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IMA's 2023 MIDDLE EAST/AFRICA/INDIA SALARY SURVEY

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For many years, IMA has conducted a popular global compensation survey to assess a segment of the accounting job market and to help propel its members' careers forward. This report empowers members to compare their salaries and total compensation, the value of education and certification, as well as their job satisfaction levels, workplace flexibility, and more. This is the eighth time IMA has published global survey results, making it easy to track trends and compare regions. These reports are available on IMA's thought leadership website at [IMA's salary survey webpage](#).

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EXECUTIVE SUMMARY

Salary levels and work arrangements shifted for accounting and finance professionals all over the world during the COVID-19 pandemic, with some of these changes becoming permanent by 2023. This regional report focuses on the Middle East, Africa, and India (MEAI), providing analysis of the IMA 2023 Global Salary Survey results based on surveys completed by IMA members in the MEAI region. Like the global report, this report summarizes information related to education, certification, work experience, and other factors, and analyzes the extent to which such factors drove compensation levels in 2023.

The study found that the average salary in the MEAI region was about \$33,000; the median was \$16,000. Within this large region, salaries were highest for those in the Middle East, where the average was about \$44,000 (median \$30,000). The lowest salaries were in the Africa subregion, which primarily represents IMA members in Egypt. Those salaries averaged about \$14,000 (median about \$5,500). Professionals in India reported an average salary of about \$22,500 and a median salary of about \$8,000. More than half of MEAI respondents reported that their salaries had increased since before the COVID-19 pandemic, even after adjusting for regular cost-of-living increases. Less

than 10% saw their salaries decrease.

Women comprised just 19% of the total respondents in this region, which affected the reliability of our gender-based pay equity analysis. Based on this small sample, however, we found that the median salary level for women in the MEAI region was just 44% that of men. The median total compensation value for women, which reflects base salary plus profit-sharing, cash bonuses, or other forms of extra compensation, was 47% that of men.

CMA® (Certified Management Accountant) certification continues to add value for IMA members in the MEAI region, where more than half of all survey respondents reported holding a CMA. The CMA resulted in a 33% higher salary, on average, compared with MEAI respondents who lacked either a CMA or a CPA (Certified Public Accountant). Professionals with a CMA reported being satisfied with the skills and confidence they gained by earning the certification, with 87% saying that they would recommend a CMA to a friend or colleague in a similar line of work. Among those in Africa, 92% reported that their CMA certification had improved their career opportunities and 97% said their CMA had given them more confidence. •

SURVEY METHODOLOGY

In August 2023, APQC distributed the IMA Global Salary Survey in English to all IMA members, resulting in 2,789 total responses from around the world. Standard validation checks were applied to the survey data; for the purposes of this report, we excluded respondents who were self-employed or employed only part time, or if they reported earning less than \$100 USD annually (for purposes of salary comparison). This left a total of 707 usable responses from countries in the Middle East/Africa/India region. All financial figures in this report are in 2023 USD.

Please note that the survey results are representative of IMA's membership and are not reflective of compensation among all accounting and finance professionals. Readers should be careful about comparing their salaries to global, regional, or country-specific salary results, as salaries also vary based on respondents' demographics and employer characteristics. Also, some mutually exhaustive percentages reported in the tables throughout may not always sum to 100% due to rounding.

Demographics

Select demographic information for survey respondents in the MEAI region is presented in Table 1. Of the 707 respondents in the region, 93% were from one of the following countries (percentages represent the proportion of the total MEAI survey sample for each country): 27% from India; 22% from the United Arab Emirates; 15% from Egypt (note that “Africa” in the Middle East/Africa/India region is mostly from Egypt); 14% from Saudi Arabia; 4% from Qatar; 4% from Jordan; 3% from Kuwait; 2% from Turkey; and 2% from Bahrain.

Significantly more men than women responded to the survey in this region. Men represented about four out of five MEAI respondents,

compared to about three in five globally. The MEAI region was slightly younger, compared to the global IMA sample, with two-thirds of respondents reportedly part of the Millennial generation. As expected, given the younger makeup of the IMA membership in the region, a higher proportion of respondents reported holding lower management or entry-level positions, compared with both the global sample and the MEAI regional survey sample in 2020. This might reflect increasing retirements among older professionals in the field. Within the MEAI region, 59% of respondents reported having a CMA (but not a CPA), 9% reported having a CPA (but not a CMA), and 6% reported having both.

TABLE 1: MEAI DEMOGRAPHIC INFORMATION

	2023 MEAI	2020 MEAI	2023 GLOBAL
GENDER			
Female	19%	20%	39%
Male	81%	81%	61%
AGE COHORT			
Age 58 or older (Baby Boomer+)	1%	*	7%
Age 43-57 (Gen X)	15%	*	25%
Age 27-42 (Millennial)	66%	*	58%
Age 26 or younger (Gen Z)	17%	*	11%
EDUCATION			
Percent who have at least a 4-year degree	93%	100%	95%
Percent who have more than a 4-year degree	45%	41%	45%
CERTIFICATIONS			
Certified Management Accountant (CMA)	59%	53%	71%
Certified Public Accountant (CPA)	9%	9%	17%
MANAGEMENT LEVEL			
Top management	8%	9%	12%
Senior management	4%	23%	14%
Middle management	46%	45%	42%
Lower management/entry-level	40%	21%	31%
Academic position	1%	2%	2%

* In previous surveys, the age question asked for a numerical response. In 2020, the average age of respondents was 36.

Compensation Trends

In this report, “salary” refers to regular salary or wages, not including bonuses, profit-sharing, etc. “Total compensation” refers to base salary plus bonuses, profit-sharing, and other types of extra compensation. Neither base salary nor total compensation include the value of health insurance policies or other employee benefits.

Table 2 shows average and median salaries and total compensation values by geographic area within the MEAI region, as well as for the whole region. Overall, the average reported base salary for these IMA members was \$32,878. The median salary, however, was just \$16,000. The average reported total compensation value for the region was \$39,583, but the median was only \$19,200. When, as in this case, averages are much higher than the medians, it indicates that a small number of high earners pulled up the averages compared with the salaries that most of the respondents earned. This was especially true for Africa and India.

TABLE 2: SALARY AND COMPENSATION BY REGION

	Base Salary		Total Compensation	
	Mean	Median	Mean	Median
Middle East	\$44,188	\$30,000	\$53,339	\$34,667
Africa	\$14,154	\$5,565	\$17,606	\$6,326
India	\$21,626	\$7,918	\$25,392	\$9,704
MEAI	\$32,878	\$16,000	\$39,583	\$19,200

There was a strong regional differential, with IMA members in Middle Eastern countries reporting much higher salaries and total compensation levels than respondents in either Africa or India.

As expected, the data show a correlation between age and compensation. The oldest age cohort in MEAI earned an average salary of \$77,542 (median \$77,543) and average total compensation of \$96,994 (median \$95,909). In contrast, the youngest cohort (age 26 and younger) reported salaries that averaged \$10,829 (median \$4,833) and total compensation that averaged \$13,205 (median

TABLE 3: SALARY AND COMPENSATION BY AGE

	Base Salary		Total Compensation	
	Mean	Median	Mean	Median
Age 58 or older (Baby Boomer+)	\$77,858	\$77,543	\$96,994	\$95,909
Age 43-57 (Gen X)	\$58,427	\$39,600	\$72,305	\$50,065
Age 27-42 (Millennial)	\$32,428	\$19,349	\$38,484	\$21,867
Age 26 or younger (Gen Z)	\$10,829	\$4,833	\$13,205	\$6,016

\$6,016). Notably, the gap between averages (means) and medians grows wider among younger respondents. This suggests that a higher number of high earners among the youngest cohort are pulling up the overall averages compared to older respondents.

Post-Pandemic Salary Changes

More than half of the MEAI respondents reported that their salaries had increased compared with their income prior to the COVID-19 pandemic, even after adjusting for regular cost-of-living increases. Less than 10% saw their salaries decrease. Among respondents in Africa, 62% reported having higher salaries. In India, too, 62% said their pay had increased.

The industry in which salary increases were most common was consumer products/packaged goods. Seventy-six percent of MEAI respondents in this industry reported higher salaries in 2023, compared with before the pandemic. Among IMA members working in funds, trusts, and other financial vehicles, 71% of respondents reported higher post-pandemic compensation. In educational services, 69% said their salaries were higher in 2023. At the opposite end of the spectrum, it was less likely for professionals in banking, public accounting, and contract construction to have seen their salaries increase. IMA members in these industries reported higher salaries in 2023, compared with before

the pandemic, at rates of 53%, 47%, and 47%, respectively.

Areas of responsibility within the organization also influenced compensation levels in the MEAI region. Sixty-nine percent of professionals responsible for financial planning and analysis reported earning higher salaries in 2023. Of those in finance, 61% reported earning a higher salary as compared with their pre-pandemic income. Of those in accounting, the likelihood was lower, with 53% of corporate accounting professionals, 52% of cost accountants, and 49% of general accounting professionals reporting higher salaries post-pandemic.

Although older workers were more likely to earn higher salaries in general, younger respondents in the MEAI region were more likely to have seen their salaries increase since before the pandemic. Among Gen Z respondents, 63% reported higher

salaries. For Millennials, the figure was 50%, and for Gen X, it was 48%. Despite our findings that suggest the existence of significant gender-based pay disparities in the MEAI region (discussed in more detail below), the likelihood of experiencing salary increases during the pandemic period was similar, with 59% of men and 52% of women reportedly receiving higher pay in 2023.

“Compared to last year, my confidence in work increased and my salary was the highest I have ever received.”

—Real estate accountant from Qatar

FIGURE 1: POST-COVID SALARY CHANGES BY REGION

“Compared to what it was before the pandemic, my salary has...”

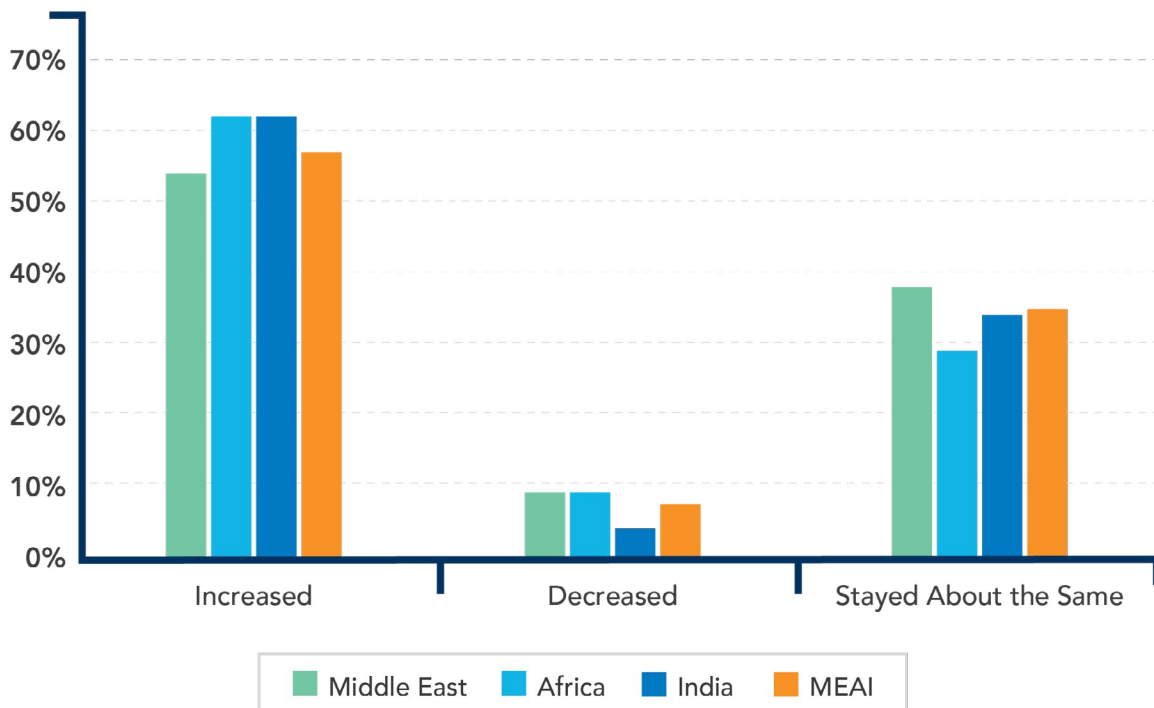


TABLE 4: MEDIAN SALARY AND COMPENSATION BY GENDER AND REGION

	Women		Men		Women's as % of men's	
	Base Salary	Total Compensation	Base Salary	Total Compensation	Base Salary	Total Compensation
Middle East	\$17,769	\$21,163	\$32,675	\$39,000	54%	54%
Africa	\$4,804	\$5,590	\$5,800	\$6,364	83%	88%
India	\$5,847	\$6,101	\$10,033	\$12,103	58%	50%
MEAI	\$8,503	\$10,348	\$19,274	\$22,110	44%	47%

Gender-based Pay Gap

As part of this study, we examined gender-based pay equity among IMA members. The “gender pay gap” is reported in accompanying tables and figures by showing women’s salaries and total compensation as a percentage of men’s salaries and total compensation. For example, if women earned an average salary of \$80,000 and men earned an average salary of \$100,000, the chart would show 80%, because women’s earnings are 80% of men’s earnings. This would indicate a 20% gap between current pay levels and levels needed to achieve pay equity.

Globally, our analysis of the IMA 2023 Global Salary Survey data showed that, on average, women’s salaries were 86% of men’s. In the MEAI region, women’s median salaries were about 44% of men’s, and the median total compensation value among women was 47% of that among men.

To help us understand the primary drivers behind

this gap, Table 4 shows median salaries broken down by gender and region. When separated out by subregion, the data show that gender-based pay differentials are lowest in Africa, where women earn 83% of men’s median salaries and 88% of men’s total compensation.

Table 5 shows median salaries by gender and age. When we examined the data based on age, we found that salary levels were more equitable among older (Gen X) and younger (Gen Z) respondents, compared with Millennials, where it was least equitable.

Because women made up just 19% of survey respondents in MEAI, it was not possible to conduct an in-depth analysis of gender-based pay disparities in the region. It is important that readers are cautious about drawing conclusions based on the gender-based pay equity data in this report, as the limited number of women survey-takers in this region prohibits meaningful comparisons.

TABLE 5: MEDIAN SALARY AND COMPENSATION BY GENDER AND AGE

	Women		Men		Women's as % of men's	
	Base Salary	Total Compensation	Base Salary	Total Compensation	Base Salary	Total Compensation
Age 58 or older (Baby Boomer+)	*	*	\$77,543	\$95,909	*	*
Age 43-57 (Gen X)	\$35,636	\$39,955	\$40,960	\$53,880	87%	74%
Age 27-42 (Millennial)	\$12,395	\$14,007	\$20,000	\$23,939	62%	59%
Age 26 or younger (Gen Z)	\$3,892	\$5,403	\$4,950	\$6,458	79%	84%

* Results with fewer than five respondents removed to protect confidentiality.

Working From Home

Compared with the global sample, shifts in flexibility of work arrangements in the MEAI region have been modest since the onset of the COVID-19 pandemic. Before the pandemic, 18% of respondents reported working from home either all or most of the time, and 61% said they rarely or never worked from home. After the pandemic, the same proportion of respondents, 18%, reported working exclusively or almost exclusively from home. However, the number of respondents who reported rarely or never working from home dropped by nearly 10%, to 52%. This reflects growth in the number of respondents reporting occasional remote work in 2023.

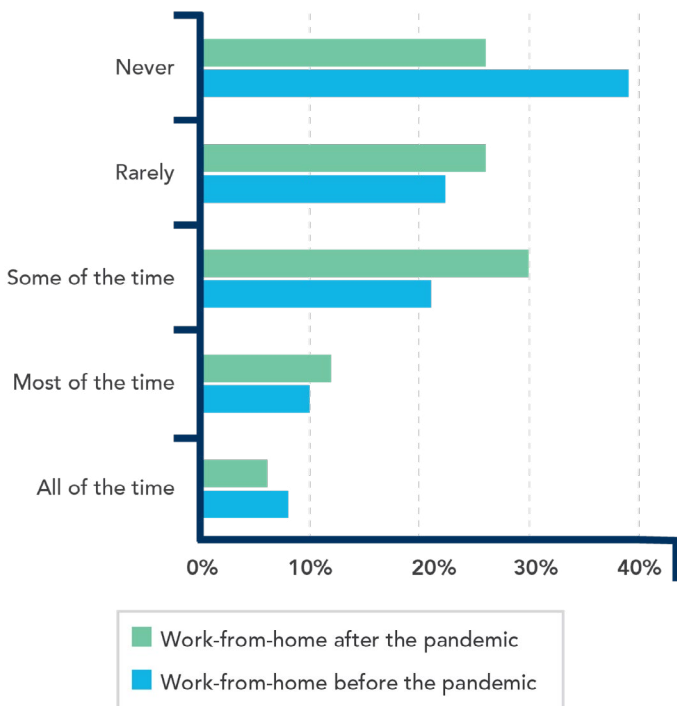
In India, 40% of respondents said they worked exclusively or almost exclusively from home, compared with 26% of respondents who said they

did so before the pandemic. This was the highest percentage among the subregions within the overall MEAI region.

Industries with the highest incidence of remote work included information technology, with 41% of respondents reporting that they worked remotely all or most of the time; insurance, with 30%; and public accounting, also 30%. Those least likely to work remotely were professionals in contract construction, with just 8% reporting they worked from home all or most of the time; retail/wholesale, at 7%; and automotive, in which 0% reported frequent remote work. At 27%, those responsible for financial planning and analysis were more than six times as likely to be working remotely as those in general management, with just 4%.

Remote work was more common among younger IMA respondents: 28% of Gen Z respondents reported frequent remote work, compared to 17% of Millennials and 13% of Gen X. Working from home either exclusively or almost exclusively was more common for women, at 26%, compared to men, at 17%. Professionals who had earned their CMA were slightly more likely to work remotely either all or most of the time, at 21%, compared with 20% of those with a CPA and 16% of those with neither a CMA nor a CPA.

FIGURE 2: WORKING FROM HOME BEFORE AND AFTER COVID-19



Length of the Average Workweek

IMA members reported working an average of about 44 hours per week in 2023. Survey respondents worked slightly longer hours in Africa (46.3 hours per week on average) and the Middle East (averaging 44 hours per week) than they did in India (42.6 hours per week on average).

In the MEAI region, the number of working hours per week did not fluctuate based on management level as much as we might have expected. Those in top management positions reported working an average of 43.3 hours per week, about the same as senior management, who reported an average of 43.2 hours per week. Middle managers reported working 44.1 hours per week, on average, the same as lower management and entry-level jobholders.

CMA Certification and Salaries

Among MEAI survey respondents, a little more than half (53%) had earned a CMA (but not a CPA) and 3% had earned a CPA (but not a CMA). Another 6% reported that they had earned both, and 39% reported that they had earned neither. There was very little regional variation—those in the Middle East were about 5% more likely to have both a CMA and CPA, compared with those in India or Africa. Those in Africa were slightly more likely to report having neither certification (44%), compared to 38% in the Middle East and 37% in India.

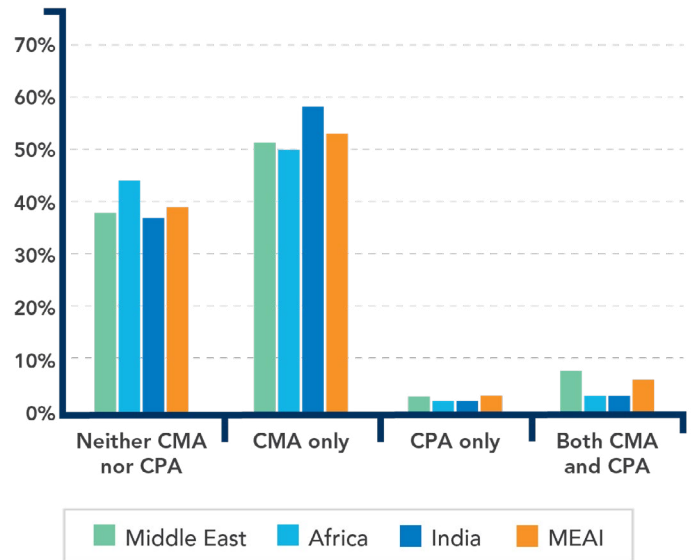
CMA certification make a meaningful difference in compensation for professionals in the MEAI region. For the region as a whole, IMA members with CMAs earned salaries that were, on average, 33% higher than those with neither a CMA nor CPA (32% premium for median salaries). Similarly, the average salary premium for CMA holders is 33% (15% median).

“It gives me knowledge to work in high-level positions, the ability to work at international companies... and raised my salary for a better life.”

—Senior accountant in Retail & Wholesale from Egypt

The CMA premium was highest for IMA members in Africa, where those with a CMA earned 81% higher average salaries (48% median) and 77% higher average total compensation amounts (13% median). Holding a CMA and a CPA resulted in an even higher premium. For the entire MEAI region, holding both certifications was associated with an average salary that was 144% higher than the average salary of those without either certification (231% higher when comparing median salaries). Similarly, the average total compensation premium for holding both certifications was 139% (217% median).

FIGURE 3: CMA AND CPA CERTIFICATIONS BY REGION



Looking at industries, the highest CMA median salary premiums for the MEAI region were found in real estate (582%), banking (168%), manufacturing (121%), and contract construction (105%).

In terms of the areas of business over which IMA members had responsibility over, the CMA median salary premiums were 40% for those in general accounting, 22% for those in finance, and 19% for those in financial planning and analysis. CMA premiums for median salaries were highest for those in higher levels of management: 143% for top management, 99% for senior management, 15% for middle management, and 2% for lower management or entry-level positions. Similarly, older respondents had higher CMA premiums: 65% median salary premium for Gen X, 37% for Millennials, and 48% for Gen Z.

For those with only a four-year college degree, earning a CMA made a significant difference in salary level. The CMA median salary premium for those with four-year degrees was 66%, compared with only 2% for respondents with advanced degrees.

TABLE 6: SALARY AND COMPENSATION BY REGION AND CERTIFICATION

	Base Salary							
	Middle East		Africa		India		MEAI	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Neither	\$33,928	\$24,753	\$8,388	\$4,011	\$22,699	\$6,934	\$25,956	\$12,093
CMA only	\$47,838	\$30,000	\$15,159	\$5,956	\$20,621	\$7,543	\$34,430	\$16,000
Both CMA and CPA	\$72,629	\$52,229	*	*	*	*	\$63,323	\$40,029
CMA Premium	41%	21%	81%	48%	-9%	9%	33%	32%
CPA Premium	14%	65%	*	*	*	*	*	*
CMA + CPA Premium	114%	111%	*	*	*	*	144%	231%

	Total Compensation							
	Middle East		Africa		India		MEAI	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Neither	\$40,586	\$31,250	\$10,612	\$5,652	\$27,601	\$8,855	\$31,280	\$15,840
CMA only	\$58,537	\$34,090	\$18,812	\$6,364	\$23,254	\$9,367	\$41,586	\$18,217
Both CMA and CPA	\$83,743	\$57,977	*	*	*	*	\$74,877	\$50,284
CMA Premium	44%	9%	77%	13%	-16%	6%	33%	15%
CPA Premium	*	*	*	*	*	*	*	*
CMA + CPA Premium	106%	86%	*	*	*	*	139%	217%

* Results with fewer than five respondents removed to protect confidentiality.

Analyzing the data by gender revealed a significant differential: The salary premium that men realized by earning a CMA was 52%, compared with only 5% for women. Again, however, given the low number of women in the MEAI survey sample, readers are cautioned against drawing conclusions based solely on these results.

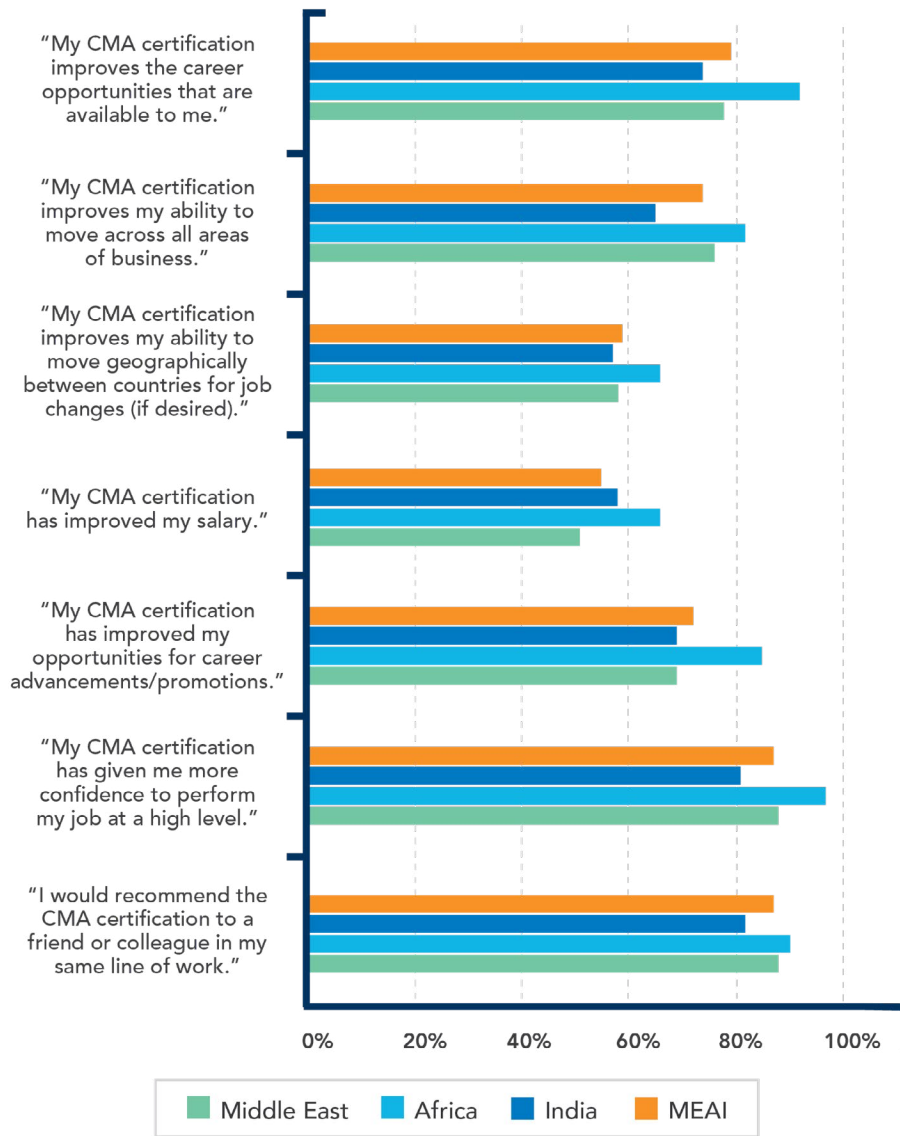
IMA members in MEAI who had earned a CMA reported holding positive views of the certification, with 87% reportedly gaining more confidence to perform their jobs at a high level. Nearly 80% said the CMA led to improved career opportunities, and 74% said it facilitated ease of movement across different areas of the business. The CMA improved opportunities for career advancements/promotions for 72% of respondents, 59% said it improved their ability to move between countries for job changes if desired, and 55% said their CMA increased their salaries. Nearly 9 in 10 (87%) said

they would recommend a CMA to a colleague.

Figure 4 shows that CMAs are seen as especially valuable to IMA members in Africa, where 92% reported that their CMA improved their career opportunities and 97% said that it had given them more confidence in their work. Ninety percent said they would recommend a CMA to a friend or colleague.

Overall, IMA respondents in MEAI have strong levels of satisfaction with their work. Nearly 9 in 10 respondents said they were personally invested in their job performance and completion of their work activities. Nearly four in five reported feeling respected and valued by their organizations, and 74% said they could impact the strategic directions of their companies through their roles. More than 75% said "I love my job!" with 33% "strongly" agreeing and 44% agreeing with the statement. Nearly 9 in 10 of those in Africa agreed that they loved their jobs.

FIGURE 4: VALUE OF CMA BY REGION*



* Percent who "agree" or "strongly agree"

Looking Ahead

Organizational leaders increasingly recognize the importance of reliable financial data and analysis, especially amid ongoing economic uncertainty and unanticipated disruptions.

Survey findings based on data from MEAI-based participants in the IMA 2023 Global Salary Survey suggest that salaries and workplace flexibility have increased since before the COVID-19 pandemic,

and that CMA certification is a major driver behind these changes. IMA intends to continue tracking these data to help members in their career growth and salary discussions.

We would like to thank the MEAI-based members who took the time to complete the 2023 salary survey. •

Survey Results in India

Demographics for the 192 IMA respondents from India are found in Table 7. One-quarter of respondents from India were women compared to 19% for the wider MEAI region and 39% globally. Respondents from India were also relatively young, with one-third being 26 years old or younger compared to 17% from MEAI and only 11% globally. Sixty-one percent of Indian respondents have more than a four-year degree compared to 45% both in MEAI and globally. Rates of CMAs and CPAs in India are generally in line with the wider MEAI region, with 61% having a CMA compared to 59% in MEAI and 5% having a CPA compared to 9% in MEAI.

Compensation rates for India compared to MEAI and globally are found in Table 8. Base salaries and total compensation rates in India are significantly lower than both MEAI and globally. The average base salary for IMA members in India is \$21,626 (median \$7,918) compared to \$32,878 (median \$16,000) in MEAI and \$69,427 (\$45,873) globally. Similar differences can be seen in total compensation levels between India, MEAI, and globally.

CMA premiums in median total compensation levels are about 6%, with CMA holders earning a median total compensation of \$9,745 compared to \$9,177 for those without. Larger premiums can be seen for those holding advanced degrees as opposed to a four-year degree (70%). •

TABLE 7: RESPONDENT DEMOGRAPHICS - INDIA

	India	MEAI	Global
GENDER			
Female	25%	19%	39%
Male	75%	81%	61%
AGE			
Age 58 or older (Baby Boomer+)	1%	1%	7%
Age 43-57 (Gen X)	10%	15%	25%
Age 27-42 (Millennial)	54%	66%	58%
Age 26 or younger (Gen Z)	36%	17%	11%
EDUCATION			
Percent who have at least a 4-year degree	88%	93%	95%
Percent who have more than a 4-year degree	61%	45%	45%
CERTIFICATIONS			
CMA	61%	59%	71%
CPA	5%	9%	17%

TABLE 8: SALARY AND COMPENSATION - INDIA

	India	MEAI	Global
Mean base salary	\$21,626	\$32,878	\$69,427
Median base salary	\$7,918	\$16,000	\$45,873
Mean total compensation	\$25,392	\$39,583	\$82,670
Median total compensation	\$9,704	\$19,200	\$54,398
CERTIFICATION (median values shown)			
CMA	\$9,745	\$21,762	\$55,255
Non-CMA	\$9,177	\$17,111	\$49,147
EDUCATION (median values shown)			
4-year degree	\$7,200	\$14,988	\$37,844
More than a 4-year degree	\$12,234	\$26,683	\$86,972
MANAGEMENT LEVEL (median values shown)			
Top management	\$39,920	\$57,225	\$135,000
Senior management	\$29,843	\$53,885	\$125,000
Middle management	\$10,868	\$24,582	\$49,867
Lower management/entry-level	\$6,091	\$10,892	\$22,873

Survey Results in Egypt

Demographic information for the 103 Egyptian IMA respondents is shown in Table 9. Only 12% are women compared to 19% in the wider MEAI region and 39% globally. Respondents in Egypt are similar to the wider MEAI region in terms of both age and the rate of holding CMA and CPA certifications. Only one-quarter of IMA respondents in Egypt have more than a four-year college degree compared to nearly half (45%) for the wider MEAI region and globally.

Table 10 shows compensation figures for Egyptian respondents compared to the wider MEAI region as well as globally. Compensation levels are significantly lower in Egypt compared to the wider region, with the average base salary for IMA members in India is \$11,586 (median \$4,884) compared to \$44,188 (median \$30,000) in MEAI and \$69,427 (median \$45,873) globally. It is also noteworthy that the average levels of base salary and total compensation are more than twice their same median levels, indicating that a small portion of high-income earners are pulling up those averages compared to the compensation levels of the majority of respondents.

CMA premiums for median total compensation levels for IMA members in Egypt is about 11%, with CMA holders earning a median total compensation of \$6,288 and non-CMA holders reporting a median of \$5,652.

Notably, IMA members with four-year degrees earn approximately similar levels of total compensation compared to those with more than a four-year degree (about \$6,000 each). It is also notable that those in senior management positions report median total compensation levels about 13% higher than those in top management positions (\$29,224 compared to \$25,798). •

TABLE 9: RESPONDENT DEMOGRAPHICS - EGYPT

	Egypt	MEAI	Global
GENDER			
Female	12%	19%	39%
Male	88%	81%	61%
AGE			
Age 58 or older (Baby Boomer+)	2%	1%	7%
Age 43-57 (Gen X)	13%	15%	25%
Age 27-42 (Millennial)	68%	66%	58%
Age 26 or younger (Gen Z)	18%	17%	11%
EDUCATION			
Percent who have at least a 4-year degree	100%	93%	95%
Percent who have more than a 4-year degree	26%	45%	45%
CERTIFICATIONS			
CMA	53%	59%	71%
CPA	3%	9%	17%

TABLE 10: SALARY AND COMPENSATION - EGYPT

	Egypt	MEAI	Global
Mean base salary	\$11,586	\$44,188	\$69,427
Median base salary	\$4,884	\$30,000	\$45,873
Mean total compensation	\$14,560	\$53,339	\$82,670
Median total compensation	\$6,007	\$34,667	\$54,398
CERTIFICATION (median values shown)			
CMA	\$6,046	\$14,988	\$37,844
Non-CMA	\$6,007	\$26,683	\$86,972
EDUCATION (median values shown)			
4-year degree	\$7,200	\$14,988	\$37,844
More than a 4-year degree	\$12,234	\$26,683	\$86,972
MANAGEMENT LEVEL (median values shown)			
Top management	\$25,798	\$57,225	\$135,000
Senior management	\$29,224	\$53,885	\$125,000
Middle management	\$8,216	\$24,582	\$49,867
Lower management/entry-level	\$3,300	\$10,892	\$22,873