

Workforce and Job Market Assessment for the New Future

Respondent Guide

[Dubai Future Foundation](#) and [Bayt.com](#) invite your company to participate in the survey titled **Workforce and Job Market Assessment for the New Future**.

Your company was identified as part of a group of employers operating in Dubai. Your perspective will assist in the development of government programs designed to support private-sector employers, particularly as they navigate transitions driven by AI and other global trends.

Your responses will be used for research and statistical analysis only.

Respondent data will be handled in accordance with applicable UAE and Dubai laws and regulations. Additional details on confidentiality and data handling are provided in the Legal Disclosure section at the end of this guide.

Your assistance in building a clearer understanding of Dubai's workforce trends and future planning needs is greatly appreciated.

Definitions for the Survey Questions

Question 1

This section confirms whether your company is within the target group for this survey.

Operating in Dubai

Select “Yes” if your company currently has an active commercial license in Dubai.

Private sector

Select “Yes” if your company is a private sector employer.

Company size in Dubai

Select the range, or enter the exact number, that best reflects your company’s current count of full-time employees on direct payroll in Dubai only. If your company is part of a wider group, count only employees linked to your company’s Dubai workforce.

Question 2: Workforce

In this survey, “roles that were reduced or eliminated” means jobs/positions in your Dubai workforce that were removed, reduced in number, made redundant, or left vacant and are no longer expected to be filled. It also includes the positions vacated by the employee (resignations) only if your company has no plans to hire for those positions.

Exact figures are preferred where available, but estimates are acceptable.

Acceptable answer formats

- A number, such as “3”
- A range, such as “10-15”
- A percentage of your company’s workforce in Dubai, such as “25%”
- A percentage range of your company’s workforce in Dubai, such as “7-12%”

If no roles were reduced or eliminated, enter 0.

Questions 3 and 3b: Workforce changes

This section asks about the main reasons why roles were reduced or eliminated. A “reason” refers to the factor or condition that contributed to the decision to reduce or eliminate a role.

For each reason, please enter either a percentage, a count, or both, based on the information available to you.

If reasons overlap, you may double-count. Sometimes the same role reduction may be caused by more than one reason.

If a particular reason does not apply to your company, enter 0.

Please enter the information for both the previous 12 months and the next 12 months.

Reason	Meaning
Acquisition/Merger	The decision to reduce these roles is due to your company being acquired by another company, or having merged with another company.
Artificial Intelligence (AI)	The decision to reduce these roles is due to the use of AI tools, automation, machine learning, generative AI, agentic AI, or similar technologies.
Business Closure	The decision to reduce these roles is due to full or partial closure of a business, office, unit, branch, or activity.
Customer Demand/Market Conditions	The decision to reduce these roles is due to lower customer demand, market slowdown, sector pressure, or changed business conditions.
Financial Pressure/Loss	The decision to reduce these roles is due to financial loss, debt, or costs that made these roles unaffordable.
Internal Restructuring	The decision to reduce these roles is due to organizational restructuring that made these roles not needed.
Regulatory Changes	The decision to reduce these roles is due to a change in the regulatory or compliance requirements that made these roles not needed.
Other reason	Any other reason not listed above.

Example

If your company reduced or eliminated 20 roles in Dubai during the past 12 months, and 5 of those roles were related to Internal Restructuring, enter either:

- “25%” in the percentage field (since 5 roles due to Internal Restructuring out of 20 total reduced roles equals 25%); or
- “5” in the count field; or
- Both “25%” in the percentage field and “5” in the count field.

In this example, 25% means 25% of total reduced or eliminated roles, not 25% of your total Dubai workforce.

Note: Question 4 can be completed using either the detailed version or the simplified version. The detailed version is shown by default, but you may switch to the simplified version within the survey.

Question 4: Impact of AI (*Detailed Version*)

This section asks whether AI contributed to roles being reduced or eliminated across functions and seniority levels.

In this survey, “AI” refers to artificial intelligence tools, automation, machine learning, generative AI, agentic AI, and other AI-related solutions that have reduced the need for human employees, either partially changing the scope of human employees, or completely eliminating the need for human employees to undertake this scope.

For each function and seniority level, select one option.

Option	Meaning
No impact	AI was not a reason for the decision to reduce roles.
Minimal impact	AI caused changes in the job descriptions or responsibilities of the roles.
Moderate impact	AI led to reduction of headcount required to do the same job description, but did not eliminate entire positions.
High impact	AI led to restructuring or made existing positions completely redundant and eliminated.

Seniority levels

Seniority Level	How to identify the seniority level
Entry-level positions	Roles requiring less than 2 years of experience.
Mid-level positions	Roles requiring more than 2 years and less than 5 years of experience.
Senior/Executive-level positions	Roles requiring more than 5 years of experience.

Functions and Departments

The descriptions and example titles below are illustrative, to help you choose the closest matching function.

Function	Common Scope	Example Titles
Customer Support	Customer service, support, success, helpdesk, and contact-center work.	Customer service agent, support representative, customer success associate.
Finance	Accounting, finance operations, reporting, budgeting, audit, and financial control.	Accountant, finance analyst, payroll officer, finance manager.
General Administration	Office administration, clerical support, documentation, coordination, and general back-office work.	Administrator, office coordinator, receptionist, document controller.
Human Resources	HR operations, employee relations, public relations, compensation, HR administration, and workforce planning.	HR officer, HR business partner, HR manager, public relations officer, payroll specialist.
IT/Technical Support	Internal technology support, systems administration, infrastructure, and technical operations.	IT support specialist, system administrator, network technician.
Legal/Compliance	Legal, regulatory, governance, risk, compliance, contracts, and policy-related work.	Legal counsel, compliance officer, contracts specialist.
Marketing	Marketing, content, brand, digital, communications, campaign management, and market research.	Marketing executive, content specialist, digital marketing manager, branding executive, partnerships manager.
Operations	Core business operations, service delivery, process management, branch operations, and logistics coordination.	Operations executive, operations manager, logistics coordinator.
Sales	Sales, business development, account management, partnerships, and revenue generation.	Sales executive, account manager, business development manager.
Software/Product Development	Software engineering, product management, quality assurance, user interface, user experience, data, and technical product development.	Software engineer, product manager, QA engineer, data analyst.
Other	Any role that does not fit the categories above.	-

Question 4b: Impact of AI

This section appears based on your earlier answers.

It asks whether AI increased, reduced, or kept the same productivity in roles that were reduced or eliminated.

For this survey, productivity refers to how your company measures the contribution of the employees in the affected roles. Each company has its own way of measuring. Your answer will reflect if you noticed productivity remained the same, increased, or decreased after using AI. Choose the option that best reflects the information available to you.

Question 4: Impact of AI (*Simplified Version*)

This section asks which functions and departments in your company experienced role reduction due to AI as a contributing factor.

In this survey, “AI” refers to artificial intelligence tools, automation, machine learning, generative AI, agentic AI, and other AI-related solutions that have reduced the need for human employees, either partially changing the scope of human employees, or completely eliminating the need for human employees to undertake this scope.

For each function, select “Yes” or “No”. Functions marked “No” will be treated as not impacted by AI-related role reductions and will not appear in Question 4b.

Functions and Departments

The descriptions and example titles below are illustrative, to help you choose the closest matching function.

Function	Common Scope	Example Titles
Customer Support	Customer service, support, success, helpdesk, and contact-center work.	Customer service agent, support representative, customer success associate.
Finance	Accounting, finance operations, reporting, budgeting, audit, and financial control.	Accountant, finance analyst, payroll officer, finance manager.
General Administration	Office administration, clerical support, documentation, coordination, and general back-office work.	Administrator, office coordinator, receptionist, document controller.
Human Resources	HR operations, employee relations, public relations, compensation, HR administration, and workforce planning.	HR officer, HR business partner, HR manager, public relations officer, payroll specialist.
IT/Technical Support	Internal technology support, systems administration, infrastructure, and technical operations.	IT support specialist, system administrator, network technician.
Legal/Compliance	Legal, regulatory, governance, risk, compliance, contracts, and policy-related work.	Legal counsel, compliance officer, contracts specialist.
Marketing	Marketing, content, brand, digital, communications, campaign management, and market research.	Marketing executive, content specialist, digital marketing manager, branding executive, partnerships manager.
Operations	Core business operations, service delivery, process management, branch operations, and logistics coordination.	Operations executive, operations manager, logistics coordinator.
Sales	Sales, business development, account management, partnerships, and revenue generation.	Sales executive, account manager, business development manager.

Function	Common Scope	Example Titles
Software/Product Development	Software engineering, product management, quality assurance, user interface, user experience, data, and technical product development.	Software engineer, product manager, QA engineer, data analyst.
Other	Any role that does not fit the categories above.	-

Question 4b: Impact of AI

This section appears based on your earlier answers. It asks whether AI contributed to roles being reduced or eliminated across seniority levels and the functions chosen by you in the previous screen.

For each function and seniority level, select one option.

Option	Meaning
Minimal impact	AI caused changes in the job descriptions or responsibilities of the roles.
Moderate impact	AI led to reduction of headcount required to do the same job description, but did not eliminate entire positions.
High impact	AI led to restructuring or made existing positions completely redundant and eliminated.

Seniority levels

Seniority Level	How to identify the seniority level
Entry-level positions	Roles requiring less than 2 years of experience.
Mid-level positions	Roles requiring more than 2 years and less than 5 years of experience.
Senior/Executive-level positions	Roles requiring more than 5 years of experience.

Question 4c: Impact of AI

This section appears based on your earlier answers.

It asks whether AI increased, reduced, or kept the same productivity in roles that were reduced or eliminated.

For this survey, productivity refers to how your company measures the contribution of the employees in the affected roles. Each company has its own way of measuring. Your answer will reflect if you noticed productivity remained the same, increased, or decreased after using AI. Choose the option that best reflects the information available to you.

Final Questions

This section asks whether your company is open to follow-up and whether it would like to be acknowledged as a participant.

Company names will be used for administrative validation, to avoid duplicate responses, and for optional acknowledgement if your company chooses to be acknowledged as a participant.

Survey findings will be reported in aggregate. Individual company responses will not be published or shared in a way that identifies the company.

Thank you for your help.

Please complete the survey based on the best information available to you.

Your company's perspective will help in the creation of government schemes to support employers across the private sector, notably during the transition taking place due to AI and other global factors.

Your assistance in improving the quality of Dubai's workforce and job market insights is greatly appreciated.

Legal Disclosure

Participation in the survey is voluntary. The information you provide as part of your response to this survey will be kept strictly confidential.

Individual company responses will not be published or shared in a way that identifies the company without prior explicit permission from the company obtained separately from the survey form.

Survey data will be handled in accordance with applicable UAE and Dubai requirements relating to confidentiality, privacy, personal data protection, data security, and responsible data use, including, where applicable, [Federal Decree-Law No. 45 of 2021 on the Protection of Personal Data](#) and [Dubai Law No. 26 of 2015 Regulating Data Dissemination and Exchange in the Emirate of Dubai](#).

The survey does not ask for individual employee names, salary records, ID records, or any other personally identifiable information about employees.

Any contact details voluntarily provided will be used only for follow-up related to this research, such as qualitative interviews, workshops, or focus groups, and only where you have explicitly opted in to be contacted.

Where approved third-party systems or service providers are used to administer the survey, they will be subject to appropriate confidentiality, data-handling, and access-control requirements.

If you have any questions about the survey or how the information will be used, or if you would like to share your feedback regarding your experience filling out the survey, please contact the project team via survey@bayt.com.