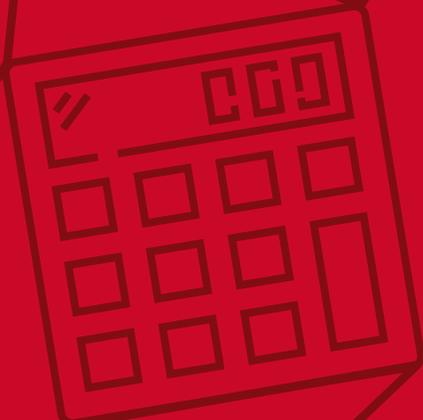




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SALARY GUIDE 2020



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FOREWORD

New technologies, skills shortages and geopolitical changes: in these fast-changing times, companies are required to adapt continuously. Only then can they inspire their employees* to embark on this exciting journey into the future world of work.

But how do they do it? After all, specialists with digital know-how or experience in using artificial intelligence or machine learning are extremely rare. And at the same time, people are now more willing than ever to change jobs.

This Salary Guide is intended to be a valuable source of inspiration for you to find a solution to these challenges and retain your attractiveness as an employer to specialists and managers.

Regards,

Sven Hennige

Senior Managing Director Central Europe & France

*The use of male job titles only in this Salary Guide is for the purpose of simplification and should be taken to refer equally to members of either gender and those who identify as neither (f/m/x); full equality is guaranteed.

WHERE IS THE LABOUR MARKET HEADING IN 2020?

In recent years, companies of every size and in every sector have prioritised overcoming the skilled labour shortage and recruiting new employees.

Today we face a new challenge in HR departments: the increased willingness of qualified specialists to change jobs is becoming more and more noticeable.

This means employee retention has now become a top priority. The loss of qualified employees increases the staff shortage and slows down a company's success.

More and more often, even supposedly secure candidates abandon ship at the very last moment in the recruitment process. A growing number of customers report applicants not appearing or resigning a few days after joining the company because they have received a more attractive offer.

This makes employer branding all the more important. Companies now recognise that applicants opt for an employer brand that has a vision, is future-proof and gives meaning to their job.

The future of work

The persistently low unemployment rate reflects a situation on the Swiss labour market that clearly favours applicants.

IT and finance specialists in particular are currently in high demand, and can look forward to several job offers at the same time.

On the employers' side, however, the picture is quite different. Employers have to put a lot more effort into winning over the candidates of their choice. At the same time, they face the challenge of finding candidates with the right skills and potential to enable them to grow into their new roles.

According to the World Economic Forum¹ the fourth industrial revolution is increasingly becoming a reality: by 2022, the number of newly emerging occupations worldwide will rise from 16% to 27%.

In a recent Robert Half study, 39% of executives surveyed say that digital transformation and the resulting disruption will have the greatest impact on their departments this year.

¹ Source: WEF: Future of Jobs Report 2018

How difficult do you think it is to find qualified professionals today compared to five years ago?

68% Somewhat or much more difficult

6% No change

25% Somewhat or much easier

Source: Workplace Survey 2019 by Robert Half, 300 managers in Switzerland



The focus on an applicant's social skills has intensified, as have the requirements. Above all, strategic thinking, communication and resilience are becoming more and more important. In times of permanent change, soft skills are a constant that retains their value.

— Sven Hennige, Senior Managing Director



Continuous change has become a constant

However, digital change also has a serious downside. 45% of the managers surveyed believe that active measures are needed to better support employees in the wake of numerous changes and rapid transformation.

Many employers are planning programmes to promote physical and mental health. In addition, they aim to define clear goals and improve communication.

Success with mixed teams

To counter this constant change, ongoing innovation projects and shortage of skilled personnel, more and more companies in Switzerland are relying on flexible personnel strategies: 61% of managers believe that digital transformation can be implemented more successfully with the right mix of permanent employees, interim managers and temporary employees.

The growing desire for flexibility

In recent years, more and more skilled workers have started to demand flexible working and a better work-life balance. However, this desire for greater flexibility is far from being met by all companies.

Currently, just 28% of Swiss companies have implemented new technologies to help employees work from home.

Practical experience shows, however, that in the war for talent, companies that do not offer flexible working or a home office can no longer successfully access the majority of the candidate market.

TOP 3 CHALLENGES

In addition to internal challenges, especially the recruitment and retention of employees, the following external factors influence the success of a company:

Lower growth expectations



Geopolitical changes



Lower investment



Source: Workplace Survey 2019 by Robert Half,
300 managers in Switzerland

More than suitable: the cultural fit

Every corporate culture has its own characteristics. The more suitable employees are hired and the more diversity and inclusion are embraced, the better teams harmonize.

These teams are demonstrably more productive and the job satisfaction of each individual is higher. This ultimately has an impact on the employer brand – a decisive factor in the choice of employer.

For HR decision makers, cultural fit is one of the most important aspects when hiring employees. A global labour market study by Robert Half also showed that good workplace relations and a good cultural fit are two of the six factors that directly affect job satisfaction. The cultural fit thus becomes a mandatory criterion for both sides.

The not-quite-perfect candidate

The search for the perfect candidate in today's candidate market is likely to be either unsuccessful or very long-winded. The candidate who has exactly the right experience and skills to fit the team either does not exist or is not available.

In addition, qualification requirements are changing faster than ever before. A promising personnel selection therefore not only has to consider the candidate's current skills but also his or her potential.

By eliminating strict recruitment criteria and replacing them with a mindset that encourages the development of talented candidates, companies are increasing the number of potential candidates available to them. This significantly shortens the recruitment process.



It is our job to find the ideal match – the perfect candidate for the job. This is by no means necessarily the candidate who boasts a complete resumé and impeccable references. Our employees have a very good instinct for candidates who match the cultural fit and have the ability to develop their true potential with the right employer.

— Sven Hennige, Senior Managing Director



Aiming for faster recruitment processes

Another study of more than 500 office employees shows how competitive the candidate market is: more than half of applicants in Switzerland (59%) expect to receive an answer within two weeks of an interview.

If this does not happen, it is highly probable that the desired candidate will already be in discussion with other companies.

Companies can counter this by planning their recruitment process properly. This starts with obtaining internal approvals, continues with the timely setting of parameters by all parties involved in the recruitment process, and ends with preparation of the scope for negotiation.

In addition, the recruitment process can be made shorter and more resource-efficient by a staffing company.

At Robert Half, our large network enables us to quickly identify appropriate candidates, conduct initial interviews and present only the most suitable candidates. In addition, we place qualified temporary staff to ensure continued business operations and to support the existing team.



REWARDS AND BENEFIT TRENDS

Remuneration is one of the most important job satisfaction factors for Swiss employees. 22% of employees have already turned down a job offer because the salary was too low for them. At the same time, many employees feel that stress levels and pressure from deadlines are too high.

As a result, it is not surprising that flexible working hours and

50%

of employees in Switzerland see flexible working conditions as one of the main reasons for their job satisfaction.

Source: Workplace Survey 2019 by Robert Half,
186 office employees from Switzerland

measures that have a positive effect on work-life balance have become very popular. Swiss employees who are satisfied with their job cite flexibility in working hours as the third most important reason for their satisfaction.

Even though more and more Swiss companies are offering flexible working hours and programmes that promote health, there is still a lot of catching up to do.

Lifelong learning integrated into everyday working life

Workers are becoming increasingly aware of the need for lifelong learning. Employees regard training programmes as an attractive benefit, especially given the ever faster development of job and skills profiles.

Today's skilled workers expect training to be integrated into their day-to-day job. This is why companies are increasingly opting for on-the-job training, especially for new employees. This shows how a willingness to learn and change is gaining in importance over professional skills.

STRUCTURE OF SALARY TABLES

Our 2020 Salary Guide provides an overview of customary market salaries. As in the previous year, the current overview is divided into percentiles. The data given refers to average salaries in Switzerland.

Bonuses, benefits and other additional subsidies were not included as these can vary considerably. However, these are important when attracting top candidates.

25TH PERCENTILE

Newly appointed candidates, and those in the early stages of acquiring or implementing skills, are placed in the lower percentile. This salary range is also applicable to a market with a wide supply of applicants or for employees in a small company.

50TH PERCENTILE

This percentile applies to candidates with average experience. It is applicable to positions of average complexity – and to sectors with moderate competition for staff.

75TH PERCENTILE

A starting salary in the upper percentile range is appropriate for applicants with above-average qualifications. These candidates usually fill more demanding positions. This salary range is also recommended if the qualifications sought are in demand.

95TH PERCENTILE

For candidates exhibiting unusually impressive experience and expertise, a starting salary at this level is recommended. They mostly occupy positions with a great deal of responsibility. Likewise, for specialist staff who are in particularly high demand, the salary range is in the upper percentile.

POSITION	25	50	75	95
Accountant (qualified for annual accounts)	78,500	104,000	107,750	134,500



FINANCE & ACCOUNTING

Labour market climate

Competition for skilled personnel in finance and accounting has been intensifying for years. For the majority of CFOs there is no end in sight to this trend: 66% believe that it will be somewhat or even much more difficult to find qualified specialists in the next five years.

The introduction of automated and digitalised work processes has changed the way finance departments operate. Digital transformation has created a new working dynamic in the team, with new roles increasingly demanding more collaborative working methods and processes.

Strategic thinking, business acumen and a high level of emotional intelligence are skills that CFOs believe will become increasingly important. In terms of IT skills, financial professionals with experience in SAP, IFRS and taxes are particularly in demand, and thus difficult to find.

Temporary work is a strategic recruitment trend

Given the challenging situation in the labour market, demand for interim managers and temporary staff in finance and accounting is increasing.

Already, 70% of CFOs consider the additional use of temporary staff and experienced interim managers to be the most promising way to successfully implement digital transformation initiatives.

The high demand for temporary project staff results from two factors: in numerous key projects, there is a lack of personnel and internal know-how. In addition, companies rely on experienced and flexible employees, especially for the successful development of new business models, to quickly build up in-house knowledge.

Salary trends

Salaries in finance and accounting do not develop in the same way across the board: in larger companies there is more scope for salary increases, while in small and medium-sized companies much more flexibility is possible.

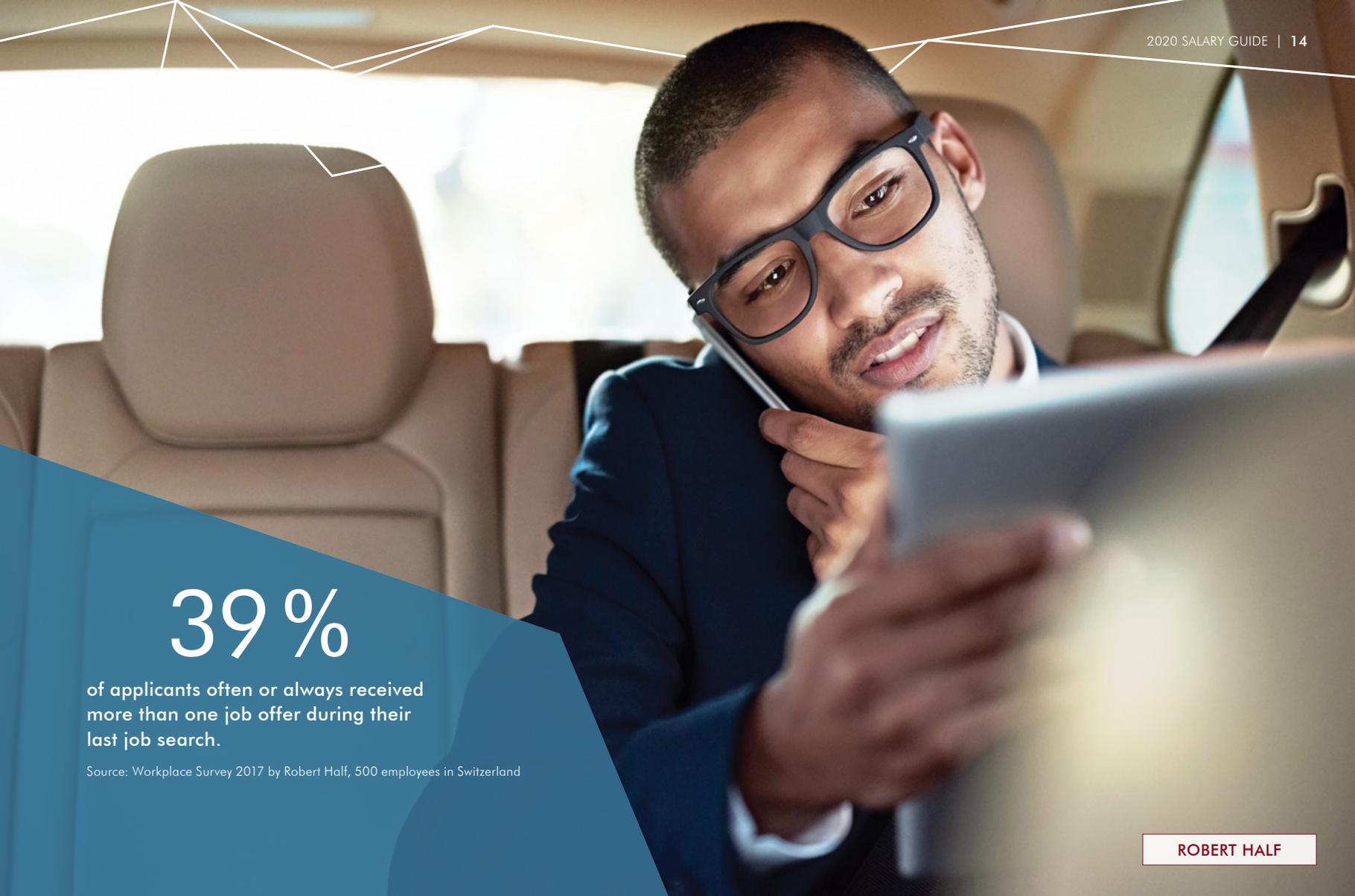
Flexible working hours are particularly popular with finance experts, who also attach great importance to the pension packages offered by employers. This is particularly true for millennials, for whom a balanced work-life balance is just as important as sound planning for the future.



We are in a market where candidates are scarce. Employers outside of the most desirable conurbations often have to create even more attractive salary packages with exceptional non-monetary benefits to attract specialists.

— Sven Hennige, Senior Managing Director





39%

of applicants often or always received more than one job offer during their last job search.

Source: Workplace Survey 2017 by Robert Half, 500 employees in Switzerland

PARTICULARLY SOUGHT-AFTER FINANCIAL EXPERTS:

PROFESSIONAL SKILLS

- **ERP/SAP**
- **Accounts auditing**
- **IFRS**
- **Taxes**
- **Regulatory knowledge**

SOFT SKILLS

- **Strategic thinking**
- **Emotional intelligence**
- **Business acumen**
- **Resilience**
- **Communication**

JOB TYPES

- **Accountant**
- **Controller**
- **Payroll accountant**
- **Tax expert**
- **Accounts receivable/
accounts payable
accountant**

FINANCE & ACCOUNTING SALARIES

FINANCE & ACCOUNTING

Annual gross salary in CHF

POSITION	PERCENTILE			
	25	50	75	95
Accountant (qualified for annual accounts)	78,500	104,000	107,750	134,500
Accounting Clerk (Accounts Receivable/Vendor/General Ledger)	63,250	73,500	82,500	102,250
Accounting Manager	102,750	132,500	148,000	159,750
Chief Financial Officer (CFO)	185,000	230,250	250,000	273,750
Compliance Officer/Manager	108,750	114,000	120,000	129,000
Consolidator	125,250	135,500	145,750	154,000
Controller	95,000	116,000	135,000	160,000
Credit & Risk Manager	118,250	132,750	136,750	148,000
External Auditors	103,000	110,500	117,000	126,750

FINANCE & ACCOUNTING

Annual gross salary in CHF

POSITION	PERCENTILE			
	25	50	75	95
Financial/Business Analyst	95,500	115,000	120,000	136,000
Head of Controlling	133,000	148,500	157,250	168,250
Head of Finance and Accounting	130,250	142,750	151,250	170,750
Internal Auditor	106,000	118,500	124,750	131,250
Manager Treasury	118,000	131,750	138,500	159,250
Treasury Analyst	93,000	105,000	111,250	131,000

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TECHNOLOGY & IT

Labour market climate

The weaker global economy is also slowing down the Swiss economy to a certain extent. However, the Swiss tech industry does not seem to be affected. For example, Statista predicts that overall turnover of the Swiss IT and telecommunications market will grow to 21.4 billion Swiss francs in 2019.

However, the ongoing competition for specialists with digital skills remains a cause for concern. This is because the increasing shortage of skilled workers is hampering many digitalisation projects, preventing businesses from reaching their full potential. Without the specific skills needed as part of the fourth industrial revolution, Swiss companies risk losses running into billions.



For the future, chief information officers (CIOs) have identified three important trends that are changing internal workflows and must be addressed as a priority:

- **Artificial intelligence (AI) and robotics**
- **The fourth industrial revolution**
- **Regulatory changes**

In addition, cyber security, infrastructure modernisation and the development of software applications remain significant internal challenges, mainly due to a lack of skilled personnel and know-how.

Recruitment trends

IT departments no longer operate in isolation. Instead, they are now required to work seamlessly with other departments.

IT staff need to develop teamwork, flexibility and business-oriented thinking. Only if all departments interact smoothly can companies achieve their ambitious growth goals. CIOs are thus focusing on these soft skills when hiring new employees.

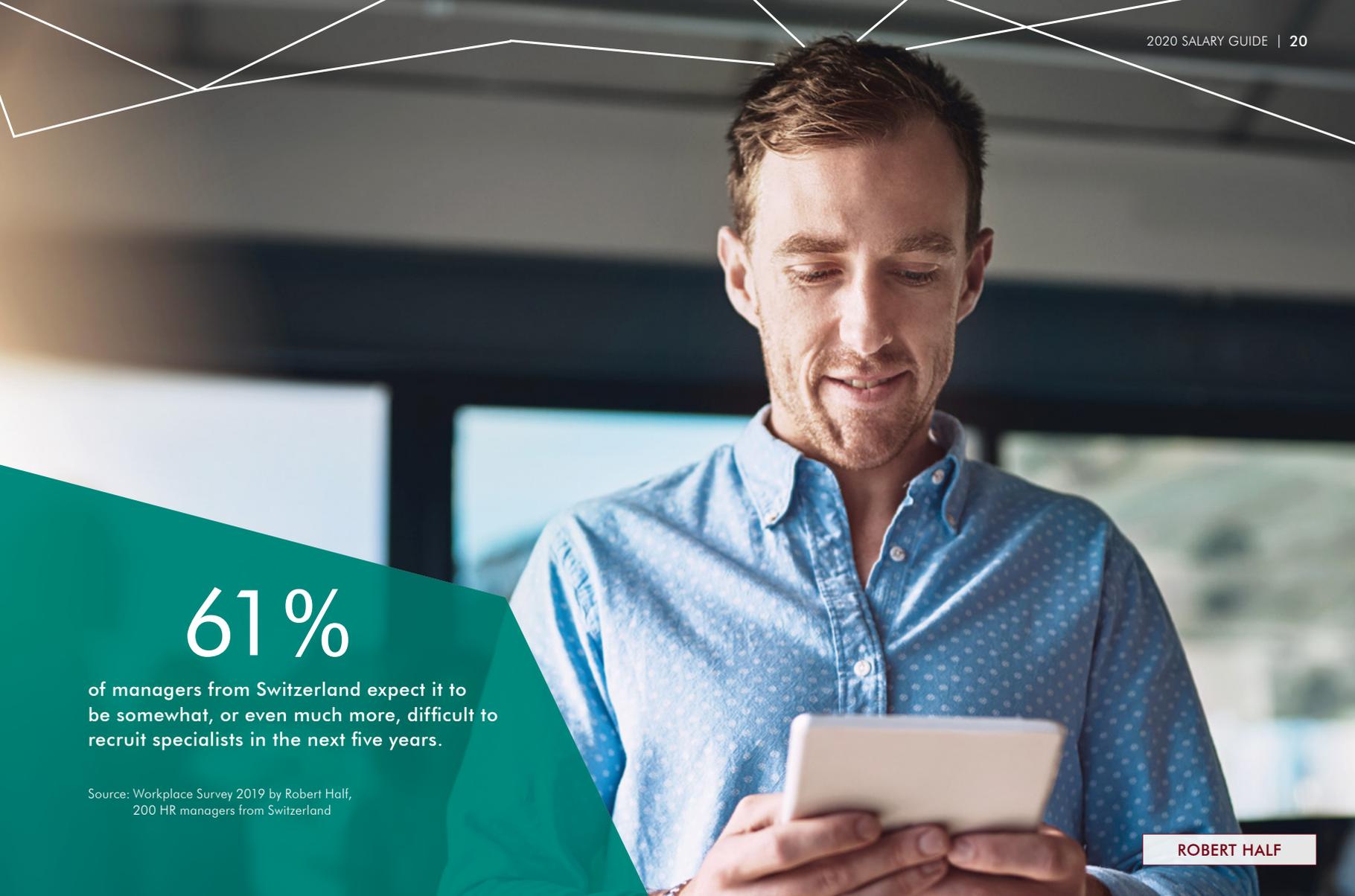
The high demand for IT professionals will continue to grow in 2020, especially in the following areas:

- **Software development**
- **Java development**
- **Web development**
- **Support and rollout**
- **System administration**

Salary trends

The high demand and insufficient availability of IT specialists have been causing salaries in the IT industry to rise for years. This trend is set to continue in 2020, partly due to the growing number of counter-offers from competitors.

In practice, more and more competing offers are being made. Better general employment conditions, such as flexible working hours, are the main reason why candidates drop out. This is particularly challenging for start-ups which are often unable to keep up with the salary levels and offers of large companies. It makes it all the more important for smaller companies to be creative and build a positive employer brand.

A man with short brown hair and a light beard, wearing a blue button-down shirt with a small white pattern, is looking down at a white tablet he is holding with both hands. He has a slight smile. The background is a blurred office environment with computer monitors. The image is overlaid with a teal geometric shape on the left side containing text.

61%

of managers from Switzerland expect it to be somewhat, or even much more, difficult to recruit specialists in the next five years.

Source: Workplace Survey 2019 by Robert Half, 200 HR managers from Switzerland

PARTICULARLY SOUGHT-AFTER IT EXPERTS:

PROFESSIONAL SKILLS

- System integration
- Software development
- iOS/Android
- Windows 10, Windows Server
- Active Directory

SOFT SKILLS

- Team player
- Strong communicator
- Quick learner
- Flexibility and agility

JOB TYPES

- IT security
- Cloud technology
- Digitalisation
- IT audits
- Software development

TECHNOLOGY & IT SALARIES

TECHNOLOGY & IT	POSITION	PERCENTILE			
		25	50	75	95
Annual gross salary in CHF	Application Developer	100,000	113,500	120,000	135 000
	Application Support	76,750	100,000	115,000	135 000
	Business-Intelligence Consultant/Analyst	104,000	110,500	125,000	147 500
	Chief Information Officer (CIO)	166,000	176,000	189,750	235 000
	Chief Security Officer (CSO)	153,000	168,250	178,500	232 000
	Chief Technology Officer (CTO)	142,000	159,500	179,000	218 750
	Database Administrator	92,000	107,500	122,000	130 000
	Help Desk (1st, 2nd Level)	76,000	82,500	91,000	110 250
	IT Administrator	73,000	95,000	117,500	120 000
	IT Project Manager	102,000	125,000	136,500	152 500
	IT Team Leader	125,000	132,500	145,500	160 000
	Network Administrator	82,000	88,250	94,750	106 250
	Network Engineer	93,250	110,000	125,750	142 000

TECHNOLOGY & IT

Annual gross salary in CHF

POSITION	PERCENTILE			
	25	50	75	95
Security Specialist	128,000	149,000	174,000	192,500
Software Developer (Java, PHP, C#, .NET, C/C++, ABAP)	104,000	115,500	127,500	134,000
System Engineer	97,250	114,000	128,500	137,000
Web Designer	92,000	94,500	106,000	132,000
Web Developer	82,250	95,750	124,000	149,750

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OFFICE & ADMINISTRATION

Labour market climate

It is becoming increasingly difficult to find suitable specialists in HR, customer support and purchasing. Digital transformation and accompanying automation are eliminating more and more labour-intensive and manual activities. At the same time, new requirements are emerging.

In HR departments, for example, employees may perform customer service functions in addition to their actual HR work. They also offer general administrative support as well as marketing and PR support for employer branding measures. Many companies intend to create new teams in order to relieve this pressure on HR departments.

Recruitment trends

There is strong demand for qualified specialists not only in human resources and office management but also in customer care. Despite many digitalised processes in customer service such as the use of chatbots, personal advice and support remains a fundamental competitive advantage.

Knowledge of Microsoft Office and English continues to be a prerequisite for specialists in the assistance and commercial fields. In addition, soft skills such as a high degree of reliability, honesty and good communication skills are central requirements.

Talented commercial specialists will be in high demand by 2020, especially in the following areas:

- **Office management**
- **Customer care**
- **Management assistance**

Salary trends

Good commercial staff play a significant role in the long-term success of a company, which means that competition has also intensified considerably in this labour market. As a result, it takes much longer than in previous years to find qualified office managers, personal assistants, HR experts and customer advisors.

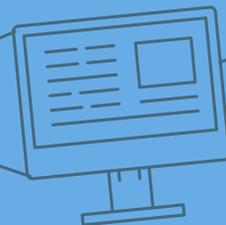
Accordingly, interested employers include attractive additional benefits in the salary package for commercial personnel. In particular, opportunities for a better work-life balance – extensive free time management, home office working and also health-promoting offers – are popular to offset the high workload and demanding deadline pressure of the job.

A woman with short, curly brown hair, wearing black-rimmed glasses and a bright yellow V-neck sweater, stands in an office. She is holding a pencil in her right hand and looking slightly to her left with a thoughtful expression. The background shows office desks, a printer, and a green chair. A blue geometric shape is overlaid on the bottom left of the image, containing text.

30%

of applicants have turned down a firm job offer at some point because they received a better offer from a competitor.

Source: Workplace Survey 2019 by Robert Half, 250 employees in Switzerland



PARTICULARLY SOUGHT-AFTER ADMINISTRATIVE SPECIALISTS:

PROFESSIONAL SKILLS

- **Project management**
- **MS Office**
- **ERP/SAP**
- **English**
- **Additional language skills**

SOFT SKILLS

- **Communication skills**
- **Flexibility**
- **Advisory expertise**

JOB TYPES

- **Office management**
- **Customer service**
- **Executive assistant/
personal assistance**
- **Project support**
- **Sales support**

OFFICE & ADMINISTRATION SALARIES

OFFICE & ADMINISTRATION

Annual gross salary in CHF

POSITION	PERCENTILE			
	25	50	75	95
Administrative Assistant	67,000	71,000	88,250	96,000
Call Centre Employee/Data Inputter	57,000	63,500	72,750	85,000
Customer Service Administrator	80,250	85,500	93,000	105,750
Executive Assistant/Personal Assistant	83,750	90,250	103,750	112,000
HR Assistant/HR Administrator	66,500	74,500	83,500	98,000
HR Business Partner	95,000	110,500	124,750	145,750
HR Manager	95,000	114,500	132,000	171,750
HR Recruiter	73,500	86,500	96,000	109,000
Import/Export Administrator	67,500	73,500	92,000	117,500
Office Manager	74,500	85,000	92,750	109,500
Receptionist	60,500	68,000	76,500	96,000
Team Assistant	67,750	74,750	87,750	107,000

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WHAT EMPLOYEES THINK



75%

of office employees

in Switzerland are rather satisfied or very satisfied with their job.

Top 5 job satisfaction factors



Interesting tasks
65%



Good teamwork
56%



Flexible working conditions
50%



Appropriate salary
39%



Meaningful work
35%



60%

of office employees

think it has become harder to find a new job these days.



22%

of employees

have rejected a job offer because the proposed salary was too low.

Source: Workplace Survey 2019 by Robert Half, 250 office workers in Switzerland

ABOUT ROBERT HALF

Robert Half is the world's leading and largest personnel service provider for skilled personnel and executives. Robert Half has more than 300 offices around the globe. Our consultants connect qualified experts with top companies. In Switzerland, we have offices in Zurich and Geneva.

Our areas of expertise are:

- **Finance & Accounting**
- **Technology & IT**
- **Office & Administration**

We offer permanent employment, temporary employees and interim managers.

The group includes Protiviti, one of the leading providers of internal audits and enterprise-wide risk management services.

About our methodology

The figures in our salary survey are based on actual agreed salaries from several thousand successful placements.

The salary data are average values for Switzerland. Salaries refer to gross annual salaries without additional benefits.

Our market assessment is based on the experience of Robert Half's consultants. In addition, 300 managers and 250 specialists from Switzerland were interviewed by an independent market research institute about labour market and career trends in several representative labour market studies.

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