



2016 WAS A POSITIVE YEAR FOR RECRUITMENT IN THE PHILIPPINES. HIRING LEVELS WERE BUOYED BY STRONG ECONOMIC GROWTH AND A RISE IN LOCAL AND MULTINATIONAL CORPORATIONS SETTING UP NEW OPERATIONS IN THE COUNTRY.

2016 INSIGHT

Unemployment levels remained low amongst skilled workers and there was an ongoing shortage of specialist professionals across all sectors. We expect this trend to continue in 2017 and beyond.

Pay rises continued to be a key driver for those moving jobs in the Philippines. On average, professionals received remuneration increases in the range of 20-40%.

Filipino nationals working or studying abroad were in high demand by local and multinational employers alike as companies sought to bring valuable international experience to local teams, whilst easily integrating with local culture and language nuances.

2017 EXPECTATIONS

In 2017 we anticipate growing hiring levels and continued candidate shortages, particularly for returning Filipino professionals. To attract and retain returning Filipinos, employers may need to increase salaries to align with their expectations.

While salary is always a key factor in attracting and retaining employees, the opportunity for structured career progression will become increasingly important. Employers are advised to effectively communicate career development plans with their employees in order to retain them.

As the recruitment market is expected to remain candidate driven in 2017, we anticipate that jobseekers will have a wide range of roles to choose from. With organisations continuing to seek productivity gains, professionals with strong communication skills, commercial acumen and the ability to work as effective business partners will remain in demand.

We also believe that many established companies will focus on culture transformation

and restructuring in 2017, heightening the need for HR practitioners with change management experience.

When it comes to attracting talent, hiring managers are expecting to see evidence of candidates' loyalty to former employers in order to identify those most likely to stay in a new role for a significant period of time.

OVERVIEW

ACCOUNTING & FINANCE

Recruitment levels across accounting and finance remained buoyant during 2016.

The main drivers were overall market growth, along with new companies entering the market boosting the creation of finance roles. This trend is expected to continue in 2017 and we foresee job movers being able to command salary increases of 20-30% or more.

Experts with solid experience in strategic business development, financial planning and treasury are expected to be the most sought after in 2017. Demand for finance professionals with strong business acumen is also set to rise.

BANKING & FINANCIAL SERVICES

Demand for specialist banking and finance roles grew significantly in 2016 as companies created more complex roles. Hiring activity was also buoyed by the insurance industry as new market entrants helped stimulate remarkable growth. We predict similar trends will continue in 2017.

Aggressive hiring is anticipated due to the growth in more complex functions. For example, in banking, demand for professionals with investment product knowledge is set to rise. Additionally, compliance roles within banking, investment and insurance firms will become more important due to tough regulations designed to combat fraud and money laundering.

In the meantime, as companies poach and rotate a limited pool of talent within the same industry, we predict salary hikes will continue in 2017.

HUMAN RESOURCES

The recruitment of HR professionals in the Philippines remained strong throughout 2016 as companies increasingly recognised the strategic importance of the HR function. This trend is expected to continue in 2017 as many firms strengthen their corporate structure and build more sophisticated HR frameworks to win the war for talent. The best HR talent in the market will therefore be highly sought after.

Specifically, HR professionals with the ability to partner with line managers to implement talent development strategies will remain in high demand during 2017, with HR experts skilled in talent acquisition and recruitment at the top of most organisations' hiring agenda. As the need to hire quality HR candidates became critical, many organisations were prepared to offer HR jobseekers salary increments of at least 20-40% in 2016. We predict that salaries will continue to rise by 20-25% in 2017.

INFORMATION TECHNOLOGY

The job market in 2016 was positive, with new roles created due to business expansion. There was increased interest in candidates with mobile, DevOps and agile experience as many companies streamlined existing processes and ventured into digital projects. Job movers in the industry received conservative salary increases of 20%.

Companies increasingly offered contract rather than permanent roles in 2016, though candidates remained hesitant to take them due to the lack of benefits and security. This preference for permanent jobs is in part driven by the government's campaign to end project based hires. In 2017, we expect to see more contractors demanding their employers to convert temporary jobs into permanent ones.

We foresee an increase in opportunities related to mobile, social, cloud and analytics for Filipinos who are working abroad. With the local talent pool often lacking the necessary expertise required for these roles, companies are advised to hire locals who are trained offshore.

Job movers with specialised skills can expect salary increments of up to 30% in 2017. Professionals who are not moving jobs should expect more conservative salary increases. In 2017, we also expect firms to offer competitive salaries and benefits, for example, night differentials to attract more applications for IT roles involving shift work.

KEY TRENDS

- ▶ Professionals with solid experience in strategic business development, financial planning and treasury will continue to be highly sought after by employers in 2017.
- ▶ Many established companies will focus on culture transformation and restructuring, heightening demand for HR practitioners with change management experience.
- ▶ Employee retention strategies that emphasise recognition, clear career progression and competitive compensation and benefits packages will become increasingly relevant.
- ▶ There will also be an increase in local opportunities related to mobile, social, cloud and analytics for Filipinos currently working abroad.

PHILIPPINES

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM PHP (P)	
	2016	2017
Finance		
Chief Financial Officer	5 - 8m	5 - 9m
Head of Shared Services	4.6 - 7.8m	4.6 - 8.5m
Finance Director	2.9 - 4.5m	3.0 - 4.3m
Financial Controller	2.6 - 4.0m	2.9 - 4.3m
Senior Finance Manager	2.3 - 3.2m	2.6 - 3.6m
Commercial/FP&A Manager	1.6 - 2.6m	1.6 - 2.8m
Finance Manager	1.3 - 2.4m	1.5 - 2.7m
Senior Financial/Business Analyst	0.7 - 1.7m	0.9 - 1.7m
Accounting & Taxation		
Accounting Manager	0.9 - 1.9m	1.0 - 2.0m
Treasury Manager	1.7 - 2.3m	1.8 - 2.4m
Tax Manager	1.6 - 3.2m	1.7 - 3.5m
Credit Controller	1.3 - 3.2m	1.5 - 3.2m
Cost Controller	0.8 - 1.3m	0.9 - 1.4m
Internal Audit Controller	1.9 - 3.2m	2.2 - 3.4m

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

PHILIPPINES

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM PHP (₱)					
	AM/M		SM/AVP		VP	
	2016	2017	2016	2017	2016	2017
Banking Operations						
Market Operations	910k - 2.1m	1.0 - 2.2m	1.7 - 2.9m	1.69 - 3.0m	3.6 - 6.5m	3.6 - 6.8m
Trade Support	910k - 2.1m	1.0 - 2.2m	1.7 - 2.9m	1.7 - 3.0m	3.6 - 6.5m	3.6 - 6.8m
Insurance						
Actuarial and Product Development	1.0 - 1.8m	1.1 - 2.0m	1.6 - 3.0m	1.7 - 3.3m	3.8 - 5.0m	3.8 - 5.6m
Claims	1.0 - 1.5m	1.1 - 2.0m	1.5 - 2.2m	1.7 - 2.3m	3.5 - 5.0m	3.5 - 5.3m
Underwriting	1.0 - 1.5m	1.1 - 1.6m	1.8 - 2.7m	1.8 - 2.8m	3.8 - 6.0m	3.8 - 6.3m
Marketing	970k - 1.5m	1.0 - 1.7m	1.5 - 2.2m	1.5 - 2.4m	3.5 - 5.0m	3.5 - 5.5m
Agency	970k - 1.5m	970k - 1.5m	1.5 - 2.2m	1.5 - 2.2m	3.5 - 4.2m	3.5 - 4.6m
Project Management						
Business Analyst/Project/Change Management	780k - 1.7m	780k - 1.7m	1.7 - 3.3m	1.7 - 3.4m	3.6 - 6.2m	3.6 - 6.8m
Process Re-engineering	780k - 1.7m	780k - 1.7m	1.7 - 3.5m	1.7 - 3.4m	3.6 - 7.0m	3.6 - 7.7m
Corporate Governance						
Market Risk	910k - 2.1m	910k - 2.2m	1.7 - 2.9m	1.7 - 3.0m	3.6 - 5.9m	3.6 - 6.1m
Operations Risk	910k - 2.1m	910k - 2.1m	1.7 - 2.9m	1.7 - 2.9m	3.6 - 5.9m	3.6 - 5.9m
Credit Risk	910k - 2.1m	910k - 2.1m	1.7 - 2.9m	1.7 - 2.9m	3.6 - 5.9m	3.6 - 5.9m
Compliance/KYC/AML	910k - 2.1m	910k - 2.2m	1.7 - 2.9m	1.7 - 3.0m	3.6 - 5.9m	3.6 - 6.1m
Internal Audit	910k - 2.1m	910k - 2.1m	1.3 - 2.3m	1.3 - 2.5m	3.3 - 4.6m	3.3 - 4.8m
Finance and Accounting						
Financial/Regulatory Reporting	780k - 1.3m	780k - 1.3m	1.4 - 2.9m	1.4 - 2.9m	3.3 - 6.5m	3.3 - 6.5m
Strategic Planning & Analysis	780k - 1.6m	780k - 1.6m	1.4 - 3.1m	1.4 - 3.1m	3.3 - 6.5m	3.3 - 6.5m
Tax	780k - 1.6m	780k - 1.6m	1.4 - 3.1m	1.4 - 3.1m	3.3 - 6.5m	3.3 - 6.5m
Front Office						
Relationship Management	900k - 1.6m	900k - 1.8m	1.8 - 2.4m	1.8 - 2.6m	3.2 - 4.8m	3.2 - 5.3m
Treasury	800k - 1.6m	800k - 1.7m	1.8 - 3.4m	1.8 - 3.7m	4.0 - 6.0m	4.0 - 6.6m

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PHILIPPINES

HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM PHP (P)	
	2016	2017
HR Director	4.0 - 8.5m	4.5 - 9.0m
HR Business Partner	2.0 - 3.3m	2.3 - 3.8m
HR Shared Services Manager	2.0 - 2.6m	2.0 - 2.8m
HR Manager	1.5 - 2.0m	1.7 - 2.5m
Compensation & Benefits Manager	1.5 - 2.0m	1.7 - 2.5m
Reward Manager	1.3 - 2.0m	1.5 - 2.2m
Talent Acquisition Manager	1.3 - 2.0m	1.5 - 2.0m
Training & Development Manager	1.3 - 1.7m	1.4 - 1.9m
Organisation & Development Manager	1.3 - 1.7m	1.4 - 1.9m

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PHILIPPINES

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM PHP (₱)	
	2016	2017
Management		
Chief Technology Officer/Chief Information Officer	6.0 - 11.0m	6.0 - 11.0m
IT Director	4.5 - 6.0m	4.5 - 6.0m
IT Manager/Service Delivery Manager	2.6 - 4.0m	2.6 - 4.0m
Projects		
Project Manager/Program Manager	2.6 - 5.2m	2.6 - 5.2m
Business Analyst	1.4 - 2.6m	1.4 - 2.6m
Development		
Software Developer	1.1 - 2.6m	1.1 - 2.6m
Mobile Applications/Digital/Front-end Developer	1.1 - 2.6m	1.1 - 2.6m
Test Manager	1.6 - 2.6m	1.6 - 2.6m
Solutions Architect	2.6 - 4.0m	2.6 - 4.0m
Development Manager/Applications Support Manager	2.8 - 4.2m	3.0 - 4.6m
Scrum Master	1.8 - 3.2m	2.0 - 3.6m
Business Intelligence/Data Warehousing	1.3 - 2.0m	1.5 - 2.3m
ERP		
Consultant Functional	1.2 - 2.3m	1.2 - 2.3m
Consultant Technical	1.5 - 2.6m	1.5 - 2.6m
Infrastructure & Security		
Database Administrator	1.3 - 2.8m	1.3 - 2.8m
System Administrator	1.3 - 2.8m	1.3 - 2.8m
Middleware Administrator	1.4 - 2.3m	1.4 - 2.3m
Voice/Network Engineer/Storage	1.0 - 2.6m	1.0 - 2.6m
IT Auditor	1.2 - 3.4m	1.3 - 3.7m
Infrastructure/Applications Security	1.3 - 3.2m	1.4 - 3.5m

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