



# SALARY GUIDE

2019

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# FOREWORD

The Swiss economy is performing well: GDP is on the rise and the employment rate is increasing.

However, this economic boom does have its downside, which is a shortage of available skilled workers. More than 70,000 jobs are currently unfilled, and it is a problem that companies in all sectors have to contend with. Businesses are potentially missing out on further growth because they don't have the skills they need to keep pace with digitalisation, which is fundamentally changing the shape of business across the world.

A priority for 2019 must therefore be to find the right skilled professionals quickly and to train as well as retain the employees we already have.

Our 2019 Salary Guide is intended to support you as you tackle these challenges. It offers detailed insights into the employment market along with salary trends that can provide you with the accurate information you need when developing your hiring strategies.

Kind regards,

Sven Hennige  
Senior Managing Director Central Europe & France



**SVEN HENNIGE**

Senior Managing Director Central Europe & France



# WHERE IS THE EMPLOYMENT MARKET HEADING IN 2019?

## 1. The number of available applicants is in decline

Challenges in the Swiss employment market are growing ever more acute: the need for skilled workers is increasing year on year. There are multiple factors at play exacerbating the ongoing skills shortage, including the fact that the baby boomers are beginning to retire. They are being replaced by cohorts with a lower birth rate, which contributes to demographic changes within the workforce as a whole. This is leading to a sharp decline in the number of skilled workers available.

As a result of these changes, the overwhelming majority (88%) of CFOs say it is a challenge to find qualified staff. The effects of numerous unfilled positions are being clearly felt in more and more companies. Their order books may be full, but it is getting progressively more difficult to recruit the necessary staff.

The risk is that important digitalisation projects may falter or that orders cannot be actioned, with the result that organisations fail to exploit potential new business. Particularly in the case of small and medium-sized enterprises, the shortage of skilled workers is leading to increasingly frequent financial losses due to unfulfilled orders.

## 2. New guidelines call for more specialists

When the EU General Data Protection Regulation (GDPR) was introduced in May 2018, Swiss companies also became subject to the new law. The challenge is that the requirement for better customer service and optimal use and analysis of customer data contradicts the need for more comprehensive data protection.

Without specialists in data protection, compliance, data strategy and analysis it is impossible to master this challenge. Yet experts in the field are hard to find because competition for them is so fierce. Many companies have recognised that they need to bring in expertise from outside to tackle the challenge. They often turn to interim managers who can build up internal knowledge and improve the quality of an organisation's own team. The use of interim professionals ensures that staff are supported and deadlines are met.

## 3. Long recruitment process increases the dropout rate

When the demand for qualified staff outstrips supply, time-to-hire becomes crucial. If employers let highly sought-after candidates wait too long before making an employment offer, they risk losing them to competitors.

The problem is that companies often need a lot of time to make decisions about who to hire, which is one of the reasons why jobs remain vacant for longer than necessary. It can fall to the Human Resources team to take action and ensure the right internal processes are in place for the dynamic employment market that exists currently.

## 4. Automation gives rise to hopes and fears

New digital technologies and artificial intelligence (AI) make it increasingly easy for companies to automatically process high volumes of data more quickly and more intelligently. This reduces time-consuming manual tasks and the risk of human error.

We are still at the beginning of an economic era being shaped by automatic processes and the use of AI. But we can already predict the disruptive influence this development will have on our working methods and the skills needed. For example, in modern bookkeeping, manually recorded accounts have long been passé. Today, digital documents from a service provider or supplier are fed automatically into an organisation's finance system and after automatic checking they are paid with the click of a mouse. This saves an enormous amount of time and frees up more resources to be used for analysis and strategy.

However, AI has given rise to considerable worries among employees who fear massive job cuts. Even if forecasts show that many new jobs will be created through AI (in the US alone, about 2.3 million by 2020), companies would be well advised to take their employees' fears seriously and provide reassurance.

### **5. The setting of new priorities in job satisfaction**

Employee satisfaction continues to grow in importance. A business culture of recognition, a common vision, flexibility and fair and respectful treatment are particularly highly valued by employees. These values are the basis for long-term, satisfying teamwork and so they are equally important for both employer and employee.

Organisations must be sure to create and maintain these conditions for their staff. It is important that employees can feel that they are "themselves" at work. Moreover, they should be proud of their employer – both these factors increase the probability that staff will be happy about going in to work.

An important foundation for long-lasting satisfaction in the workplace can be created early on in the recruitment process.

Both sides should communicate from the very beginning what is important to them. When organisations make their standards and values clear, applicants know what matters to their prospective new employer. This does not only increase the chance that the right candidate will accept a role, but also leads to the employee feeling at home there – and will be inspired to work in a more motivated, innovative and productive way.

# MEASURES COMPANIES ARE TAKING TO BECOME AN EMPLOYER OF CHOICE



**56%**

Promoting the company culture



**47%**

Demonstrating the organisation's working environment



**43%**

Highlighting the company's career and professional development opportunities



**42%**

Communicating the organisation's competitive salary offerings



**40%**

Outlining the company's reward/benefit schemes

Source: Workplace Survey 2018, Robert Half; Respondents: 201 Managers

# GENERAL SALARY TRENDS: THE TOTAL PACKAGE IS THE DECIDER

When new staff are taken on, decision makers in Human Resources will need to expect to lose top candidates during the recruitment process when more attractive offers come along from competitors.

With this in mind, Human Resources are prepared to make a special case and increase the salary offer to applicants offering particular specialist skills. In 2018 nearly seven out of ten top candidates were offered a higher salary than originally envisaged. Subsequently, companies must factor in a "buffer" for higher salary requirements in their remuneration budgets. Companies wanting to win over and retain the best candidates for the long term must put together an attractive total remuneration package. This includes a gross salary in line with the market, as well as flexible working hours, working from home or remote working options, the choice of a good pension scheme, reimbursement for public transport costs and training and development opportunities.

However, by ramping up their benefits employers will only partly solve the current shortage of specialised staff. It will be much more a question of offering packages to suit the individual and the particular corporate culture.

## The most attractive salary packages are created through dialogue with employees

Individual offers cannot be developed from the top down, but rather employers are required to recognise the needs of their employees. For example, a young professional is more likely to be persuaded by an extensive in-house training programme and an attractive career path than by a top-notch company car. A working parent, on the other hand, will most probably make their decision in favour of a family-friendly and flexible employer. For this reason it is getting ever more important for companies to offer flexible building blocks in their salary packages and put these together in the best possible way through discussions with their employees.

The Swiss reinsurance company Swiss Re is well known for its innovative benefits. For example, this company awards a subsidy of up to 5,000 francs to employees for purchases which reduce individual CO2 emissions. The telecom provider Swisscom and the major bank UBS offer their employees the opportunity to have flexibility and take more holiday than just the regular allowance if they forgo their salary for that period.

# THE SALARY OVERVIEW

Our Salary Guide 2019 provides the basis for salaries in line with the market. The current overview contains even more detailed information than in the previous years and is firstly divided into percentiles. The data given refers to the Swiss starting-salary average.

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 is applicable for applicants with above-average qualifications. As a rule, such candidates occupy the more demanding positions. This salary range is also recommended for when sought-after qualifications are required.

## 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.

FUNCTION		25th Percentile	50th Percentile	75th Percentile	95th Percentile
<b>Bookkeeping</b>	Bookkeepers (with final examination)	82,500 CHF	103,500 CHF	107,250 CHF	128,750 CHF
		25% of the employees in this position earn less, 75% earn more	Median: 50% of the employees in this position earn less, 50% earn more	75% of the employees in this position earn less, 25% earn more	95% of the employees in this position earn less, 5% earn more



The image features a man in a dark suit, white shirt, and dark tie with white dots. He is sitting at a table, pointing with his right hand at a tablet computer held in his left hand. He is looking towards a woman whose back is to the camera. The woman has dark hair and is wearing a dark sleeveless top. On the table, there is a glass of water and some papers. The background is a blurred office setting. The left side of the image has a diagonal orange overlay containing various white line-art icons related to finance and accounting, such as folders, pie charts, bar graphs, and line graphs.

# FINANCE AND ACCOUNTING

TRENDS

As in previous years, recruitment for positions in finance and accounting remains very costly and time-consuming for CFOs. Many tasks in finance are becoming automated to a great extent and machine learning is intensifying, so employees must have analytical skills as well as digital skills.

The bookkeepers and controllers of today are required to collect the appropriate data and prepare them as a basis for business-critical and strategic decisions.

New technologies such as blockchain and machine learning are finding their way into more and more finance departments. The corresponding expertise is often not available internally and staff cannot be trained up for it quickly. For this reason, external interim managers are brought in to evaluate upcoming digitalisation projects and implement them where appropriate.

In this phase of change there is one good piece of news for finance staff: increasing responsibility and broader specialist skills will increase the earnings potential for finance experts. Only 15% of CFOs are not planning salary increases for their staff.

Salaries will increase by nearly 10% on average. Where salary increases are not possible, CFOs plan to ramp up the benefits instead.

The Zurich fintech company Advanon, for example, pays for tax advice and laundry for its employees. Contributions to child-care are also trending, as well as offering stocks and shares and meeting the costs of using public transport.



### Finance positions frequently in demand

- Trustees with specialist certificates
- Bookkeepers with federal specialist certificates
- Controllers
- Finance Managers
- Employees in financial planning and analysis



Need to hire for Finance and Accounting?

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## SALARIES FOR FINANCE AND ACCOUNTING

FUNCTION		25th Percentile	50th Percentile	75th Percentile	95th Percentile
<b>Bookkeeping</b>	Bookkeeping Officers (Debtors/Creditors/General Ledger)	63,000 CHF	73,000 CHF	82,000 CHF	101,750 CHF
	Bookkeepers (with final examination)	82,500 CHF	103,500 CHF	107,250 CHF	128,750 CHF
	Bookkeeping Managers	100,750 CHF	131,750 CHF	146,000 CHF	159,000 CHF
	Group Accountants	95,380 CHF	124,500 CHF	138,750 CHF	147,750 CHF
<b>Credit Management</b>	Credit & Risk Analysts/Controllers	88,250 CHF	100,250 CHF	106,250 CHF	128,250 CHF
	Credit & Risk Managers	114,000 CHF	128,500 CHF	134,000 CHF	147,500 CHF
<b>Controlling</b>	Controllers (Financial Business Controller)	99,000 CHF	111,250 CHF	132,000 CHF	153,500 CHF
	Financial/Business Analysts	95,000 CHF	110,250 CHF	116,000 CHF	136,000 CHF
	Group Controllers	122,500 CHF	133,750 CHF	141,750 CHF	157,000 CHF
	Controlling Managers	129,250 CHF	148,250 CHF	157,250 CHF	168,250 CHF

## SALARIES FOR FINANCE AND ACCOUNTING

FUNCTION		25th Percentile	50th Percentile	75th Percentile	95th Percentile
Tax, Treasury and Auditing	Tax Experts/Trustees	84,500 CHF	95,000 CHF	100,500 CHF	138,000 CHF
	Treasury Analysts	92,500 CHF	104,500 CHF	111,250 CHF	131,000 CHF
	Auditors	102,500 CHF	110,000 CHF	116,500 CHF	126,250 CHF
	Treasury Managers	114,000 CHF	129,250 CHF	137,000 CHF	158,500 CHF
	Internal Auditor	109,250 CHF	115,750 CHF	122,750 CHF	131,250 CHF
Compliance	Compliance Officers/Managers	108,250 CHF	113,750 CHF	120,500 CHF	129,000 CHF
	Compliance Senior Managers/Directors	159,000 CHF	167,250 CHF	177,250 CHF	189,500 CHF
Management	Finance and Accounting Managers	129,500 CHF	142,000 CHF	150,500 CHF	170,000 CHF
	Finance and Administration Managers (KMU)	110,000 CHF	160,500 CHF	170,000 CHF	182,000 CHF
	Chief Financial Officers/Finance Directors (Multinational)	182,000 CHF	241,250 CHF	256,000 CHF	273,750 CHF



# IT SECTOR

TRENDS

The greatest effects of new technologies are in the IT sector. IT staff have to keep a careful watch over business processes and apply or develop software that is in line with business strategy and serves as a basis for decision-making at management level.

CIOs are also confronted with many new business initiatives, especially in the fields of digitalisation and artificial intelligence (AI). Weak points in cyber security also present an ever-growing threat to companies.

Digitalisation brings with it enormous challenges. Development cycles are getting shorter and shorter and are presenting companies with a challenge to keep staff up to date with best practices. The growing need for specialist IT staff is being covered neither by training nor by inward migration of skilled professionals. By 2020 Swiss organisations are expected to have a shortage of around 25,000 IT experts. One short-term solution can be temporary support from external specialists. IT freelancers and temporary staff help to close the most urgent gaps in staff and best-practice knowledge.

However, other steps must be taken in the longer term. Millennials with IT training have very good career prospects, as

do people changing careers. Along with the recruitment of IT specialists who are already trained, CIOs are introducing more initiatives for further training within the company. They are also prioritising the promotion of career options in the IT sector.

To win over candidates and retain employees for the long term in the company, CIOs have prioritised initiatives such as flexible working times, additional benefits and the raising of salary levels in the last three years. In addition, employers who apply and continue to develop new technologies are very popular with IT professionals. Companies investing in these are securing an important competitive advantage in the search for IT professionals.



### IT positions frequently in demand

- IT Security Experts
- People with experience in digitalisation processes
- Experts in data bank management
- Business Intelligence Experts
- Data Bank Managers



Need to hire for Technology and IT?

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## SALARIES IN THE IT SECTOR

FUNCTION		25th Percentile	50th Percentile	75th Percentile	95th Percentile
Management	Chief Technology Officers (CTO)	140,000 CHF	159,500 CHF	177,250 CHF	200,000 CHF
	Chief Security Officers (CSO)	152,250 CHF	168,250 CHF	178,500 CHF	232,000 CHF
	Chief Information Officers (CIO)	166,000 CHF	176,000 CHF	186,750 CHF	227,500 CHF
Management staff	Support Managers	104,500 CHF	110,750 CHF	117,500 CHF	134,250 CHF
	IT Project Managers	109,750 CHF	122,250 CHF	129,750 CHF	147,500 CHF
	Development Managers	118,500 CHF	132,500 CHF	140,750 CHF	159,250 CHF
	IT Team Leaders	124,000 CHF	131,500 CHF	139,500 CHF	159,000 CHF
	Infrastructure Managers	127,000 CHF	134,750 CHF	143,000 CHF	165,750 CHF
	IT Managers	143,750 CHF	152,250 CHF	161,500 CHF	178,250 CHF
Consultation Service	IT Project Managers	94,500 CHF	124,000 CHF	131,500 CHF	147,500 CHF
	Data Analysts	94,250 CHF	100,000 CHF	106,250 CHF	116,000 CHF
	Business Analysts	94,000 CHF	108,250 CHF	114,750 CHF	130,500 CHF
	Product Managers	95,500 CHF	115,750 CHF	125,250 CHF	147,500 CHF
Software Development	Software Developers (Java, PHP, C#, C/C++, Abap)	93,750 CHF	115,250 CHF	124,500 CHF	130,000 CHF
	Software Architects	112,000 CHF	118,750 CHF	126,000 CHF	154,250 CHF
	Software Engineers	95,500 CHF	110,250 CHF	120,750 CHF	140,750 CHF

## SALARIES IN THE IT SECTOR

FUNCTION		25th Percentile	50th Percentile	75th Percentile	95th Percentile
Internet and E-Commerce	Web Designers	86,250 CHF	93,500 CHF	96,250 CHF	115,000 CHF
	Web Developers	79,750 CHF	84,500 CHF	89,750 CHF	116,000 CHF
	Application Developers	94,500 CHF	109,500 CHF	115,500 CHF	135,000 CHF
Network and Telecommunication	Network Administrators	80,500 CHF	88,250 CHF	93,750 CHF	103,250 CHF
	Network Engineers	90,000 CHF	107,000 CHF	120,750 CHF	135,000 CHF
	Network Architects	111,500 CHF	118,250 CHF	125,500 CHF	145,500 CHF
Security	Security Administrators	90,500 CHF	115,500 CHF	120,000 CHF	130,000 CHF
	Security Architects	110,750 CHF	117,500 CHF	135,500 CHF	155,000 CHF
Data Bank Administration	Data Bank Administrators	92,000 CHF	107,500 CHF	118,500 CHF	125,000 CHF
	Business Intelligence Analysts	90,250 CHF	101,000 CHF	112,250 CHF	137,500 CHF
	Business Intelligence Managers	108,000 CHF	117,500 CHF	124,500 CHF	153,000 CHF
Helpdesk and Technical Support	PC Technicians	72,000 CHF	76,250 CHF	81,000 CHF	91,000 CHF
	Helpdesk (1st, 2nd Level)	76,000 CHF	81,250 CHF	87,000 CHF	100,500 CHF
	3rd Level Support	77,000 CHF	81,750 CHF	86,750 CHF	110,000 CHF
	Desktop Support Analysts	68,000 CHF	76,750 CHF	81,500 CHF	91,250 CHF
	System Administrators	90,750 CHF	95,250 CHF	100,500 CHF	110,000 CHF
	Systems Engineers	93,250 CHF	115,500 CHF	120,500 CHF	135,250 CHF



# OFFICE AND ADMINISTRATION

TRENDS



Even in the administration sector, digitalisation is now reshaping many elements of work. But, here especially, technology can never replace the employee: the human factor remains important, especially for customer enquiries and support.

Staff in office management and HR professionals are carrying out more and more project management duties as well as their traditional tasks. In addition, more of them have to keep the bigger picture in mind through strong commercial acumen and translate how technology could impact business processes. In view of ongoing technical developments, they are also expected to take on more varied and demanding tasks today than they did a few years ago. Technical understanding as well as networked and entrepreneurial thinking are important skills which these specialist staff must offer.

Teamwork, reliability, communication and a confident manner count as the most important soft skills for new sales appointments. Attention is particularly given to team spirit: it is often the decisive reason why newly appointed employees do not fit well into the company.

Staff in the sales sector enjoy a range of additional benefits, with flexible working times or the opportunity to work from home being the most popular. Even in the area of assistant specialist staff a positive salary trend is emerging: only 10% of companies are not planning salary increases for sales professionals. Employees working in sales can enjoy a salary increase of an average 8.8%.



### Administrative positions frequently in demand

- HR Assistants
- Project Assistants
- Office Managers
- Assistants in the logistics sector
- Customer Services Staff



Need to hire for Office and Administration?

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## SALARIES FOR OFFICE AND ADMINISTRATION

<b>FUNCTION</b>	<b>25th Percentile</b>	<b>50th Percentile</b>	<b>75th Percentile</b>	<b>95th Percentile</b>
Receptionists	60,250 CHF	65,250 CHF	71,000 CHF	90,000 CHF
Administrative Assistants	59,000 CHF	73,750 CHF	80,750 CHF	100,250 CHF
Team Assistants	59,250 CHF	72,500 CHF	85,750 CHF	102,500 CHF
Executive Assistants/ Personal Assistants	69,500 CHF	82,000 CHF	93,500 CHF	110,250 CHF
Office Managers	72,250 CHF	80,250 CHF	90,750 CHF	107,000 CHF
HR Assistants/ Personnel Administrators	65,000 CHF	72,500 CHF	81,750 CHF	96,250 CHF
HR Recruiters	73,000 CHF	81,250 CHF	91,750 CHF	108,000 CHF
HR Business Partners	89,250 CHF	106,500 CHF	120,500 CHF	141,750 CHF
HR Managers	89,250 CHF	112,000 CHF	125,000 CHF	150,000 CHF
Call Centre Agents/Data Typists	56,000 CHF	64,000 CHF	72,250 CHF	85,000 CHF
Customer Service Administrators	61,000 CHF	83,000 CHF	93,750 CHF	104,250 CHF
Import/Export Administrators	64,500 CHF	71,750 CHF	91,750 CHF	117,500 CHF



# REGIONAL SALARIES

In all Swiss regions the total number of people in work is increasing, as are unfilled positions. However, salary levels vary from one region to another. As always, the salary levels in Zurich, Geneva and Basel are considerably higher than in the canton of Ticino or in Eastern or Central Switzerland.

Companies in the high-salary regions have been holding back on recruiting: while companies in Zurich as well as Geneva are filling positions that have become vacant, they are being careful about creating new positions. This is particularly true in the case of international companies, which regard Swiss salary levels as high compared with those in other European countries.

In both regions, the main focus when rewarding staff is shifting away from higher salaries and more towards increasing benefits, such as a good pension scheme, the reimbursement of tickets for public transport, paternity leave or gym subsidies.

Companies are also investing in the further training of their staff. Those specialist staff with skills that are difficult to find are profiting particularly from salary rises. Specialised IT and finance staff have very positive job and salary prospects, in Zurich as well as in Geneva.

As well as specialist skills, companies particularly expect language skills from their applicants. In the Geneva area German and French are required, in Zurich German and English. In addition, companies are asking for staff with good communication skills, flexibility, mobility, applause-worthy qualities and a strongly pronounced business sense. Change management and project management skills are also very much in demand.

## EMPLOYEES FROM THE FOLLOWING SECTORS ARE MOST IN DEMAND:



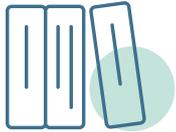
# CANDIDATES ARE NO LONGER PERSUADED BY SALARY ALONE

A reasonable salary remains a basic requirement to ensure today's employees are contented and motivated in their work. But money is by no means everything. Flexible working times and attractive additional contributions are sought after and can certainly compensate for a reduction in salary.

A stable work-life balance is right at the top of the wish list for many jobseekers. More and more companies are trying to accommodate this with different approaches to flexible working. So now a majority of employers are offering flexitime or flexitime accounts, while unpaid leave is often possible. Many companies are now also prepared to change employment contracts from full time to part time. In addition, lifelong working-time accounts or additional leave days provide for more working time flexibility.

As well as additional contributions, many employers have recognised the growing importance of training and further education opportunities. Swiss companies invest more than 1,300 francs per year per employee in further training. This is for good reasons: nearly three quarters of all Human Resources managers believe today's employees would be more tempted to hand in their notice than three years ago if the company does not satisfy their requests for further training.

One focus of the further training offer is to get staff "fit" for digitalisation. Nevertheless, social skills should not be neglected. In these times of agile teams and increasing flexibility, success is decided not on the basis of the correct application of IT solutions, but also on good teamwork and strong communication.



73%

### Further education and training is becoming increasingly important

Compared to three years ago, 73% of employees today are more likely to look for a new employer if a company does not satisfy their training and education needs.

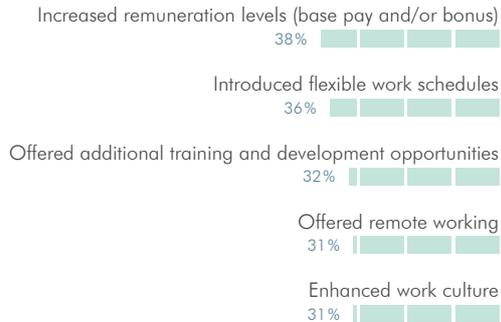


58%

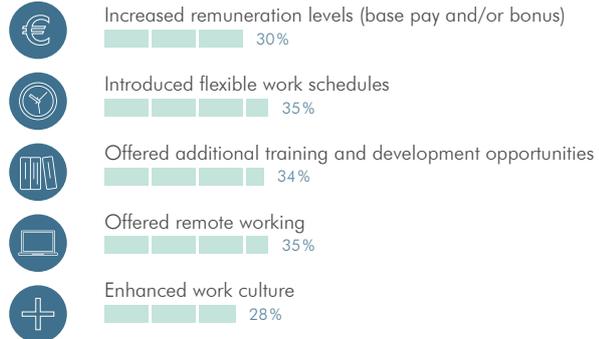
### Proportion of variable remuneration increases

The proportion of remuneration packages made up of benefits and bonuses has increased over the past five years in 58% of companies.

### The most important initiatives to retain top talent



### The most important initiatives to attract top talent



Source: Workplace Survey 2018, Robert Half; Respondents: 201 Managers



# ABOUT ROBERT HALF

Robert Half is the foremost and largest recruitment agency worldwide for senior management. Our personnel consultants bring together qualified experts and top companies. Robert Half has more than 300 offices around the globe. In Switzerland we are represented on two sites in Zurich and Geneva.

Robert Half specialises in recruitment services for specialist staff in these sectors: Finance & Accounting, IT and Office & Administration.

Protiviti belongs to our business group. Protiviti is one of the leading providers of internal auditing and company-wide risk management.

## About our methodology

The information in our Salary Guide is based on true cases of agreed salaries from several hundred successful job placements. It is based on average salary data for Switzerland. The salaries used refer to gross annual salaries without additional contributions.

The market appraisals are based on the experiences of Robert Half recruitment consultants. In addition, in a representative employment market survey, 100 CFOs, 200 Human Resource managers and 500 specialist staff in Switzerland, as well as 770 CIOs in continental Europe and the UK, were consulted on the employment market and career trends by an independent market research institute.



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