

BUSINESS CONFIDENCE HAS RISEN AND EMPLOYERS WILL CONTINUE TO FACE THE CHALLENGE OF OPERATING IN A CANDIDATE SHORT MARKET AS THEY COMPETE WITH OTHER FIRMS FOR A FINITE POOL OF TALENT.

2016 INSIGHT

Hiring levels were consistent across all professions throughout 2016 and we expect this trend to persist in 2017, with Switzerland's stable economy continuing to represent an attractive prospect to foreign investment.

2017 EXPECTATIONS

As employers continue to compete for candidates, particularly those with niche skill sets, legal, compliance and risk professionals will be particularly sought after as financial institutions adapt to new financial regulations imposed by the Swiss Financial Market Supervisory Authority (FINMA). Within accounting and finance, companies will generally seek experienced professionals with native language skills at the mid-level.

Switzerland remains a global leader in innovation and as a result, companies within the information communications technology (ICT) sector will continue to grow their presence in the local

market. We expect to see particularly healthy demand for sales professionals with suitable technical backgrounds to support this expansion.

We also anticipate an increase in interim hires at mid-management level in 2017 as employers look to take on staff on a flexible basis to complete specific projects related to restructuring and overhauling processes to ensure regulatory compliance.

Given the candidate short market, efficient hiring processes and the ability to make a prompt offer will be essential to securing top talent as the positive business climate means the best candidates often receive multiple job offers.

ACCOUNTING & FINANCE

After a stable start to 2016, hiring activity among accountancy and finance professionals increased during the course of the year. Junior and mid-level candidates with local market knowledge in consolidations and accounting systems were particularly sought after.

Demand was significantly lower for senior finance professionals in the German speaking region due to large-scale restructurings among international businesses which saw some senior functions moved offshore. As a result, senior

candidates have widely turned to consulting and interim management roles.

In 2017 specialists will be in high demand for permanent roles. We anticipate that industrial controllers focused on CAPEX and cost reduction will be especially sought after. Finance professionals with strong IT knowledge who can drive efficiencies and improve system processes in aid of cost-saving programmes, will also be in demand. In addition, we anticipate companies will seek M&A and management consulting professionals for in-house roles to assist with corporate finance growth strategies and acquisitions.

Local candidates who are fluently bilingual and possess international experience will be particularly sought after in 2017, but employers will be competing for a limited pool of available talent to secure professionals with these skills. In many cases employers are turning to interim recruitment to fill junior roles on a short-term basis until a permanent candidate can be found.

Hiring will continue to increase, albeit slowly, with the market remaining largely employer driven. Salaries will also remain consistent overall in 2017. However, specialists with a niche skill set will be most likely to command a premium.

OVERVIEW

BANKING & FINANCIAL SERVICES

Financial services recruitment was driven by the need to maintain profitability in an increasingly controlled regulatory risk environment in 2016. Consequently, hiring was focused on both revenue generating positions such as sales, as well as regulatory focused positions within risk, legal and compliance.

As cooperation increased between the EU and Switzerland, policies have been implemented to remove secrecy in Swiss banking. As a result, financial services firms have bolstered headcount within their legal and compliance divisions, particularly in the anti-money-laundering (AML), cross border and regulatory space, in order to ensure that they are compliant with new legislation.

Interim managers were in demand within compliance, legal and project management. This was largely due to regulatory requirements from FINMA leading to financial services organisations implementing large-scale projects around specific regulations such as the Foreign Account Tax Compliance Act (FATCA).

Hiring managers are expected to continue preferring Swiss qualified lawyers for both legal and compliance positions in 2017, only hiring regulatory experts able to implement the regulator's guidance. We also expect buoyant demand for regulatory risk candidates with strong IT skills and the ability to understand technical requirements and translate them into operating manuals for businesses.

Overall, permanent salaries will remain stable across financial services in 2017. Specialists in risk, legal and compliance represent an exception to this trend, with candidates

possessing niche skills able to command significant salary increases when moving roles. Daily rates for interim roles widely remained constant in 2016, but in some cases decreased for generalist positions as companies became more cost conscious. We expect this trend to continue in 2017.

SALES & MARKETING

Businesses were active in recruiting sales and marketing professionals in 2016, as M&A activity among IT and tech firms in the Swiss market led to extensive restructuring, which in turn created new roles.

High demand continued for technical sales and pre-sales professionals specialising in ICT, particularly those with an existing track record of business development and experience stretching over more than five years.

Luxury goods companies also played a key role in driving demand for sales talent as these firms looked to grow. Junior to mid-level candidates, especially those with a solid understanding of products and processes within this sector, were highly sought after.

Across all sectors, marketers with established management skills and the ability to track ROI were sought after in 2016, alongside digital and social media specialists, as companies focused on targeted online activities.

We anticipate professionals who speak local languages with a track record in the Swiss market will be in particularly high demand in 2017. In order to attract these candidates hiring managers will need to offer competitive salaries as well as structured career paths and development programmes. The offer of flexible

working policies and initiatives to promote work-life balance will also be crucial in attracting top sales and marketing talent.



Employers will need to offer competitive remuneration to attract the best candidates, but incentives will need to be more than just financial.



KEY TRENDS

- ▶ International companies will continue to look for specialists with local language skills and market knowledge as they establish themselves in the Swiss market.
- ▶ Hiring interim professionals will remain a cost-effective solution for companies looking to mitigate skills shortages.
- ▶ Reducing time to hire and offering clear career progression will help to acquire top talent in a very competitive market.

SWITZERLAND

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM (CHF)		PERMANENT SALARY PER ANNUM (CHF)		INTERIM RATE PER DAY (CHF)	
	3 - 7 YRS' EXP		7+ YRS' EXP			
	2016	2017	2016	2017	2016	2017
Accounting & Finance						
Chief Financial Officer			160 - 250k	160 - 250k	1000+	1000+
Finance Director			160 - 200k	160 - 200k	800 - 1000	800 - 1000
Group Controller			140 - 190k	140 - 190k	700 - 1000	700 - 1000
Finance Manager	120 - 160k	120 - 160k	160 - 200k	160 - 200k	700 - 900	700 - 900
Chief Accountant/Accounting Manager	100 - 140k	100 - 140k	120 - 160k	120 - 160k	700 - 850	600 - 850
Audit Manager	130 - 160k	130 - 160k	150 - 180k	150 - 180k	600 - 800	600 - 800
Auditor	100 - 130k	100 - 130k	120 - 150k	120 - 150k	500 - 700	500 - 700
Consolidation Accountant	120 - 150k	120 - 150k	130 - 170k	130 - 170k	700 - 850	700 - 850
FP&A Manager	120 - 150k	120 - 150k	140 - 170k	140 - 170k	550 - 650	550 - 650
Controller (Management Accounting)	120 - 150k	120 - 150k	140 - 170k	140 - 170k	500 - 700	500 - 700
Cost Controller	110 - 140k	110 - 140k	140 - 170k	140 - 170k	550 - 750	550 - 750
Business Analyst/Financial Analyst	90 - 120k	90 - 120k	110 - 140k	110 - 140k	550 - 650	550 - 650
Tax Specialist	120 - 150k	120 - 150k	140 - 180k	140 - 180k	500 - 700	500 - 700
Treasury Manager	110 - 160k	110 - 160k	160 - 200k	160 - 200k	600 - 850	600 - 850
General Ledger Accountant	70 - 110k	70 - 110k	70 - 110k	70 - 110k	300 - 480	300 - 480
Credit Controller/Analyst	70 - 110k	70 - 110k	70 - 110k	70 - 110k	300 - 480	350 - 480
Payroll Accountant	60 - 110k	60 - 110k	60 - 110k	60 - 110k	260 - 480	300 - 480
Projects						
Project Manager					700 - 1000	700 - 1200
SAP/ERP Specialist					700 - 1200	700 - 1200

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

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BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM (CHF)		PERMANENT SALARY PER ANNUM (CHF)		INTERIM RATE PER DAY (CHF)	
	3 - 7 YRS' EXP		7+ YRS' EXP			
	2016	2017	2016	2017	2016	2017
Compliance & Legal						
Head of Legal/Compliance			200 - 350k	200 - 350k	1000 - 1500	1000 - 1800
Legal Counsel	150 - 180k	140 - 180k	180 - 300k	180 - 300k	700 - 1000	600 - 950
Compliance Manager	150 - 190k	140 - 180k	190 - 300k	190 - 300k	650 - 850	650 - 900
Regulatory Compliance Officer	130 - 150k	120 - 140k	150 - 190k	150 - 190k	500 - 600	500 - 750
Financial Crime Compliance Officer	100 - 120k	90 - 120k	120 - 140k	120 - 150k	500 - 600	500 - 750
Onboarding & KYC	90 - 120k	90 - 110k	120 - 140k	120 - 130k	500 - 600	400 - 600
Risk						
CRO			220 - 300k	220 - 300k	800 - 1200	800 - 1400
Market Risk	120 - 140k	120 - 140k	140 - 180k	140 - 180k	600 - 800	600 - 800
Credit Risk	110 - 130k	110 - 130k	130 - 160k	130 - 160k	500 - 700	500 - 700
Operational Risk	120 - 140k	120 - 140k	140 - 180k	140 - 180k	600 - 800	600 - 800
Corporate Functions						
CFO/COO			220 - 300k	250 - 350k	1200+	1200+
Financial Controller	110 - 140k	110 - 140k	140 - 160k	150 - 180k	700 - 1000	700 - 1000
Financial/Tax Accountant	90 - 110k	95 - 120k	110 - 140k	120 - 170k	500 - 700	500 - 700
Internal Audit	110 - 140k	120 - 150k	140 - 300k	150 - 300k	500 - 700	500 - 700
Product Control	90 - 110k	90 - 120k	110 - 150k	120 - 180k		
Investment Management						
Portfolio Manager	100 - 120k	100 - 120k	120 - 180k	120 - 180k		
Equity/Fixed Income/PE Analyst	100 - 120k	100 - 120k	120 - 220k	120 - 220k		
Quantitative Analyst	100 - 120k	100 - 120k	120 - 180k	120 - 180k	550 - 800	550 - 800
Marketing & Communications	100 - 120k	100 - 120k	120 - 160k	120 - 160k	550 - 700	550 - 700
Sales	100 - 160k	100 - 160k	150 - 220k	150 - 220k		
Middle & Back Office	90 - 120k	90 - 120k	120 - 160k	120 - 160k	500 - 700	500 - 800

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BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM (CHF)		PERMANENT SALARY PER ANNUM (CHF)		INTERIM RATE PER DAY (CHF)	
	3 - 7 YRS' EXP		7+ YRS' EXP			
	2016	2017	2016	2017	2016	2017
Corporate Banking						
Credit Analyst	80 - 110k	80 - 110k	110 - 130k	120 - 140k	500 - 600	500 - 600
Trade Finance Officer	80 - 110k	80 - 110k	110 - 130k	110 - 140k	500 - 600	500 - 600
Relationship Manager	110 - 140k	110 - 140k	140 - 180k	140 - 180k		
Middle & Back Office	80 - 110k	80 - 110k	110 - 140k	110 - 140k	450 - 550	450 - 600
Projects						
Programme Manager/PMO					1200+	1200+
Project Manager					800 - 1200	800 - 1200
Business Analyst					700 - 1000	700 - 1000
Regulatory Implementation Project					800 - 1000	800 - 1000

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SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM (CHF)					
	5 - 7 YRS' EXP		7 - 12 YRS' EXP		12+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Sales						
National Sales Director			160 - 190k	160 - 190k	180 - 220k	180 - 220k
Regional Sales Director			150 - 180k	150 - 180k	170 - 200k	170 - 200k
Key Account Manager Industry	80 - 110k	80 - 110k	90 - 120k	90 - 120k	100 - 140k	100 - 140k
Key Account Manager FMCG	80 - 110k	80 - 110k	90 - 120k	90 - 120k	100 - 140k	100 - 140k
Key Account Manager Software	80 - 110k	80 - 110k	90 - 120k	90 - 120k	100 - 140k	100 - 140k
Key Account Manager Retail	80 - 110k	80 - 110k	90 - 120k	90 - 120k	100 - 140k	100 - 140k
Key Account Manager TELCO/IT	80 - 110k	80 - 110k	90 - 120k	90 - 120k	100 - 140k	100 - 140k
Key Account Manager Luxury	80 - 110k	80 - 110k	90 - 120k	90 - 120k	100 - 140k	100 - 140k
Inside Sales Representative	70 - 100k	50 - 80k	80 - 110k	70 - 90k	90 - 120k	80 - 100k
Business Development Manager	90 - 120k	90 - 120k	100 - 130k	100 - 130k	110 - 150k	110 - 150k
Channel Sales Manager	90 - 120k	90 - 120k	100 - 130k	100 - 130k	110 - 150k	110 - 150k
Marketing						
Marketing Director	100 - 130k	100 - 130k	120 - 160k	120 - 160k	120 - 180k	120 - 180k
Marketing Manager	80 - 120k	80 - 120k	100 - 140k	100 - 140k	120 - 160k	120 - 160k
Online Marketing Manager	80 - 130k	80 - 130k	115 - 140k	115 - 140k	120 - 150k	120 - 150k
Brand Manager	75 - 110k	75 - 110k	95 - 130k	95 - 130k	120 - 140k	120 - 140k
Category Manager	75 - 110k	75 - 110k	95 - 120k	95 - 120k	110 - 130k	110 - 130k
Product Manager B2B	75 - 110k	75 - 110k	95 - 130k	95 - 130k	120 - 140k	120 - 140k
Product Manager B2C	75 - 110k	75 - 110k	95 - 130k	95 - 130k	120 - 140k	120 - 140k

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