

# SOUTH AFRICA



**THERE WERE SIGNS OF AN UPTURN IN CONFIDENCE AMONGST SOUTH AFRICAN HIRING MANAGERS IN 2015, DESPITE AN ECONOMIC ENVIRONMENT THAT HAS BEEN DEEPLY AFFECTED BY THE DECLINE IN GLOBAL OIL PRICES.**

Even though we saw a 1.3% reduction in economic growth, the longer-term picture looks promising, with a number of sectors poised to drive growth and career opportunities for specialist professionals in the years ahead. Advanced manufacturing, infrastructure, natural gas, service exports, and agro-processing could all create a significant volume of new jobs.

## 2015 INSIGHT

Although it was a challenging year for many of South Africa's hiring managers, with major firms introducing a recruitment freeze, there were also a number of growth areas.

Hiring levels in the financial services industry, for example, gained momentum as the year progressed. This was particularly driven by investment banks seeking specific skill sets within private banking and corporate finance. The IT jobs market was also active, and the arrival of several international law firms in

Johannesburg meant lawyers with experience in private practice were especially in demand.

## 2016 EXPECTATIONS

We anticipate 2016 will be a challenging year for hiring managers as the market continues to be dominated by the problematic issues affecting the natural resources sector, specifically mining and oil & gas.

However, mirroring 2015 trends, there will be increased hiring confidence in key areas as professionals with specialist skills in banking, legal and IT will remain in demand during 2016. We also expect to see increased hiring among pharmaceutical and manufacturing companies, as future legislative requirements will demand that drugs used in Africa are manufactured in Africa. In addition, we anticipate that as the oil and gas industry declines, companies in the growing renewable energy sector will seek to hire chartered accountants to guide their development.

As competition intensifies for key professionals across banking, legal and IT, we anticipate that many will increasingly receive multiple job offers. The first impressions of possible employers will therefore become much more important in a candidate's decision-making

process, and we recommend that hiring managers streamline the recruitment process to create the most favourable experience.

Despite a challenging backdrop, top-performing candidates in all sectors will receive salary increases of 10-15%, while non-movers can expect inflation-linked increments of 5-10%.

The country's Employment Equity legislation, which guarantees employment privileges to previously disadvantaged groups, continues to add a unique level of complexity for hiring managers in South Africa. They will need to be increasingly flexible in setting qualification and experience requirements to remain within legislation.

## ACCOUNTING & FINANCE

Demand for professionals with proven experience and skills gained across commerce and industry was consistently strong throughout 2015, with hiring levels in technology, renewable energy and pharmaceutical companies particularly high. Analysts, financial planning specialists and operational finance executives were highly sought after, creating shortages in these areas. Professionals with between three and seven years' post-qualification experience were the most popular hires.

# OVERVIEW

We believe that finding skilled candidates in these areas will continue to be challenging throughout 2016. Growing demand could also create shortages in other areas, including analytical financial control and management accounting functions.

Hiring processes became noticeably longer during 2015 – we expect that companies with streamlined procedures will have the greatest success in attracting the professionals they require. Retaining top talent will be vital in 2016 – highlighting a clear career path and offering competitive bonuses are strongly recommended.

## BANKING & FINANCIAL SERVICES

Following a slow start to 2015, the banking and financial services jobs market showed an increase in available roles by year-end. This can be attributed to market churn.

Demand for specialist skills in investment banks remains high. In particular, Chartered Accountants with CFA or additional postgraduate qualifications are sought after. Subject matter experts in banking risk, compliance and anti-money-laundering will also be in short supply in 2016 as regulatory pressure continues.

Across the banking and financial services sector, the average salary increase in 2015 was between 5-8% and for movers close to 15% – we expect this to continue in 2016. Competition for top performers will be intense and Employment Equity candidates will continue to be especially hard to source and retain. As a result, we recommend that employers focus on retaining existing talent by offering a combination of attractive pay and working conditions, clear career paths, and professional development opportunities.

## HUMAN RESOURCES

As companies sought to reduce costs and increase their profits, the majority of HR recruitment activity in 2015 focused on specialists in talent management, organisational effectiveness, payroll and performance management.

We expect this trend to continue throughout 2016. We also anticipate a strong focus on internal recruitment roles and a move towards shared services where routine HR administration, ranging from payroll to training and recruitment, is centralised.

Hiring managers seeking in-demand professionals will need to be more flexible in their requirements. We also advise companies to act as decisively as possible throughout the recruitment process, as specialists will be in short supply and long interview processes can be off-putting.

## INFORMATION TECHNOLOGY

IT professionals at all levels were highly sought after during 2015, in industries ranging from financial services to manufacturing. Hiring managers were looking to fill a wide range of roles from business analysts and solution architects to senior network engineers and IT sales managers – these roles were primarily at middle management level.

A shortage of skills in 2015 meant that positions took longer to fill than in recent years, and we expect to see a similar pattern in 2016. Industry-specific experience will be highly sought after, and we anticipate high levels of demand for candidates who fall within the Employment Equality Act, at mid to senior levels. However, candidates with preferred skill sets will be in short supply, and we expect that hiring managers will struggle to meet their company's requirements.

## LEGAL

There was an influx of international law firms seeking lawyers with specialist skill sets and local experience in 2015. This led to a major upturn in hiring activity during the year. There has been a continued focus on recruiting Employment Equity candidates. Individuals with around five years' post-qualification experience will be highly sought after in 2016, particularly in banking and finance. Overall, the greatest competition will be for lawyers at a mid to senior management level who have industry experience. Hiring managers outside of law firms will prefer candidates with previous in-house experience as well as those who are familiar with recent regulatory developments.

A streamlined and transparent recruitment process will enable hiring managers to increase their chances of securing top talent.

We also anticipate that firms will focus more attention on retaining their most valuable talent, by clarifying career paths and ensuring that employees are well remunerated.



There will be increased hiring confidence in key areas and professionals in specialist banking, legal and IT roles will be in highest demand in 2016.



## KEY TRENDS

- ▶ Specialists rather than generalists will be in highest demand in 2016.
- ▶ Organisations should place emphasis on offering clear career paths in order to secure the best professionals.
- ▶ Employment Equity candidates will remain in high demand.
- ▶ Organisations will look to hire experienced professionals with local knowledge.

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## ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM ZAR (R)	
	2015	2016
<b>Qualified CA (SA) or CIMA</b>		
Chief Financial Officer (JSE Top 200)	1.8 - 3.0m	<b>2.0 - 3.0m</b>
Finance Director (Large Firm)	1.3 - 2.0m	<b>1.5 - 2.0m</b>
CFO/FD (SME)	1.1 - 1.5m	<b>1.3 - 2.0m</b>
Finance Manager	750 - 900k	<b>800k - 1.0m</b>
Finance Analyst	550 - 700k	<b>600 - 800k</b>
Group Accountant	450 - 650k	<b>500 - 700k</b>
Newly-qualified CA (SA)	500 - 575k	<b>550 - 600k</b>
Audit Manager	650 - 950k	<b>700k - 1.0m</b>
Internal Auditor	330 - 550k	<b>350 - 600k</b>
Qualified CIMA (3 - 5 yrs' exp)	650 - 950k	<b>650k - 1.0m</b>
Qualified CIMA (1 - 3 yrs' exp)	450 - 600k	<b>450 - 600k</b>
<b>Part-qualified CA (SA) or CIMA</b>		
Finance Manager	550 - 750k	<b>550 - 800k</b>
Finance Analyst	500 - 700k	<b>500 - 750k</b>
Articles (3 - 5 yrs' exp)	440 - 650k	<b>450 - 700k</b>
Articles (1 - 3 yrs' exp)	330 - 500k	<b>350 - 550k</b>
Bcom (3 - 5 yrs' exp)	220 - 350k	<b>240 - 375k</b>
Bcom (1 - 3 yrs' exp)	150 - 220k	<b>175 - 240k</b>
<b>Taxation/Treasury</b>		
Group Tax Manager	900k - 1.25m	<b>1.0 - 1.4m</b>
Tax Manager	550 - 800k	<b>600 - 900k</b>
Tax Accountant	330 - 550k	<b>350 - 600k</b>
Group Treasury Manager	650k - 1.0m	<b>700k - 1.1m</b>
Treasury Accountant	220 - 450k	<b>250 - 500k</b>

NB: These figures are cost to company excluding bonuses.

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## BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM ZAR (R)	
	2015	2016
<b>Investment Banking &amp; Financial Services</b>		
Corporate Finance CA (3 - 5 yrs' exp)	750k - 1.1m	<b>750k - 1.1m</b>
Corporate Finance CA (1 - 3 yrs' exp)	575 - 775k	<b>575 - 775k</b>
Operations Manager	550 - 750k	<b>550 - 750k</b>
Product Controller (CA/CIMA + 2 - 5 yrs' exp)	650 - 900k	<b>650 - 900k</b>
Product Controller (2 - 5 yrs' part-qualified)	400 - 650k	<b>450 - 750k</b>
Strategy Analyst Engineer + CFA/MBA	650k+	<b>650k+</b>
Private Banking Executive (3 yrs' exp)	300 - 450k	<b>450 - 650k</b>
Research Analyst CA (1 - 3 yrs' research + CFA exp)	500 - 750k	<b>550 - 750k</b>
<b>Accountancy/Audit/Tax/Treasury</b>		
Qualified CA (3 - 5 yrs' exp)	650 - 950k	<b>650 - 950k</b>
Qualified CA (1 - 3 yrs' exp)	550 - 650k	<b>580 - 700k</b>
Recently-qualified CA	500 - 615k	<b>530 - 630k</b>
Management Accountant CIMA + Training (3 - 4 yrs' exp)	500 - 600k	<b>550 - 700k</b>
Accountant - Hons Degree + Articles	350 - 450k	<b>350 - 450k</b>
Business Unit CFO - Investment Banking	1.3m+	<b>1.4m+</b>
<b>Compliance</b>		
Global Markets (8+ yrs' exp)	1.1 - 1.5m	<b>1.2 - 2.0m</b>
AML/Surveillance/Control Room (8+ yrs' exp)	800k+	<b>850k+</b>
Investment & Wealth Management (5 - 8 yrs' exp)	600 - 900k	<b>650 - 900k</b>
AML/Surveillance/Control Room (5 - 8+ yrs' exp)	500 - 800k	<b>650 - 900k</b>
Global Markets (1 - 4 yrs' exp)	400 - 800k	<b>400 - 800k</b>
Investment & Wealth Management (1 - 4 yrs' exp)	350 - 750k	<b>400 - 750k</b>
Quantitative Analyst & Financial Modelling (3 - 5 yrs' exp)	550 - 800k	<b>550 - 800k</b>
Quantitative Analyst & Financial Modelling (1 - 3 yrs' exp)	350 - 550k	<b>350 - 550k</b>
Quantitative Analyst & Financial Modelling (BSc or similar qualification)	300k+	<b>300k+</b>

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## HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM ZAR (R)	
	2015	2016
<b>HR Specialist</b>		
Industrial/Employee Relations Manager	450 - 750k	<b>500 - 820k</b>
Remuneration & Benefits Consultant	450 - 750k	<b>500 - 820k</b>
Organisational Development Manager	660k - 1.0m	<b>700k - 1.1m</b>
Change Manager	600 - 820k	<b>650 - 900k</b>
Learning & Development Manager	600 - 900k	<b>650k - 1.0m</b>
Recruitment Manager	600 - 820k	<b>600 - 850k</b>
Recruitment Officer	200 - 330k	<b>200 - 350k</b>
BEE Advisor	400 - 720k	<b>400 - 800k</b>
Talent Manager	600k - 1.0m	<b>650k - 1.1m</b>
Payroll Manager	650k - 1.0m	<b>650k - 1.1m</b>
<b>HR Generalist</b>		
HR Director	1.0 - 1.4m	<b>1.0 - 1.5m</b>
HR Manager	600 - 950k	<b>600k - 1.0m</b>
HR Business Partner	450 - 800k	<b>450 - 900k</b>
HR Consultant	350 - 600k	<b>350 - 650k</b>
HR Officer/Co-ordinator	200 - 350k	<b>220 - 375k</b>

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## INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM ZAR (R)		PERMANENT SALARY PER ANNUM ZAR (R)	
	3 - 5 YRS' EXP		5 - 10 YRS' EXP	
	2015	2016	2015	2016
Developer	350 - 650k	<b>350 - 650k</b>	650k - 1.0m+	<b>650k - 1.0m+</b>
Business Analyst	350 - 600k	<b>350 - 600k</b>	600k - 1.0m+	<b>600k - 1.0m+</b>
Project Manager	350 - 600k	<b>350 - 600k</b>	600k - 1.0m+	<b>600k - 1.0m+</b>
Programme Manager	700k - 1.0m	<b>700k - 1.0m</b>	1.0m+	<b>1.0m+</b>
IT Manager	400 - 700k	<b>400 - 700k</b>	700k - 1.0m+	<b>700k - 1.0m+</b>
IT Sales	300 - 500k	<b>300 - 500k</b>	500k - 1.0m+	<b>500k - 1.0m+</b>
Senior Network Engineer	200 - 500k	<b>200 - 500k</b>	500k - 1.0m+	<b>500k - 1.0m+</b>
IT Audit	350 - 600k	<b>350 - 600k</b>	600k - 1.0m+	<b>600k - 1.0m+</b>
Security Engineer	200 - 500k	<b>200 - 500k</b>	500k - 1.0m+	<b>500k - 1.0m+</b>
Solution Architect	500 - 700k	<b>500 - 700k</b>	700k - 1.0m+	<b>700k - 1.0m+</b>
Business Intelligence/Data Specialist	350 - 500k	<b>350 - 500k</b>	500k - 1.0m+	<b>500k - 1.0m+</b>

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## LEGAL

ROLE	PERMANENT SALARY PER ANNUM ZAR (R)	
	2015	2016
<b>Legal In-house - Commerce &amp; Industry</b>		
10+ yrs' PQE	1.3m+	<b>1.35m+</b>
6 - 10 yrs' PQE	900k - 1.3m	<b>1.0 - 1.35m</b>
3 - 6 yrs' PQE	650 - 900k	<b>700k - 1.0m</b>
1 - 3 yrs' PQE	420 - 650k	<b>450 - 700k</b>
<b>Legal In-house - Financial Services</b>		
10+ yrs' PQE	1.35m+	<b>1.4m+</b>
6 - 10 yrs' PQE	920k - 1.35m	<b>950k - 1.3m</b>
3 - 6 yrs' PQE	660 - 920k	<b>680 - 950k</b>
1 - 3 yrs' PQE	450 - 660k	<b>500 - 680k</b>
<b>Legal Private Practice</b>		
Equity Partner (10+ yrs' PQE)	1.4m+	<b>1.8m+</b>
Partner (6 - 10 yrs' PQE)	1.0 - 1.4m	<b>1.0 - 1.8m</b>
Senior Associate (3 - 6 yrs' PQE)	620k - 1.0m	<b>650 - 950k</b>
Associate (1 - 3 yrs' PQE)	400 - 620k	<b>480 - 650k</b>

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