ	20,000	15,000	30,000
Associate	35,000	20,000	50,000
Senior Associate	47,500	30,000	65,000
Of Counsel	60,000	45,000	80,000
Partner	80,000	60,000	100,000
Legal Secretary	14,000	12,000	18,000
Paralegal	18,000	12,000	22,000

In House	Average	Low	High
	AED (Gross monthly salaries excluding bonuses)		
Junior Counsel	25,000	20,000	40,000
Legal Counsel	40,000	25,000	60,000
Senior Legal Counsel	50,000	30,000	90,000
General Counsel	80,000	50,000	120,000
Legal Secretary	15,000	10,000	18,000
Paralegal	18,000	11,000	22,000

Salary levels will deviate as all companies have different package structures, internal grading and salary bandings

Marketing

	Average	Low	High
	AED (Gross monthly salaries excluding bonuses)		
Graphic Designer – Creative / Digital	18,000	10,000	22,000
Creative Director	45,000	30,000	60,000
Copywriter	20,000	15,000	30,000
Marketing Director	45,000	35,000	70,000
Marketing Executive	15,000	10,000	20,000
Marketing Manager	30,000	20,000	40,000
Media Planner	25,000	18,000	30,000
PR / Events / Communications Executive	15,000	12,000	20,000
PR / Events / Communications Manager	32,000	22,000	45,000
PR / Events / Communications Director	50,000	40,000	75,000
Digital Marketing Executive	18,000	15,000	22,000
Digital Marketing Manager	30,000	20,000	40,000
Content Manager	25,000	18,000	30,000
Social Media Executive	15,000	12,000	20,000
Social Media Manager	20,000	15,000	25,000
Head of Digital	35,000	25,000	50,000
Head of Marketing	55,000	40,000	65,000
VP of Marketing	70,000	60,000	80,000
Chief Marketing Officer	95,000	80,000	120,000
Creative Lead	16,000	12,000	20,000
Trade Marketing Executive	16,000	12,000	20,000
Trade Marketing Manager	22,000	18,000	25,000
Brand Manager	25,000	20,000	35,000
Senior Digital Account Manager	25,000	20,000	35,000
Digital Account Director	30,000	25,000	40,000
UX/UI Designer	13,000	10,000	20,000
Senior UX/UI Designer	20,000	15,000	30,000
Digital Designer	12,000	8,000	16,000

Salary levels will deviate as all companies have different package structures, internal grading and salary bandings

	Average	Low	High
AED (Gross monthly salaries excluding bonuses)			
CEO	100,000	60,000	150,000
Engineering Manager (FEED / EPC)	50,000	40,000	80,000
Proposals Engineer	25,000	20,000	40,000
Lead Mechanical Rotating Equipment Engineer (FEED / EPC)	30,000	20,000	45,000
Lead Electrical & Instrumentation Engineer (FEED / EPC)	30,000	20,000	45,000
Lead Process Engineer (FEED / EPC)	35,000	25,000	40,000
HSE Manager	35,000	30,000	50,000
HSE Officer	15,000	10,000	20,000
Estimation Engineer	30,000	25,000	38,000
Piping Design Engineer	25,000	20,000	30,000
Operations Manager	45,000	35,000	55,000
Project Director	68,000	55,000	85,000
Project Manager	45,000	30,000	55,000
QA / QC Engineer	20,000	13,500	25,000

Drilling - Onshore	Average	Low	High
	US Dollars Day Rate		
Rig Manager	1,000	700	1,300
Toolpusher	800	500	1,100
Driller	500	300	900
Assistant Driller	400	200	700
Maintenance Supervisor	750	350	900
Chief Mechanic / Electrician	500	250	700
Rig Mechanic / Electrician	400	150	600

Drilling - Offshore	Average	Low	High
	US Dollars Day Rate		
OIM / Rig Manager	1,600	1,000	2,000
Senior Toolpusher	1,400	900	1,800
Toolpusher	1,200	700	1,500
Driller	1,000	500	1,200
Assistant Driller	800	350	1,000
Maintenance Supervisor	1,000	700	1,600
Chief Mechanic / Electrician	800	400	1,200
Rig Mechanic / Electrician	600	300	1,000

Professional Support

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	Average	Low	High
	AED (Gross monthly salaries excluding bonuses)		
Administration Support	12,000	10,000	15,000
Administration Manager	23,000	15,000	32,000
Junior Executive Assistant	15,000	12,000	18,000
Senior Executive Assistant	22,000	18,000	30,000
Office Administrator	14,000	12,000	16,000
Office Manager	22,000	18,000	30,000
Personal Assistant	18,000	16,000	25,000
Project Administrator	14,000	12,000	18,000
Junior Receptionist	8,000	7,000	12,000
Senior Receptionist / Administrator	12,000	10,000	15,000
Secretary	14,000	12,000	18,000
Team Assistant	16,000	12,000	18,000

Salary levels will deviate as all companies have different package structures, internal grading and salary bandings

Rail Infrastructure

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	Average	Low	High
	AED (Gross monthly salaries excluding bonuses)		
Design Manager – Rolling Stock	28,000	20,000	40,000
Maintenance Engineer	28,000	19,000	36,000
Signalling Design Engineer	35,000	20,000	60,000
Construction & Installation Manager	50,000	38,000	60,000
Signalling Test & Commissioning	32,000	25,000	40,000
Structural Designer – Transport Infrastructure	25,000	18,000	45,000
Project Engineer – Transport Infrastructure	30,000	21,000	47,000
Bid / Proposals Manager	43,000	29,000	55,000
Project Planner	42,000	25,000	55,000
Project Controls Manager	65,000	40,000	80,000
Systems Safety & Assurance Engineer	50,000	38,000	66,000
Consultant – Rail Operations	50,000	42,000	65,000
Asset Manager	38,000	28,000	55,000
Business Development Manager	55,000	38,000	65,000

Salary levels will deviate as all companies have different package structures, internal grading and salary bandings

Retail

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Development - Luxury	Average	Low	High
	AED (Gross monthly salaries excluding bonuses)		
Head of Buying	52,500	45,000	60,000
Senior Buyer	32,500	25,000	40,000
Buyer	22,500	17,000	28,000
Assistant Buyer	16,500	11,000	22,000
Head of Planning / Merchandising	57,500	40,000	75,000
Planning Manager	30,000	25,000	35,000
Assistant Planning Manager / Senior Merchandiser	27,500	23,000	32,000
Merchandiser	20,000	15,000	25,000

Development – Premium / High Street	Average	Low	High
	AED (Gross monthly salaries excluding bonuses)		
Head of Buying	41,500	35,000	48,000
Senior Buyer	24,000	18,000	30,000
Buyer	16,000	12,000	20,000
Assistant Buyer	10,500	8,000	13,000
Head of Planning / Merchandising	36,500	28,000	45,000
Planning Manager	24,000	20,000	28,000
Assistant Planning Manager / Senior Merchandiser	21,500	18,000	25,000
Merchandiser	15,000	12,000	18,000
Assistant Merchandiser	10,000	8,000	12,000

Salary levels will deviate as all companies have different package structures, internal grading and salary bandings

Retail

CHARTERHOUSE

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Sales - Luxury	Average	Low	High
	AED (Gross monthly salaries excluding bonuses)		
Head of Retail Operations	51,000	37,000	65,000
Retail Operations Manager	30,000	25,000	35,000
Brand Manager	32,500	23,000	42,000
Area / District Manager	28,500	20,000	37,000
Store Manager	29,000	18,000	40,000
Assistant Store Manager	25,000	15,000	35,000
Department Manager	20,000	12,000	28,000
Sales Associate	13,500	9,000	18,000
Head of Visual Merchandising	33,000	26,000	40,000
Visual Merchandiser Manager	29,500	24,000	35,000
Visual Merchandiser	16,500	11,000	22,000

Sales – Premium / High Street	Average	Low	High
	AED (Gross monthly salaries excluding bonuses)		
Head of Retail Operations	38,500	35,000	42,000
Retail Operations Manager	24,000	20,000	28,000
Brand Manager	25,000	18,000	35,000
Area / District Manager	22,500	15,000	30,000
Store Manager	14,000	10,000	18,000
Assistant Store Manager	10,500	8,000	13,000
Sales Associate	7,500	5,000	10,000
Head of Visual Merchandising	24,000	20,000	28,000
Visual Merchandiser Manager	20,000	15,000	25,000
Visual Merchandiser	10,500	6,000	15,000

Salary levels will deviate as all companies have different package structures, internal grading and salary bandings

Sales

CHARTERHOUSE

2016 SALARY GUIDE

	Average	Low	High
	AED (Gross monthly salaries excluding bonuses)		
Key Account Manager	22,000	17,000	32,000
Business Development Executive	15,000	12,000	22,000
Business Development Manager	18,000	15,000	27,000
Business Development Director	55,000	40,000	65,000
Sales Executive	16,000	12,000	20,000
Sales Manager	23,000	18,000	35,000
Sales Director	55,000	40,000	65,000
Sales Vice President	75,000	60,000	90,000

Salary levels will deviate as all companies have different package structures, internal grading and salary bandings

Logistics & Supply Chain

CHARTERHOUSE

2016 SALARY GUIDE

	Average	Low	High
	AED (Gross monthly salaries excluding bonuses)		
COO	80,000	60,000	120,000
Distribution Manager	30,000	20,000	45,000
Factory Manager	40,000	30,000	50,000
General Manager – Logistics / Manufacturing	50,000	35,000	70,000
Logistics Coordinator	12,000	8,000	16,000
Demand Planner / Supply	20,000	12,000	25,000
Logistics Manager	28,000	16,000	40,000
Logistics Operations Executive	18,000	10,000	22,000
Operations Manager – Logistics	30,000	25,000	40,000
Transport Manager	27,000	22,000	35,000
Warehouse Manager	28,000	15,000	35,000
Warehouse Operative	8,000	6,000	10,000
Warehouse Supervisor	16,000	10,000	20,000
Buyer / Strategic Buyer	20,000	12,000	25,000
Contracts Manager	45,000	30,000	55,000
Inventory Controller	15,000	8,000	18,000
Inventory Manager	20,000	12,000	24,000
Procurement / Supply Chain Director	60,000	50,000	70,000
Procurement Manager	40,000	20,000	50,000
Purchasing Assistant	12,000	8,000	15,000
Purchasing Manager	25,000	18,000	40,000
Quality Assurance Manager	30,000	20,000	35,000
Senior Buyer	25,000	18,000	30,000
Senior Procurement Officer	22,000	16,000	24,000
Strategic Sourcing Manager	40,000	25,000	45,000
Supply Chain Coordinator	15,000	12,000	18,000
Supply Chain Manager	35,000	25,000	50,000

Salary levels will deviate as all companies have different package structures, internal grading and salary bandings