



COMPLIANCE INSTITUTE

SOUTHERN AFRICA

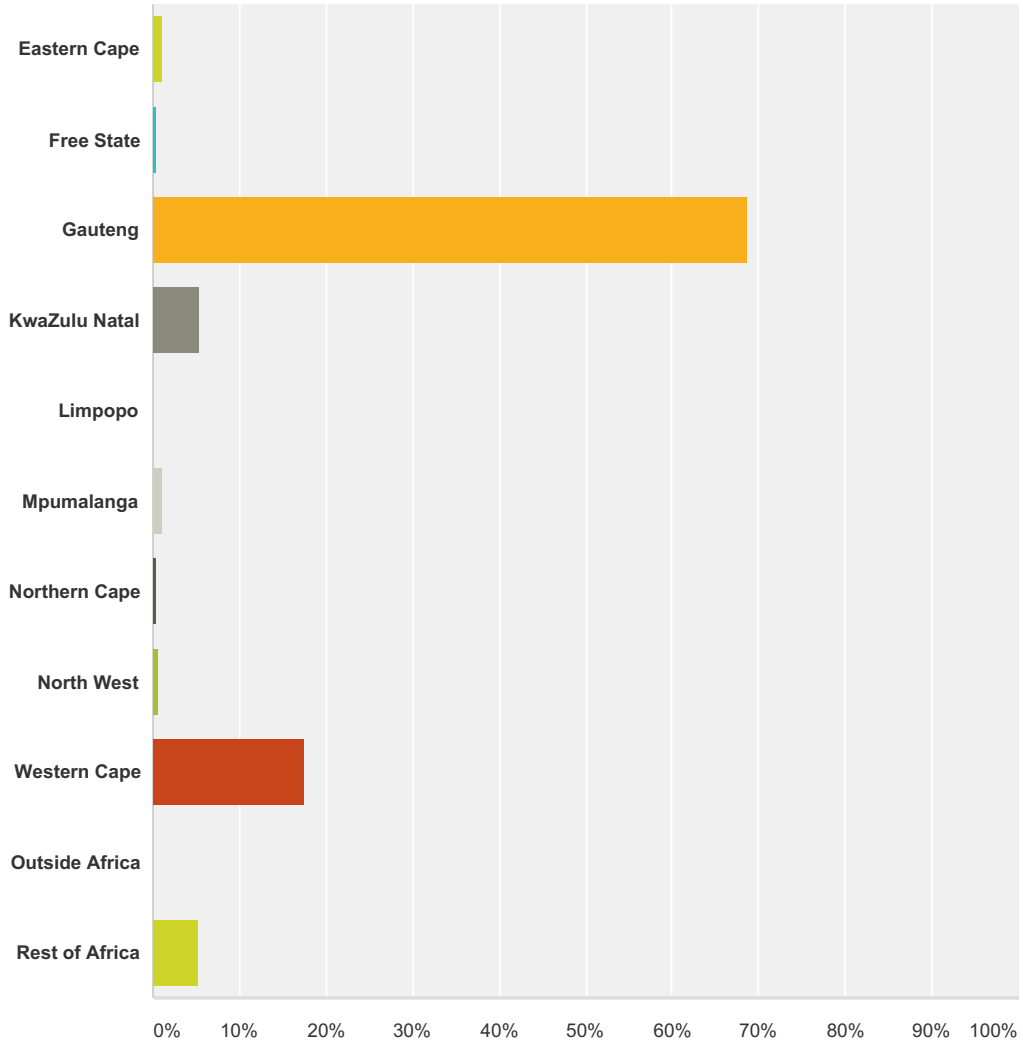


SALARY SURVEY 2016

SALARY SURVEY 2016

Q1 Where are you located?

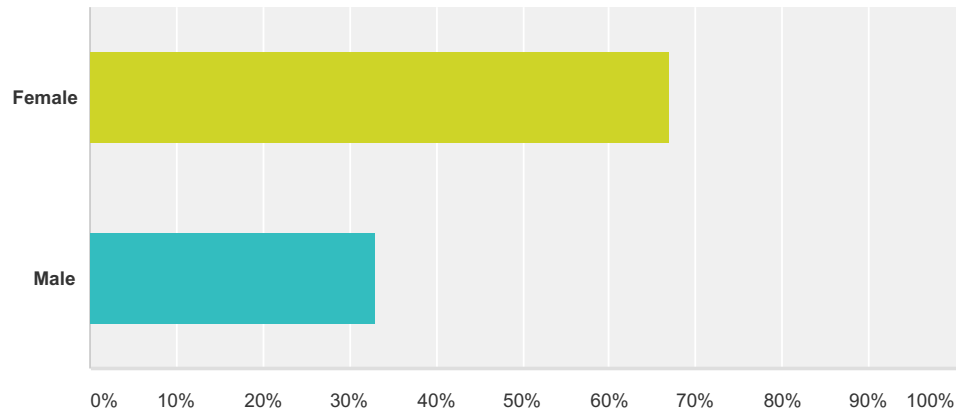
Answered: 309 Skipped: 0



Answer Choices	Responses
Eastern Cape	0.97% 3
Free State	0.32% 1
Gauteng	68.61% 212
KwaZulu Natal	5.50% 17
Limpopo	0.00% 0
Mpumalanga	0.97% 3
Northern Cape	0.32% 1
North West	0.65% 2
Western Cape	17.48% 54
Outside Africa	0.00% 0
Rest of Africa	5.18% 16
Total	309

Q2 What is your gender?

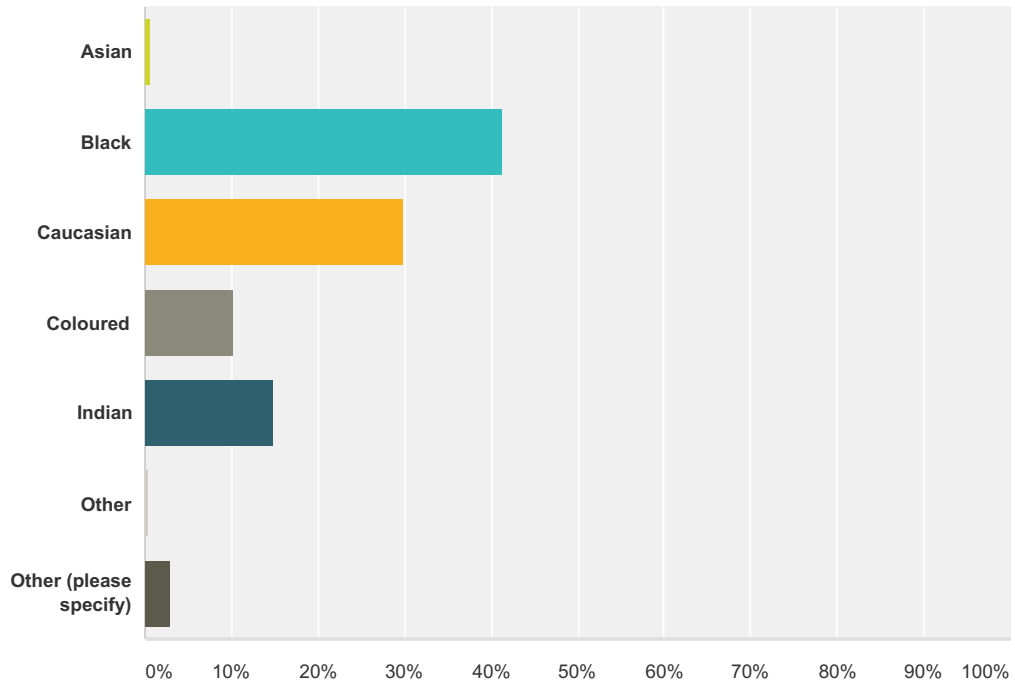
Answered: 309 Skipped: 0



Answer Choices	Responses
Female	66.99% 207
Male	33.01% 102
Total	309

Q3 To which ethnic group do you belong?
 This question is purely for statistical purposes but is not compulsory.

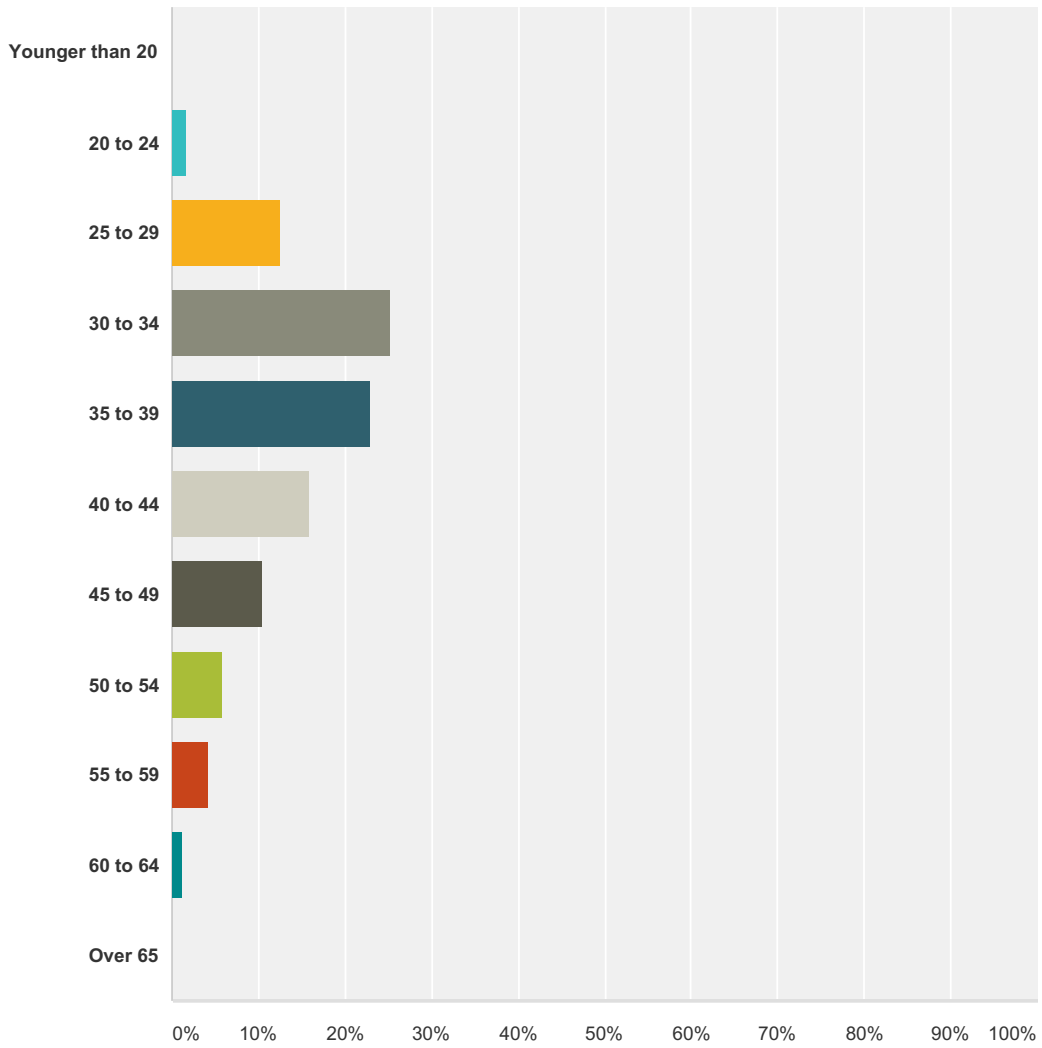
Answered: 305 Skipped: 4



Answer Choices	Responses
Asian	0.66% 2
Black	41.31% 126
Caucasian	29.84% 91
Coloured	10.16% 31
Indian	14.75% 45
Other	0.33% 1
Other (please specify)	2.95% 9
Total	305

Q4 To which age group do you belong?

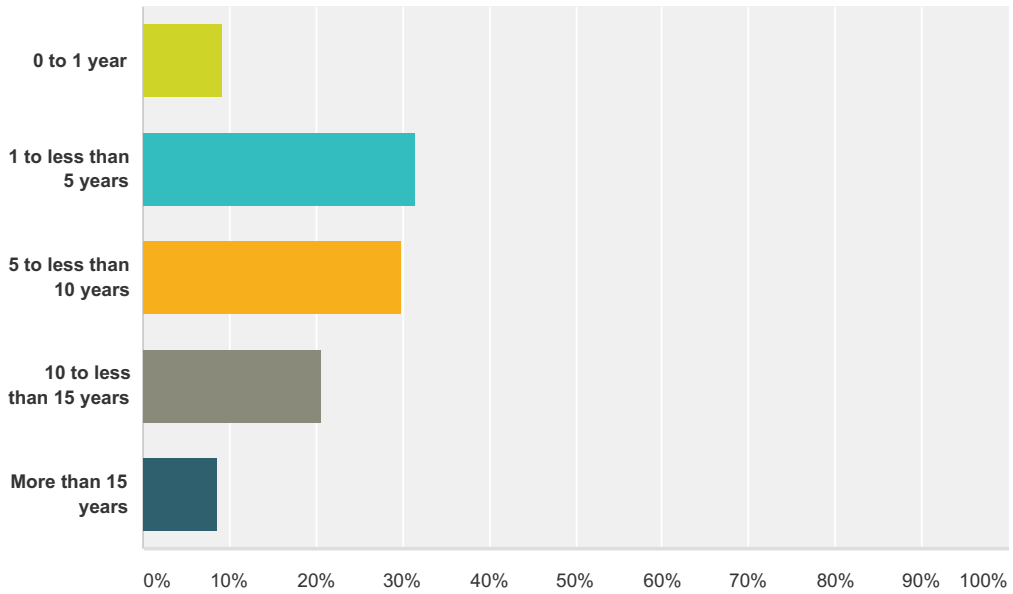
Answered: 309 Skipped: 0



Answer Choices	Responses	
Younger than 20	0.00%	0
20 to 24	1.62%	5
25 to 29	12.62%	39
30 to 34	25.24%	78
35 to 39	22.98%	71
40 to 44	15.86%	49
45 to 49	10.36%	32
50 to 54	5.83%	18
55 to 59	4.21%	13
60 to 64	1.29%	4
Over 65	0.00%	0
Total		309

Q5 How many years of compliance experience do you have in total? This does not have to be consecutive.

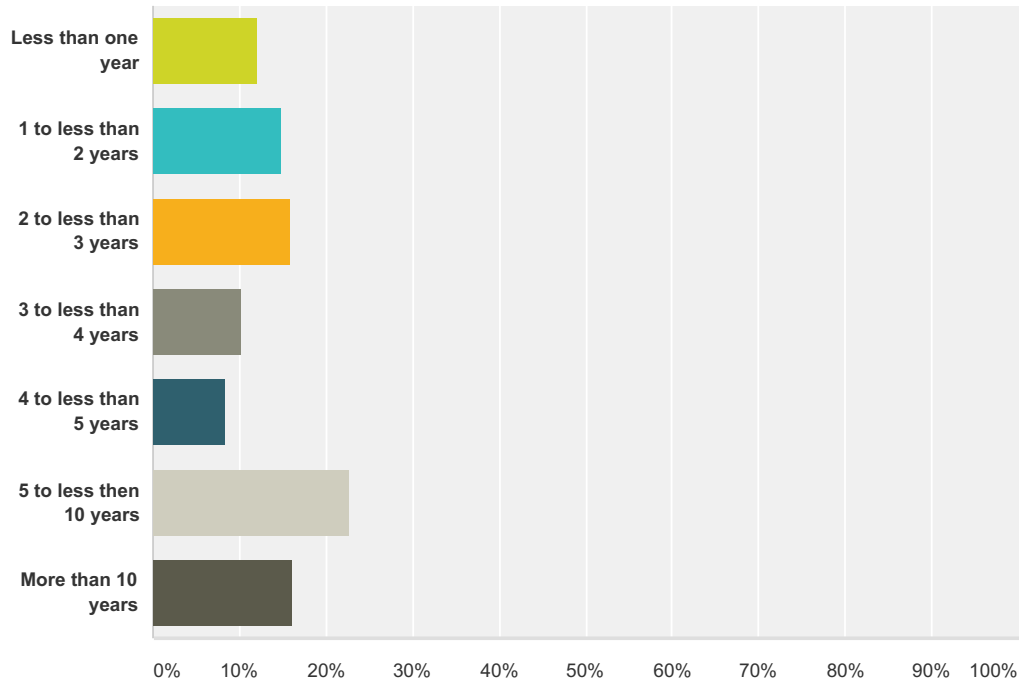
Answered: 291 Skipped: 18



Answer Choices	Responses	
0 to 1 year	9.28%	27
1 to less than 5 years	31.62%	92
5 to less than 10 years	29.90%	87
10 to less than 15 years	20.62%	60
More than 15 years	8.59%	25
Total		291

Q6 How long have you worked for your current employer?

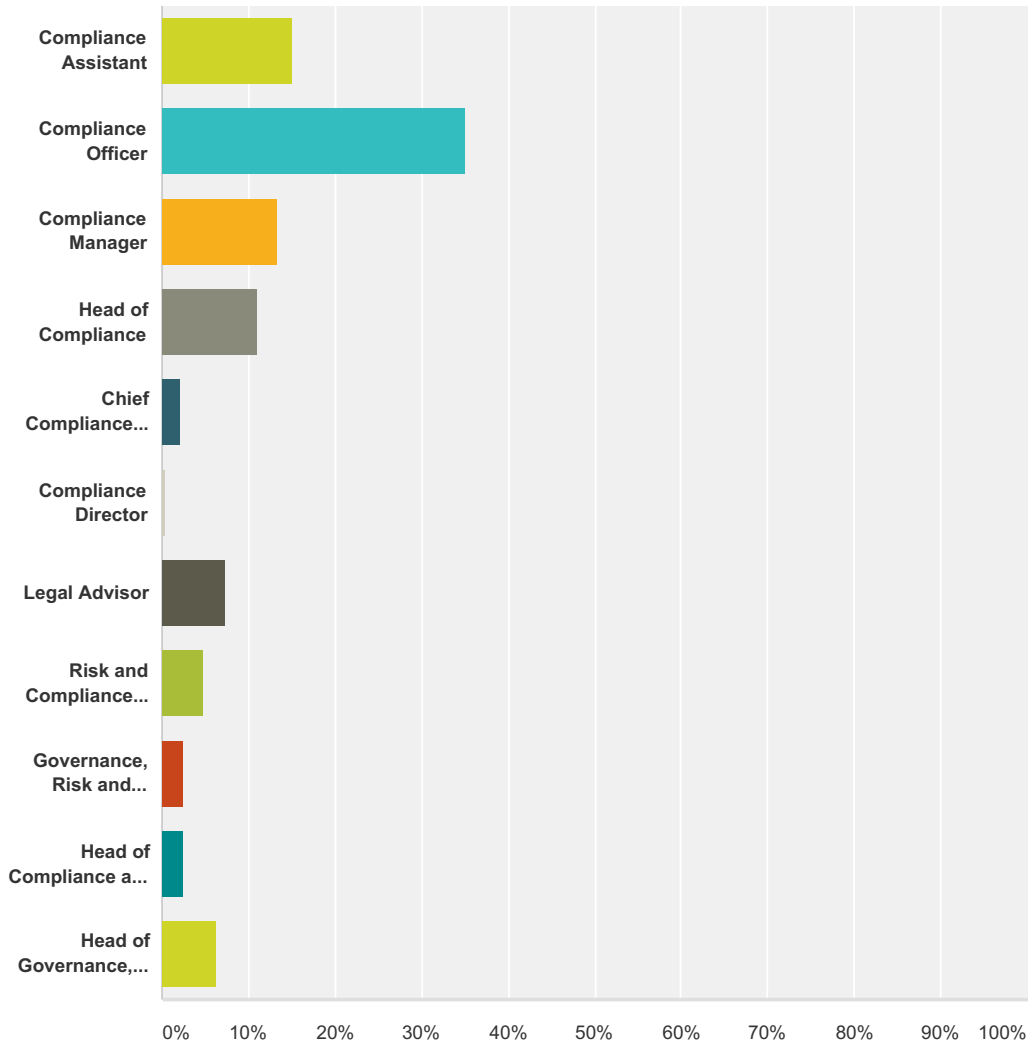
Answered: 291 Skipped: 18



Answer Choices	Responses
Less than one year	12.03% 35
1 to less than 2 years	14.78% 43
2 to less than 3 years	15.81% 46
3 to less than 4 years	10.31% 30
4 to less than 5 years	8.25% 24
5 to less than 10 years	22.68% 66
More than 10 years	16.15% 47
Total	291

Q7 Which job title would BEST describe your current position?

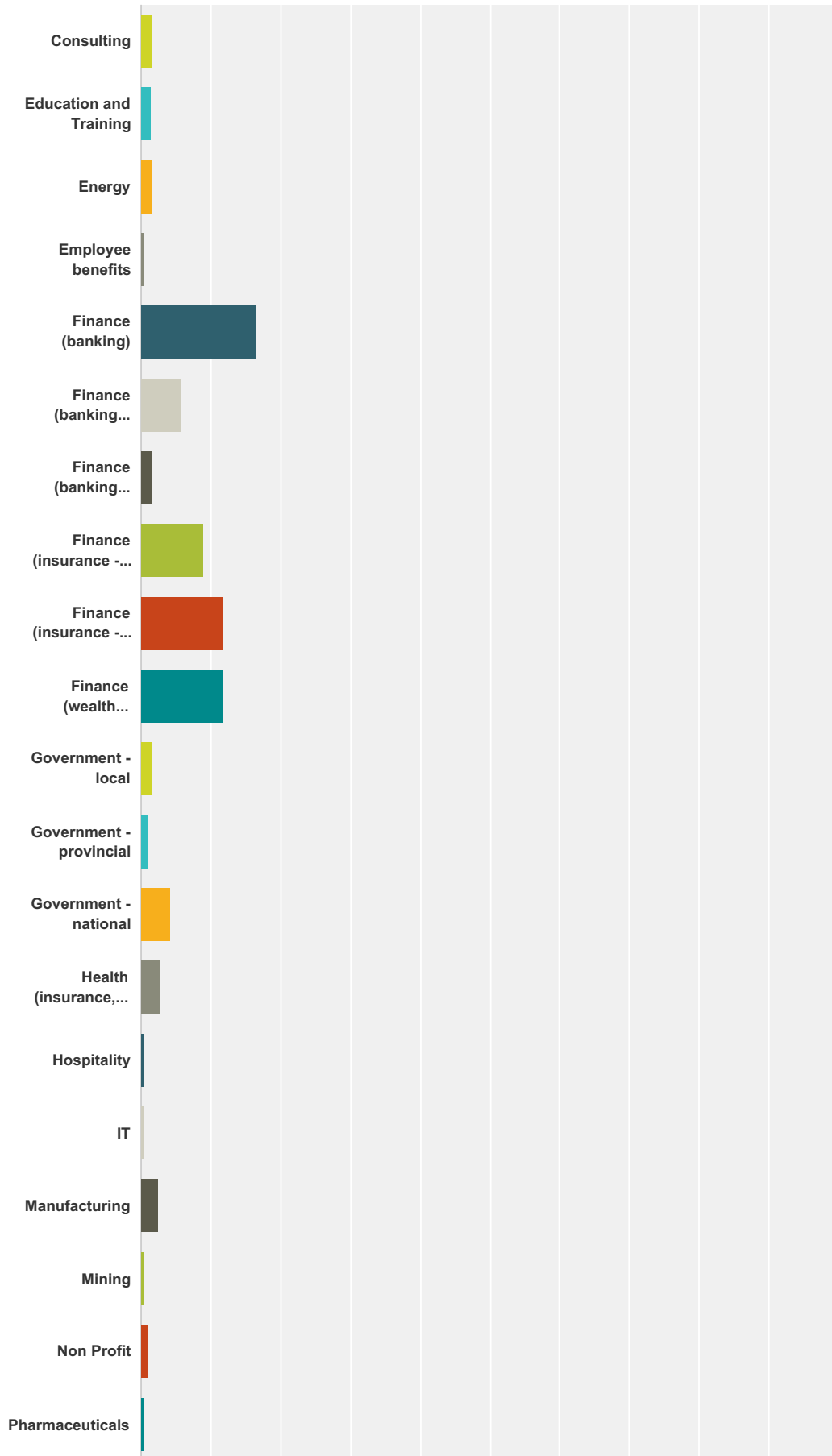
Answered: 291 Skipped: 18



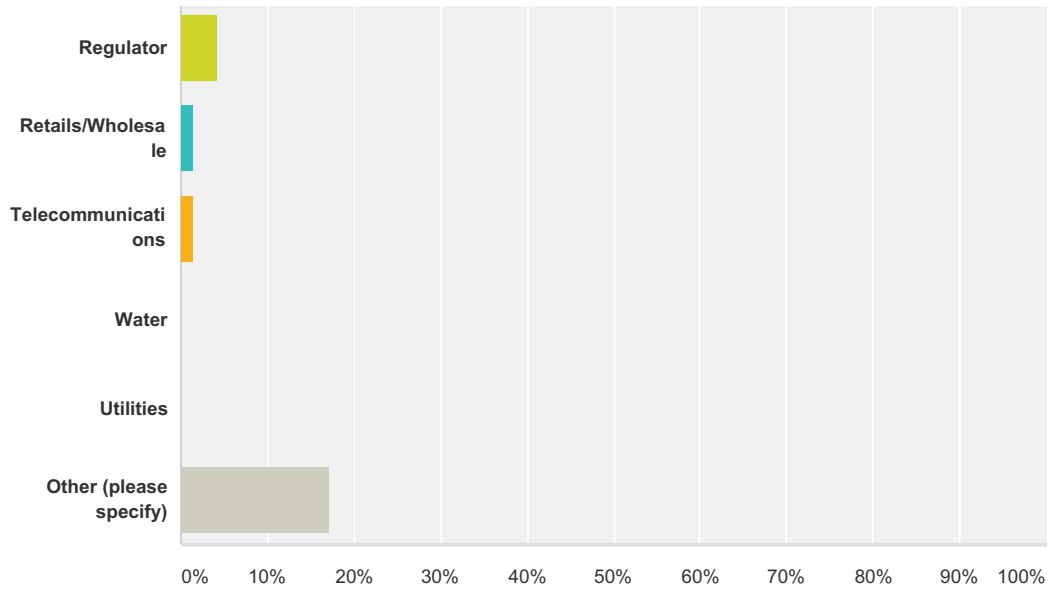
Answer Choices	Responses
Compliance Assistant	15.12% 44
Compliance Officer	35.05% 102
Compliance Manager	13.40% 39
Head of Compliance	11.00% 32
Chief Compliance Officer	2.06% 6
Compliance Director	0.34% 1
Legal Advisor	7.22% 21
Risk and Compliance Manager	4.81% 14
Governance, Risk and Compliance Manager	2.41% 7
Head of Compliance and Risk	2.41% 7
Head of Governance, Risk and Compliance	6.19% 18
Total	291

Q8 In what sector or industry does your organisation primarily operate?

Answered: 291 Skipped: 18



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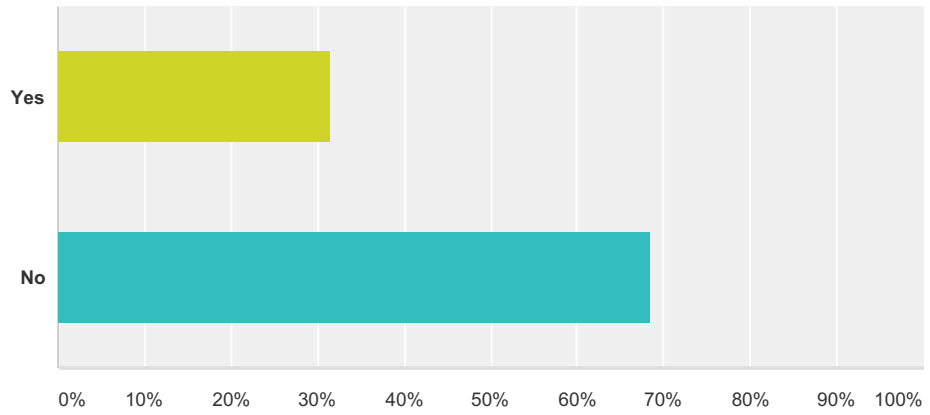
Answer Choices	Responses	
Consulting	1.72%	5
Education and Training	1.37%	4
Energy	1.72%	5
Employee benefits	0.34%	1
Finance (banking)	16.49%	48
Finance (banking retail)	5.84%	17
Finance (banking wholesale)	1.72%	5
Finance (insurance - short term)	8.93%	26
Finance (insurance - long term)	11.68%	34
Finance (wealth management)	11.68%	34
Government - local	1.72%	5
Government - provincial	1.03%	3
Government - national	4.12%	12
Health (insurance, care delivery, hospitals)	2.75%	8
Hospitality	0.34%	1
IT	0.34%	1
Manufacturing	2.41%	7
Mining	0.34%	1
Non Profit	1.03%	3
Pharmaceuticals	0.34%	1
Regulator	4.12%	12
Retails/Wholesale	1.37%	4
Telecommunications	1.37%	4
Water	0.00%	0

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Utilities	0.00%	0
Other (please specify)	17.18%	50
Total		291

Q9 Have you been employed in more than one industry or sector as a compliance officer?

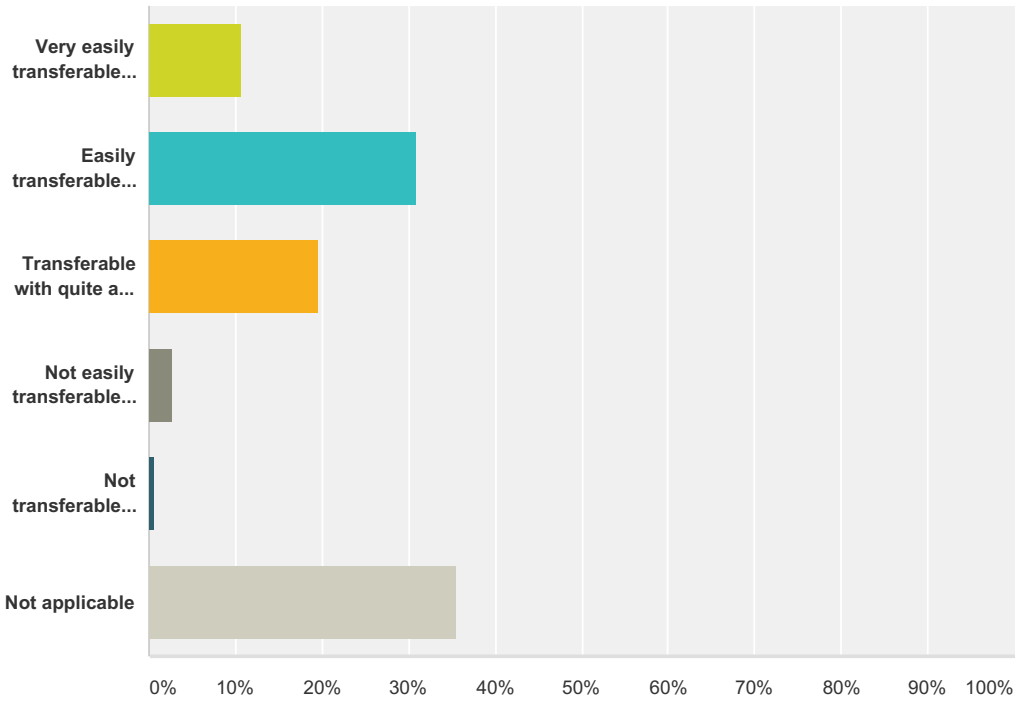
Answered: 291 Skipped: 18



Answer Choices	Responses
Yes	31.62% 92
No	68.38% 199
Total	291

Q10 Have you found your skills easily transferable between industries or sectors?

Answered: 291 Skipped: 18

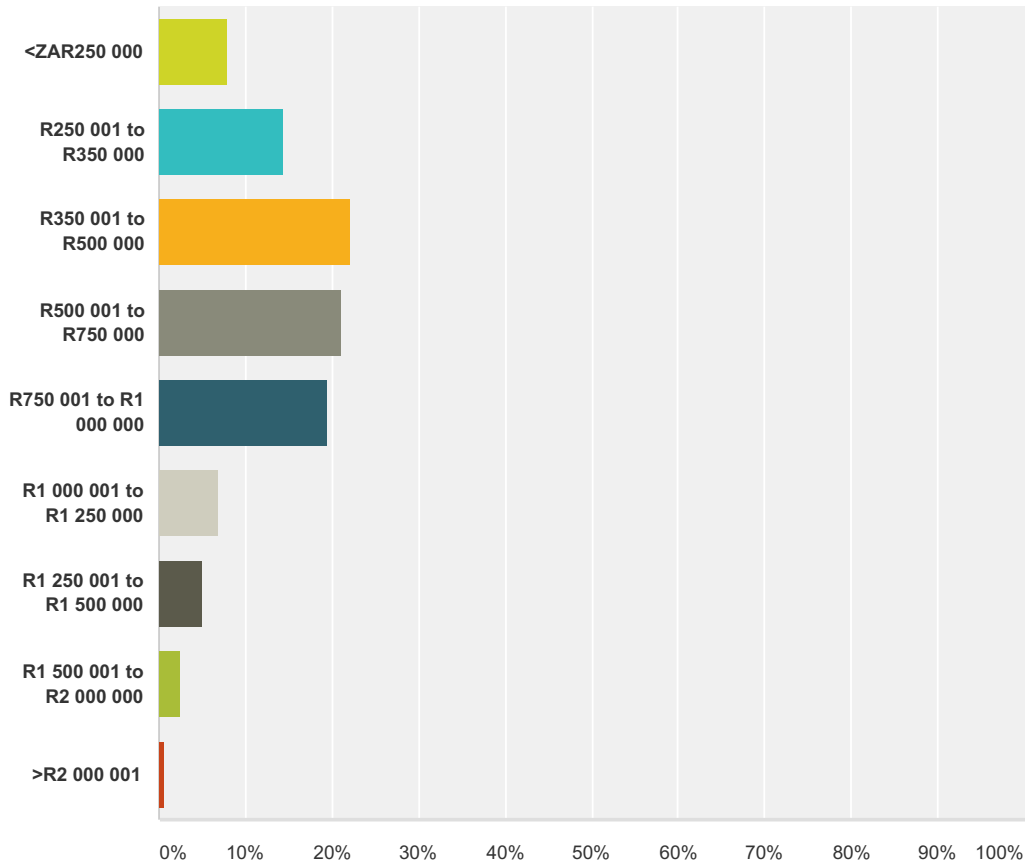


Answer Choices	Responses	
Very easily transferable with minimal additional knowledge required	10.65%	31
Easily transferable with some additional training or knowledge required	30.93%	90
Transferable with quite a lot of additional training or knowledge required	19.59%	57
Not easily transferable - had to undergo significant retraining or take a much more junior position to learn on the job	2.75%	8
Not transferable at all	0.69%	2
Not applicable	35.40%	103
Total		291

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Q11 In ZAR, what is your salary range (package value EXCLUDING potential bonuses, but including allowances, etc.)?

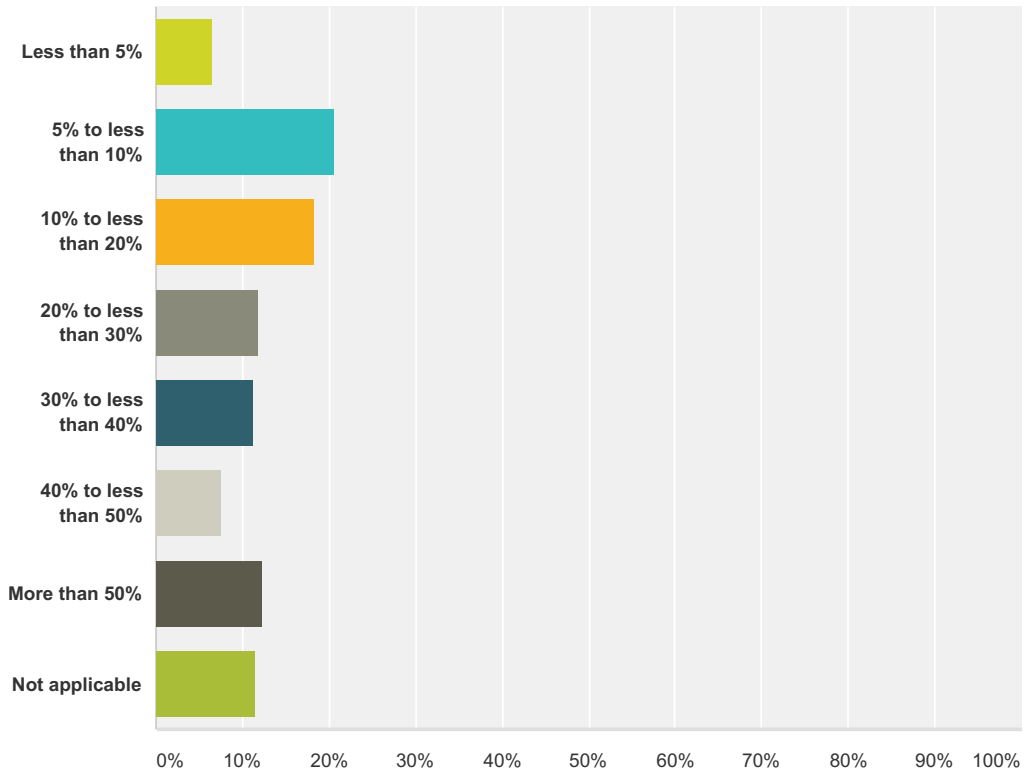
Answered: 279 Skipped: 30



Answer Choices	Responses
<ZAR250 000	7.89% 22
R250 001 to R350 000	14.34% 40
R350 001 to R500 000	22.22% 62
R500 001 to R750 000	21.15% 59
R750 001 to R1 000 000	19.35% 54
R1 000 001 to R1 250 000	6.81% 19
R1 250 001 to R1 500 000	5.02% 14
R1 500 001 to R2 000 000	2.51% 7
>R2 000 001	0.72% 2
Total	279

Q12 If you are entitled to a bonus, what is the maximum you could receive (expressed as a percentage of your base salary)?

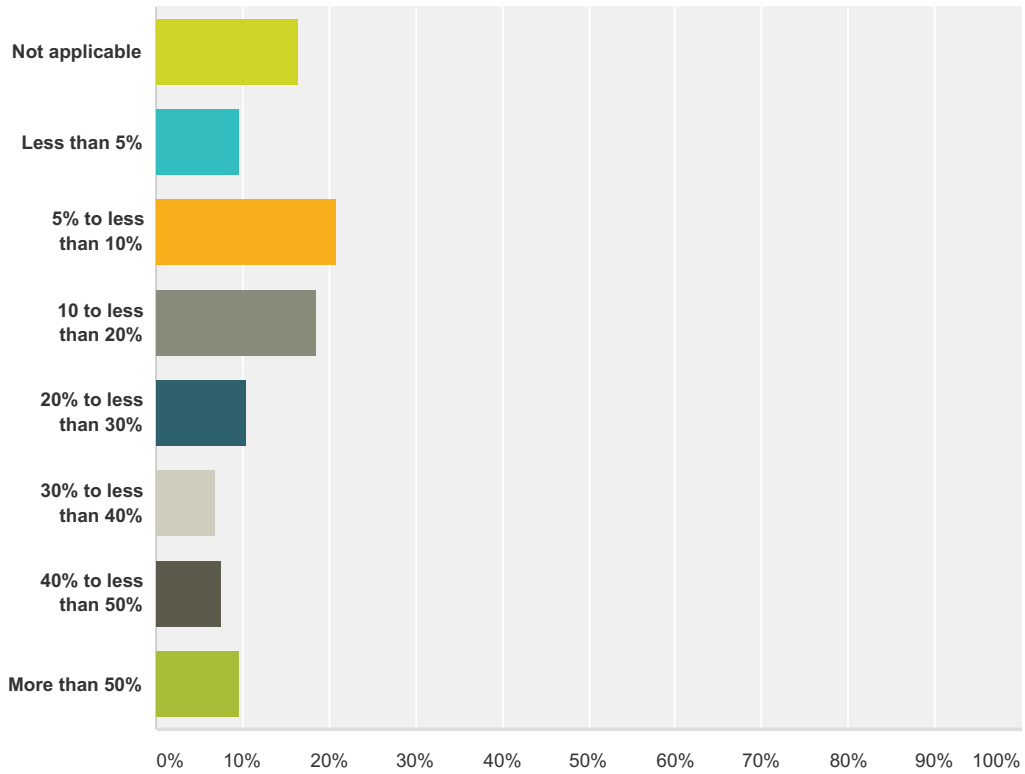
Answered: 277 Skipped: 32



Answer Choices	Responses	Count
Less than 5%	6.50%	18
5% to less than 10%	20.58%	57
10% to less than 20%	18.41%	51
20% to less than 30%	11.91%	33
30% to less than 40%	11.19%	31
40% to less than 50%	7.58%	21
More than 50%	12.27%	34
Not applicable	11.55%	32
Total		277

Q13 For LAST YEAR, what bonus did you receive (expressed as a percentage of your base salary)?

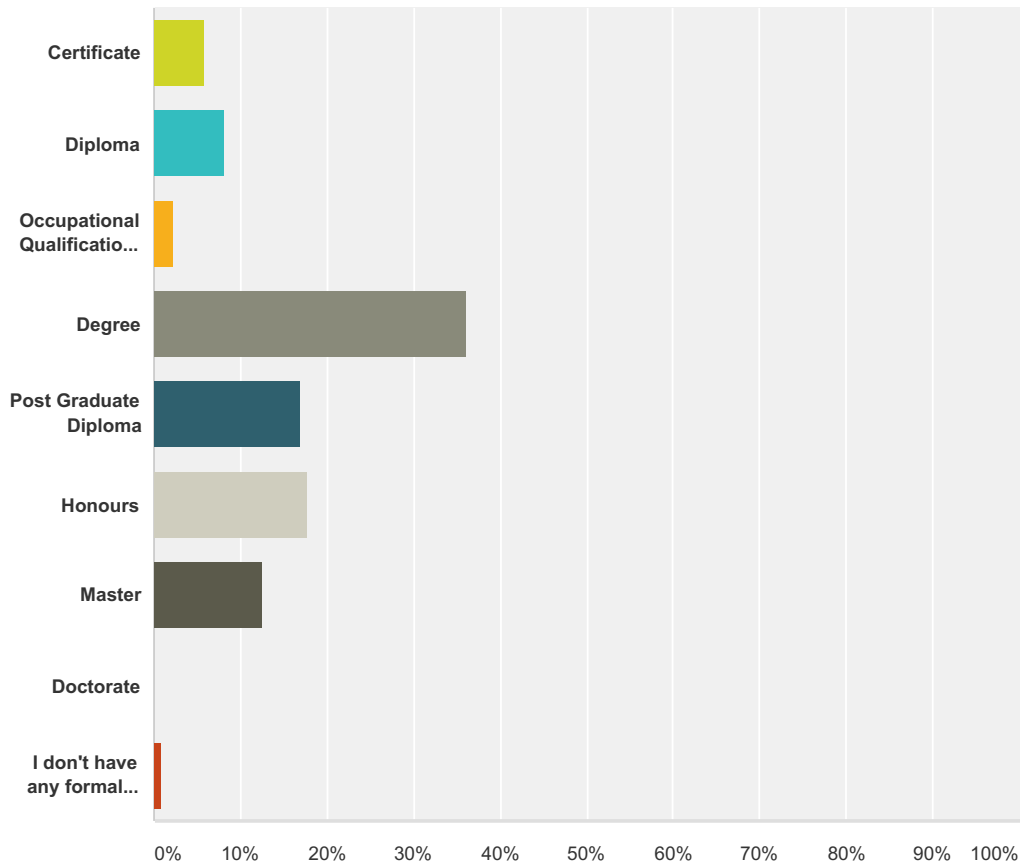
Answered: 279 Skipped: 30



Answer Choices	Responses	Count
Not applicable	16.49%	46
Less than 5%	9.68%	27
5% to less than 10%	20.79%	58
10 to less than 20%	18.64%	52
20% to less than 30%	10.39%	29
30% to less than 40%	6.81%	19
40% to less than 50%	7.53%	21
More than 50%	9.68%	27
Total		279

Q14 What is your HIGHEST level of tertiary education?

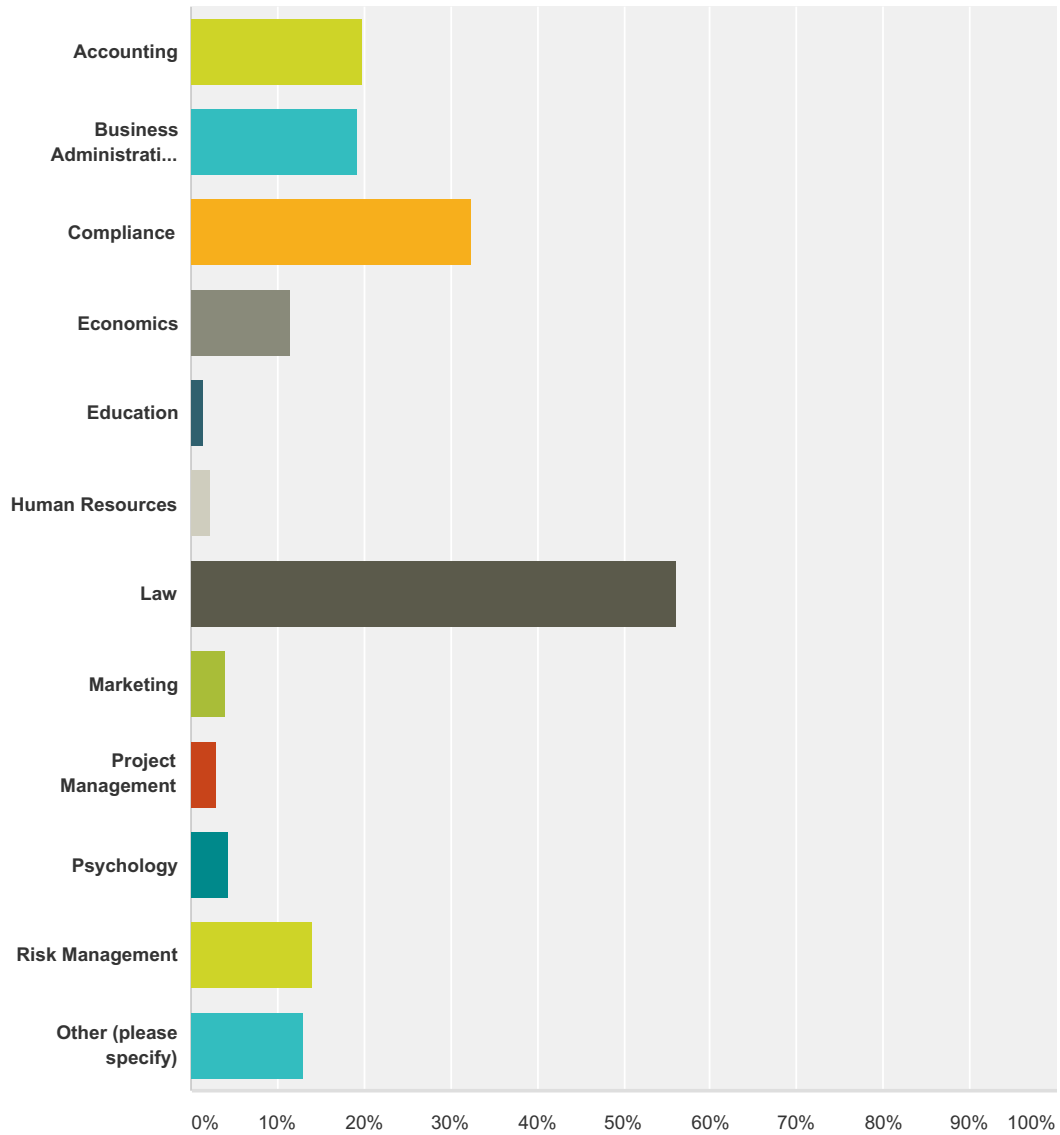
Answered: 272 Skipped: 37



Answer Choices	Responses	
Certificate	5.88%	16
Diploma	8.09%	22
Occupational Qualification : Compliance Officer	2.21%	6
Degree	36.03%	98
Post Graduate Diploma	16.91%	46
Honours	17.65%	48
Master	12.50%	34
Doctorate	0.00%	0
I don't have any formal qualifications	0.74%	2
Total		272

Q15 In what areas are your tertiary qualifications? Please select as many as are applicable.

Answered: 272 Skipped: 37



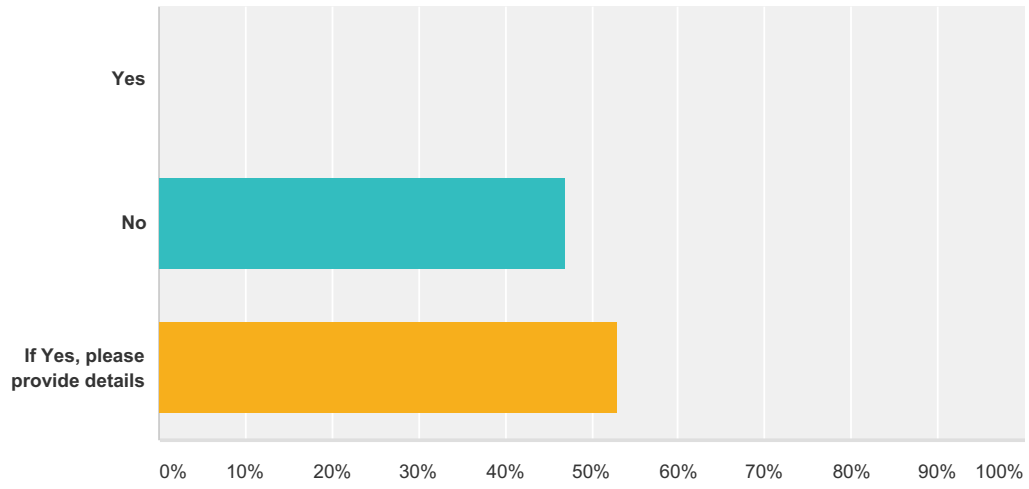
Answer Choices	Responses	Count
Accounting	19.85%	54
Business Administration/Management	19.12%	52
Compliance	32.35%	88
Economics	11.40%	31
Education	1.47%	4
Human Resources	2.21%	6
Law	56.25%	153
Marketing	4.04%	11
Project Management	2.94%	8

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Psychology	4.41%	12
Risk Management	13.97%	38
Other (please specify)	12.87%	35
Total Respondents: 272		

Q16 Do you have accreditations, certificates or designations from other professional bodies like the Compliance Institute SA?

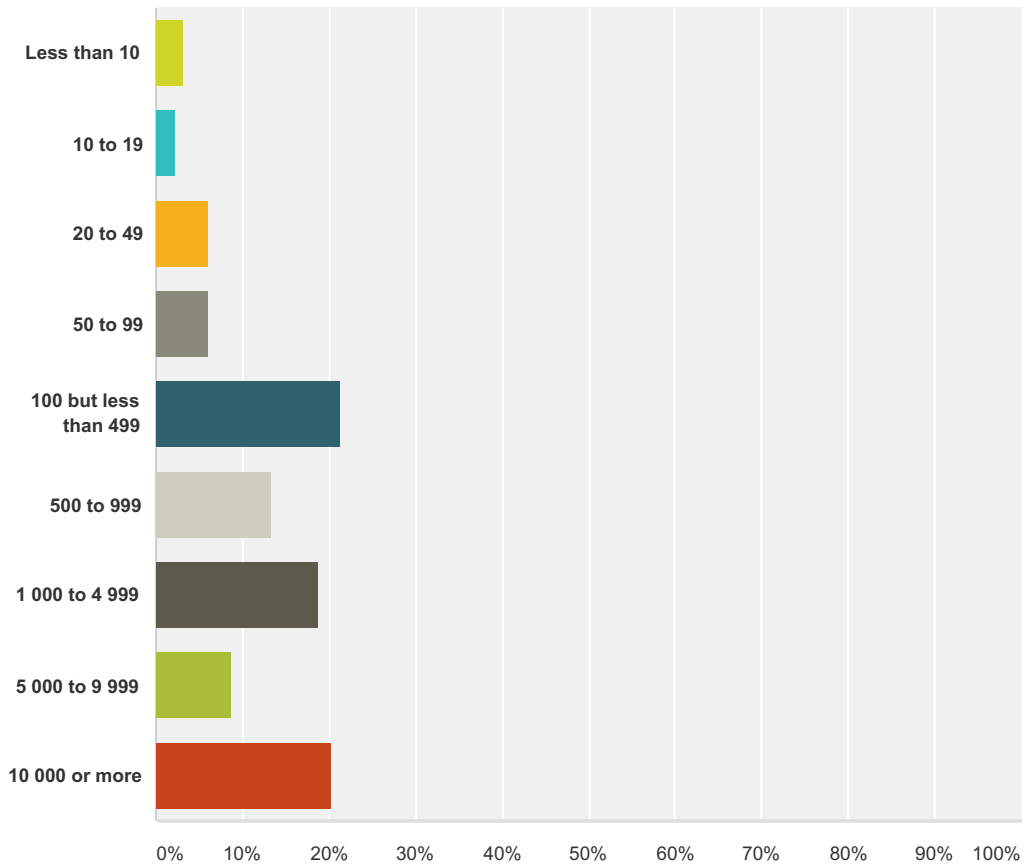
Answered: 272 Skipped: 37



Answer Choices	Responses
Yes	0.00% 0
No	47.06% 128
If Yes, please provide details	52.94% 144
Total	272

Q17 Approximately how many full-time employees work in your organisation?

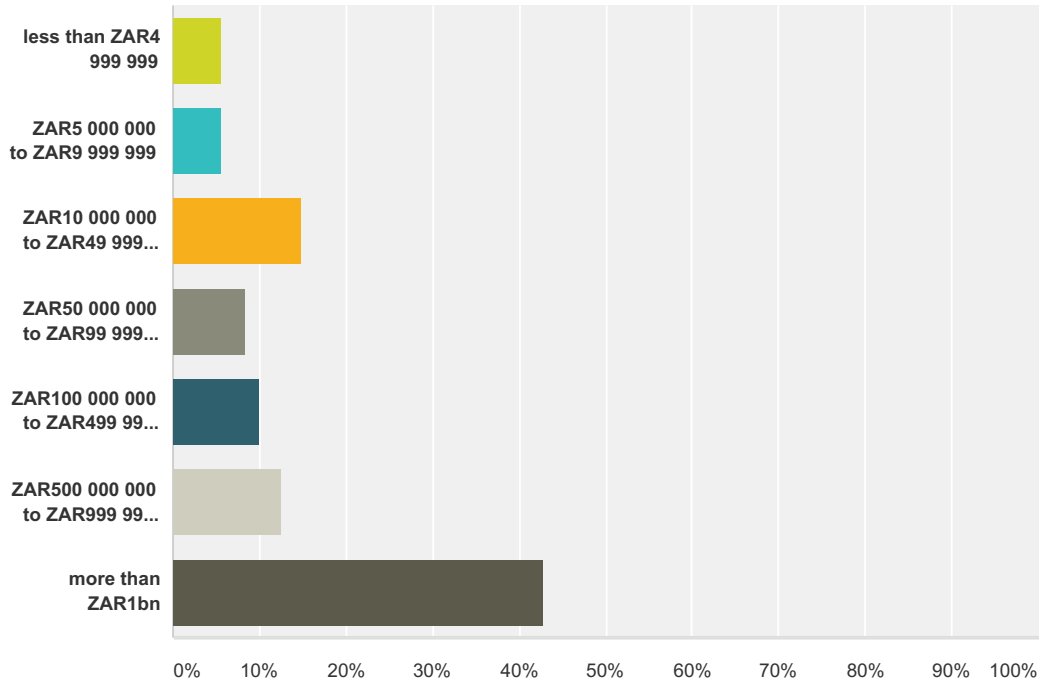
Answered: 262 Skipped: 47



Answer Choices	Responses	
Less than 10	3.05%	8
10 to 19	2.29%	6
20 to 49	6.11%	16
50 to 99	6.11%	16
100 but less than 499	21.37%	56
500 to 999	13.36%	35
1 000 to 4 999	18.70%	49
5 000 to 9 999	8.78%	23
10 000 or more	20.23%	53
Total		262

Q18 What was the annual revenue of your organisation in the last financial year or operating budget of your government department?

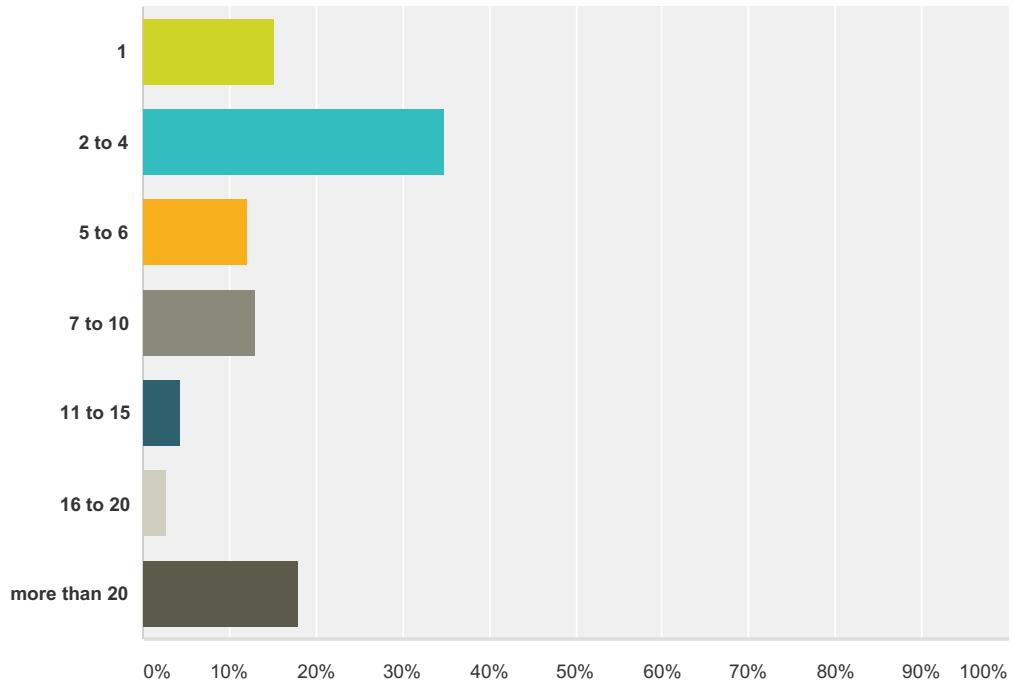
Answered: 262 Skipped: 47



Answer Choices	Responses
less than ZAR4 999 999	5.73% 15
ZAR5 000 000 to ZAR9 999 999	5.73% 15
ZAR10 000 000 to ZAR49 999 999	14.89% 39
ZAR50 000 000 to ZAR99 999 999	8.40% 22
ZAR100 000 000 to ZAR499 999 999	9.92% 26
ZAR500 000 000 to ZAR999 999 999	12.60% 33
more than ZAR1bn	42.75% 112
Total	262

Q19 How many full-time people (including yourself) are employed in your compliance department?

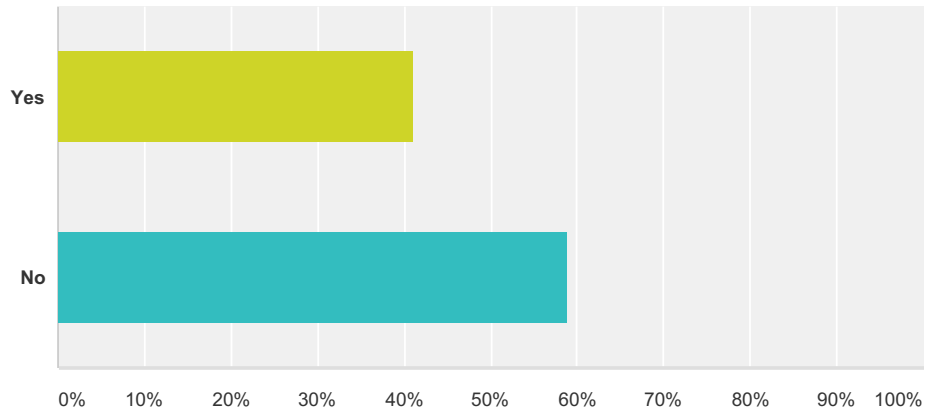
Answered: 224 Skipped: 85



Answer Choices	Responses	
1	15.18%	34
2 to 4	34.82%	78
5 to 6	12.05%	27
7 to 10	12.95%	29
11 to 15	4.46%	10
16 to 20	2.68%	6
more than 20	17.86%	40
Total		224

Q20 Do you have an allocated compliance budget and/or resources for which you are responsible?

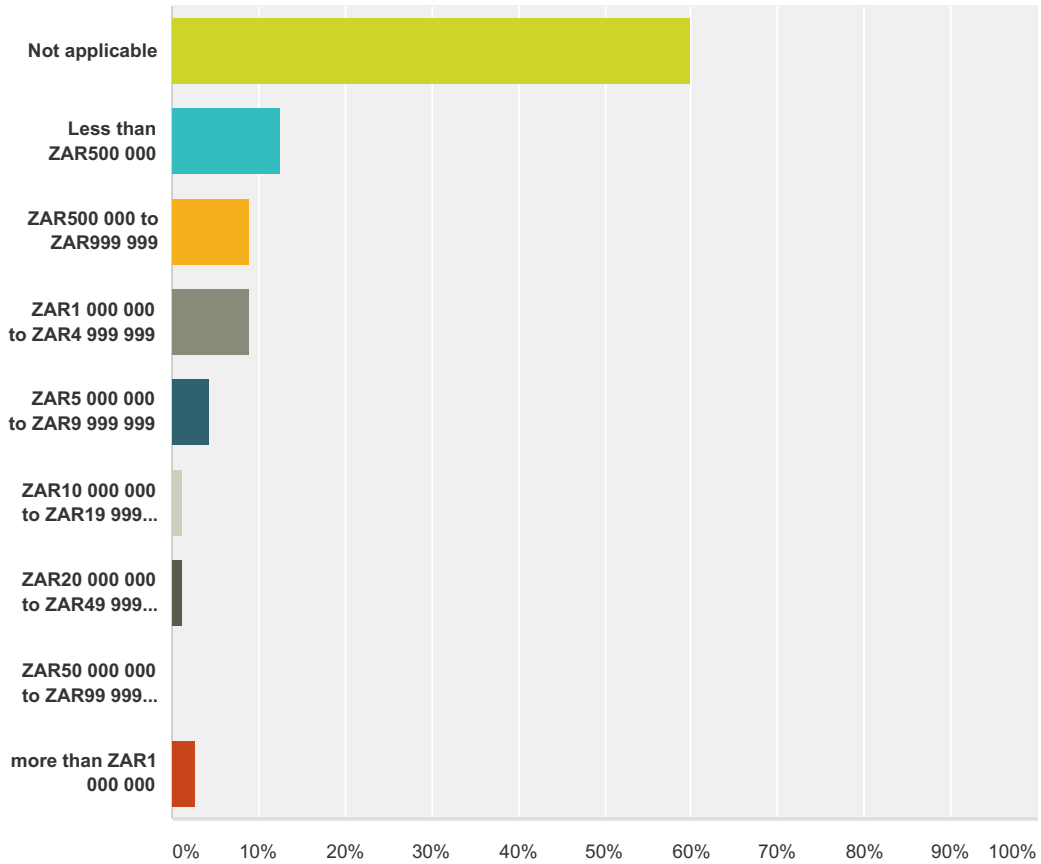
Answered: 224 Skipped: 85



Answer Choices	Responses
Yes	41.07% 92
No	58.93% 132
Total	224

Q21 If Yes, please indicate the amount of your budget?

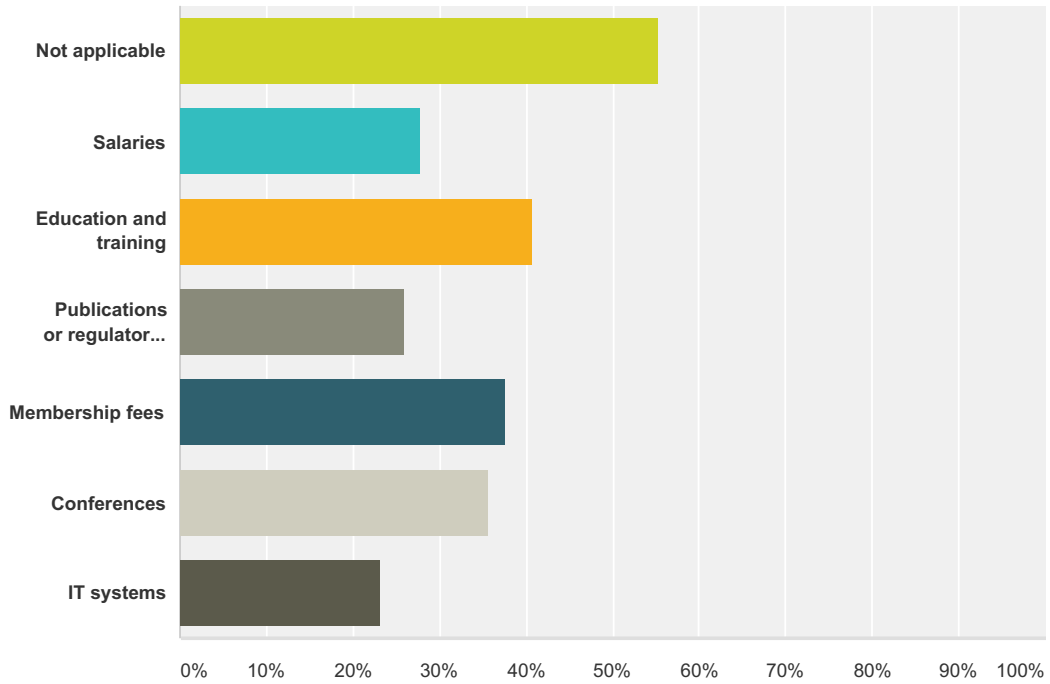
Answered: 224 Skipped: 85



Answer Choices	Responses	Count
Not applicable	59.82%	134
Less than ZAR500 000	12.50%	28
ZAR500 000 to ZAR999 999	8.93%	20
ZAR1 000 000 to ZAR4 999 999	8.93%	20
ZAR5 000 000 to ZAR9 999 999	4.46%	10
ZAR10 000 000 to ZAR19 999 999	1.34%	3
ZAR20 000 000 to ZAR49 999 999	1.34%	3
ZAR50 000 000 to ZAR99 999 999	0.00%	0
more than ZAR1 000 000	2.68%	6
Total		224

Q22 What does this budget cover? Please tick all applicable items

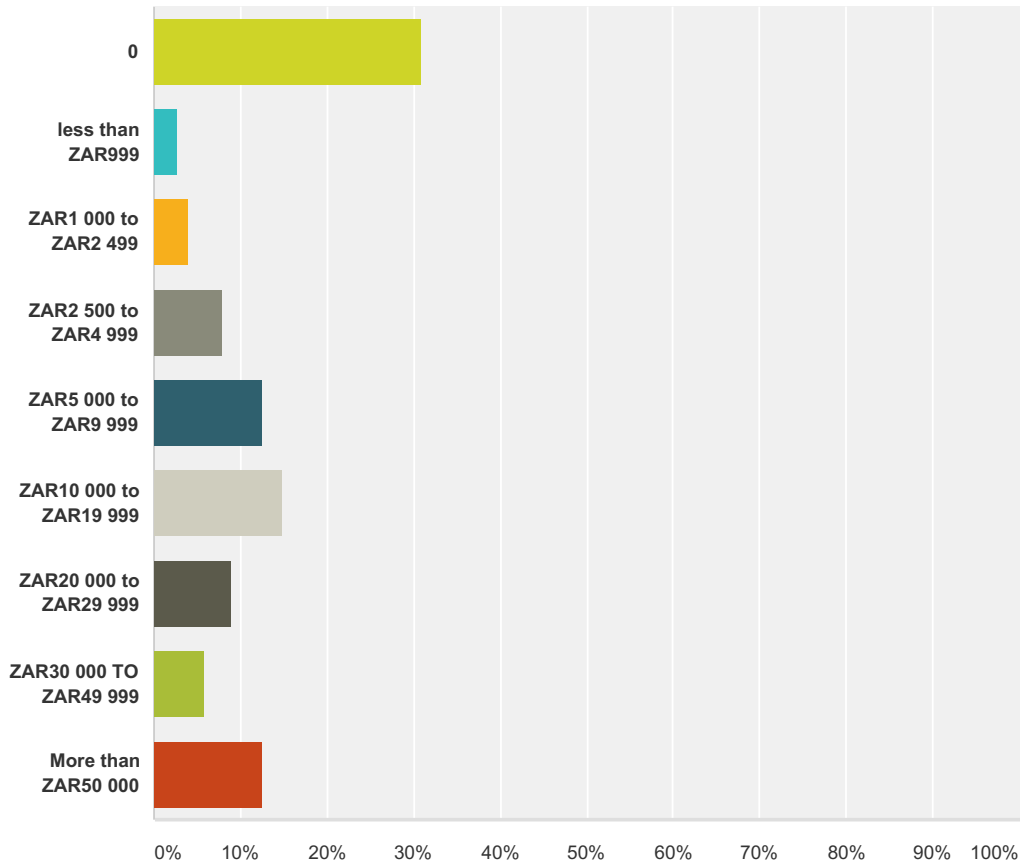
Answered: 224 Skipped: 85



Answer Choices	Responses
Not applicable	55.36% 124
Salaries	27.68% 62
Education and training	40.63% 91
Publications or regulatory alerts	25.89% 58
Membership fees	37.50% 84
Conferences	35.71% 80
IT systems	23.21% 52
Total Respondents: 224	

Q23 What is your annual budget allocation for staff training, per staff member, within the compliance function?

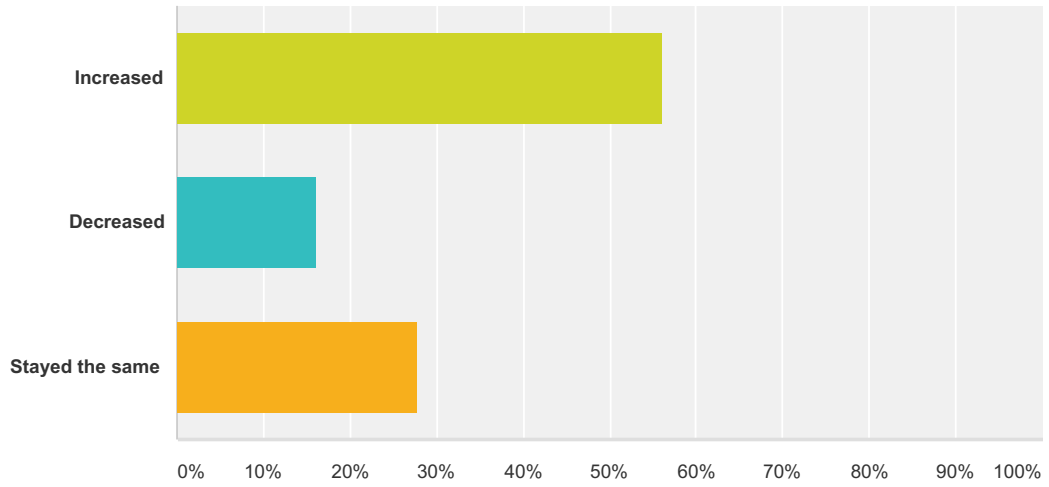
Answered: 224 Skipped: 85



Answer Choices	Responses
0	30.80% 69
less than ZAR999	2.68% 6
ZAR1 000 to ZAR2 499	4.02% 9
ZAR2 500 to ZAR4 999	8.04% 18
ZAR5 000 to ZAR9 999	12.50% 28
ZAR10 000 to ZAR19 999	14.73% 33
ZAR20 000 to ZAR29 999	8.93% 20
ZAR30 000 TO ZAR49 999	5.80% 13
More than ZAR50 000	12.50% 28
Total	224

Q24 In the past 5 years, has the resourcing and investment in your compliance function

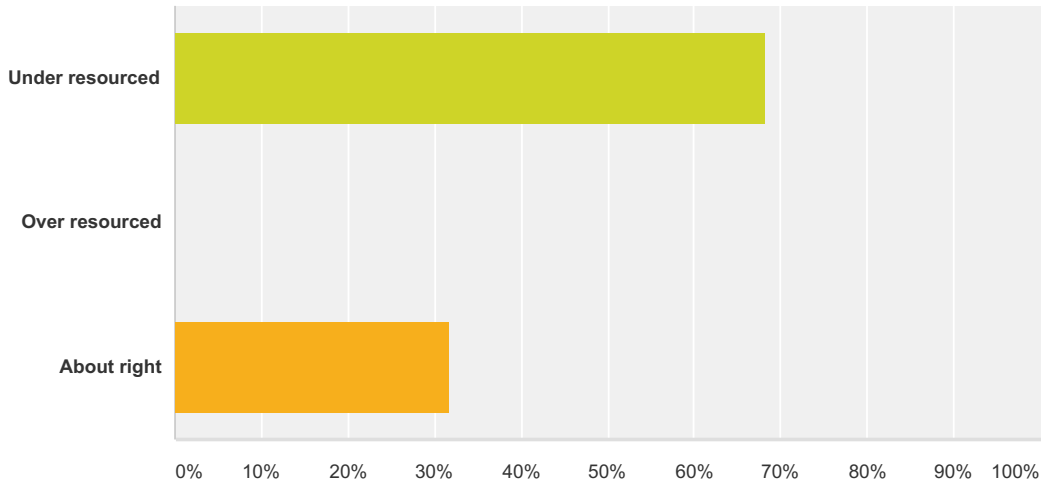
Answered: 224 Skipped: 85



Answer Choices	Responses	
Increased	56.25%	126
Decreased	16.07%	36
Stayed the same	27.68%	62
Total		224

Q25 Do you feel that your compliance department is:

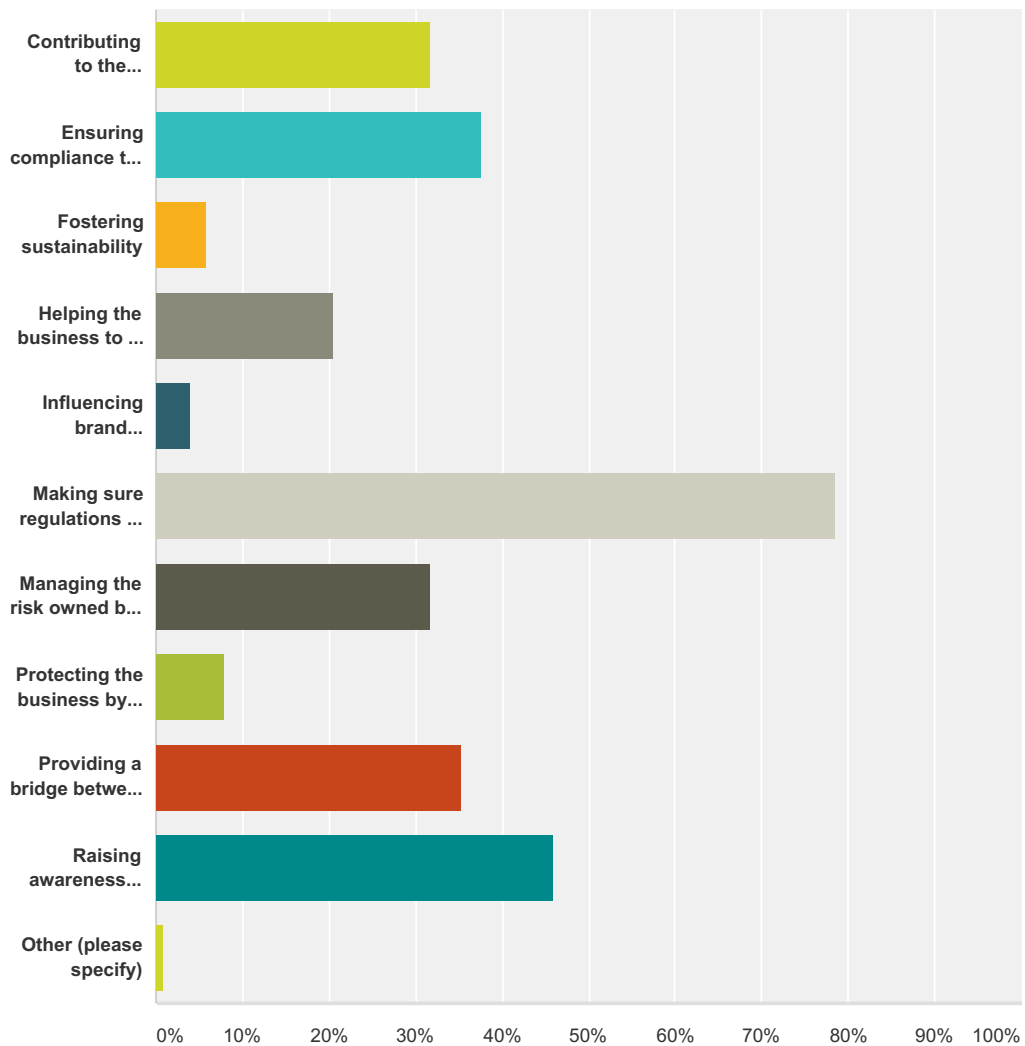
Answered: 224 Skipped: 85



Answer Choices	Responses	
Under resourced	68.30%	153
Over resourced	0.00%	0
About right	31.70%	71
Total		224

Q26 What do you believe are the three top primary roles of compliance in your organisation?

Answered: 224 Skipped: 85



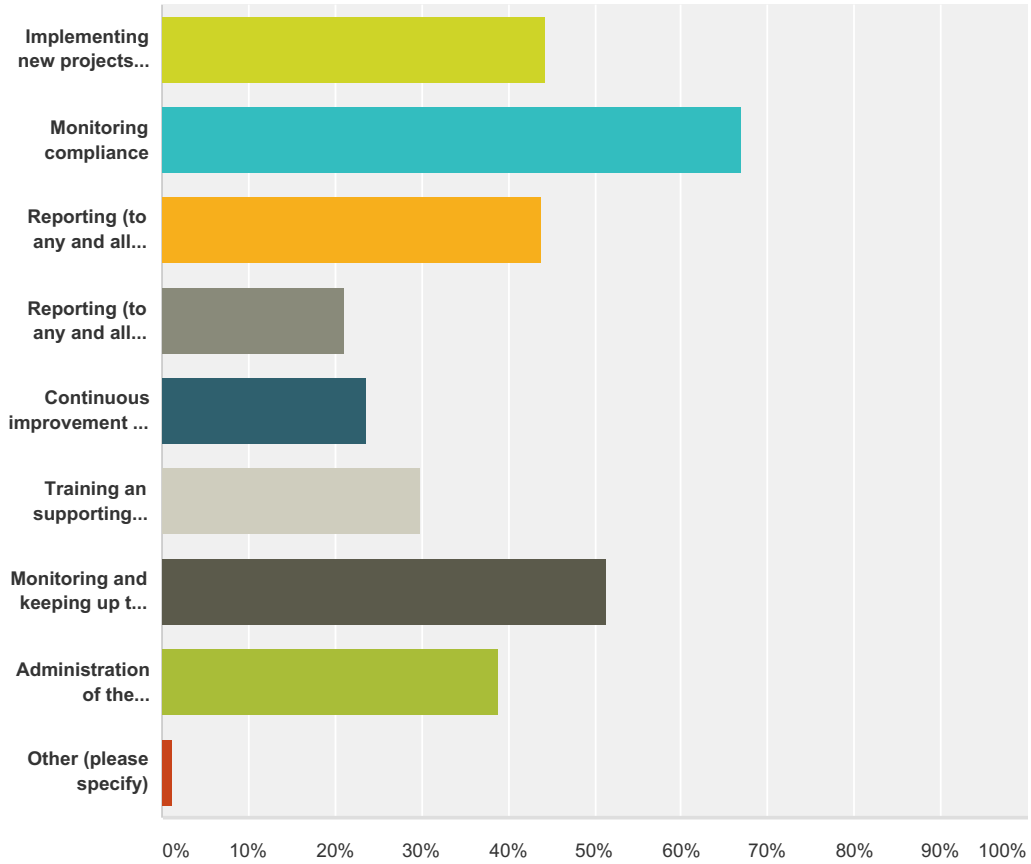
Answer Choices	Responses
Contributing to the organisation's culture	31.70% 71
Ensuring compliance to internal policies	37.50% 84
Fostering sustainability	5.80% 13
Helping the business to do better business	20.54% 46
Influencing brand perceptions/reputation in the community	4.02% 9
Making sure regulations and laws are complied with	78.57% 176
Managing the risk owned by the business	31.70% 71
Protecting the business by setting rules and targets	8.04% 18
Providing a bridge between regulators and the internal environment	35.27% 79
Raising awareness internally of compliance issues	45.98% 103

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Other (please specify)	0.89%	2
Total Respondents: 224		

Q27 What aspects of your compliance activities take up most of your resources on a regular basis? Please select the top three.

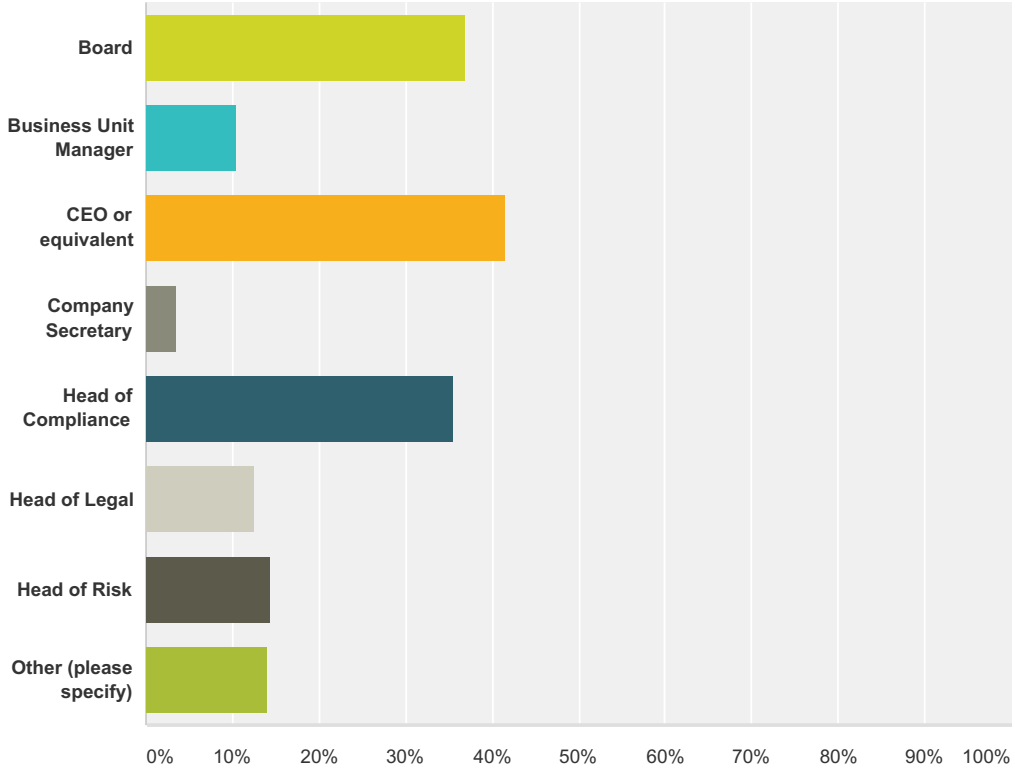
Answered: 224 Skipped: 85



Answer Choices	Responses
Implementing new projects in response to legislative or regulatory changes	44.20% 99
Monitoring compliance	66.96% 150
Reporting (to any and all levels above you)	43.75% 98
Reporting (to any and all regulators as required)	20.98% 47
Continuous improvement of your programme	23.66% 53
Training an supporting staff throughout the organisation to be compliant or adhere to compliance risk management policies	29.91% 67
Monitoring and keeping up to date with your knowledge of regulatory and legislative changes	51.34% 115
Administration of the compliance programme - collecting and managing data, paperwork and other requirements	38.84% 87
Other (please specify)	1.34% 3
Total Respondents: 224	

Q28 Where does your compliance department report? You may choose more than one if you have multiple reporting lines.

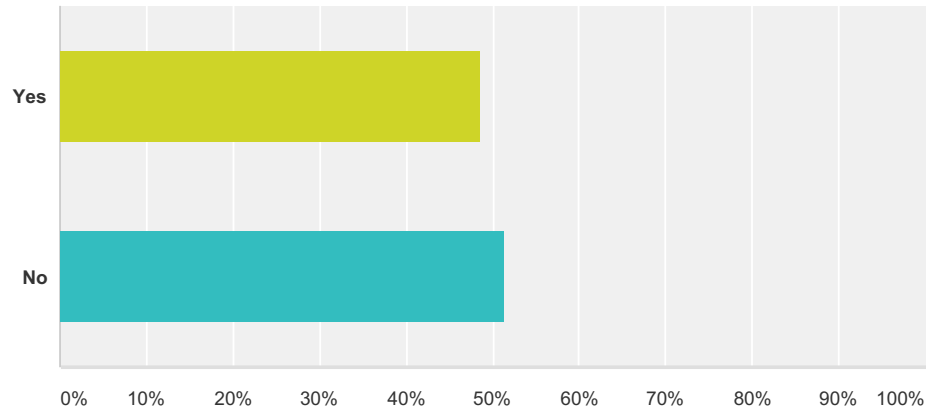
Answered: 222 Skipped: 87



Answer Choices	Responses	Count
Board	36.94%	82
Business Unit Manager	10.36%	23
CEO or equivalent	41.44%	92
Company Secretary	3.60%	8
Head of Compliance	35.59%	79
Head of Legal	12.61%	28
Head of Risk	14.41%	32
Other (please specify)	13.96%	31
Total Respondents: 222		

Q29 Does your organisation have a compliance committee?

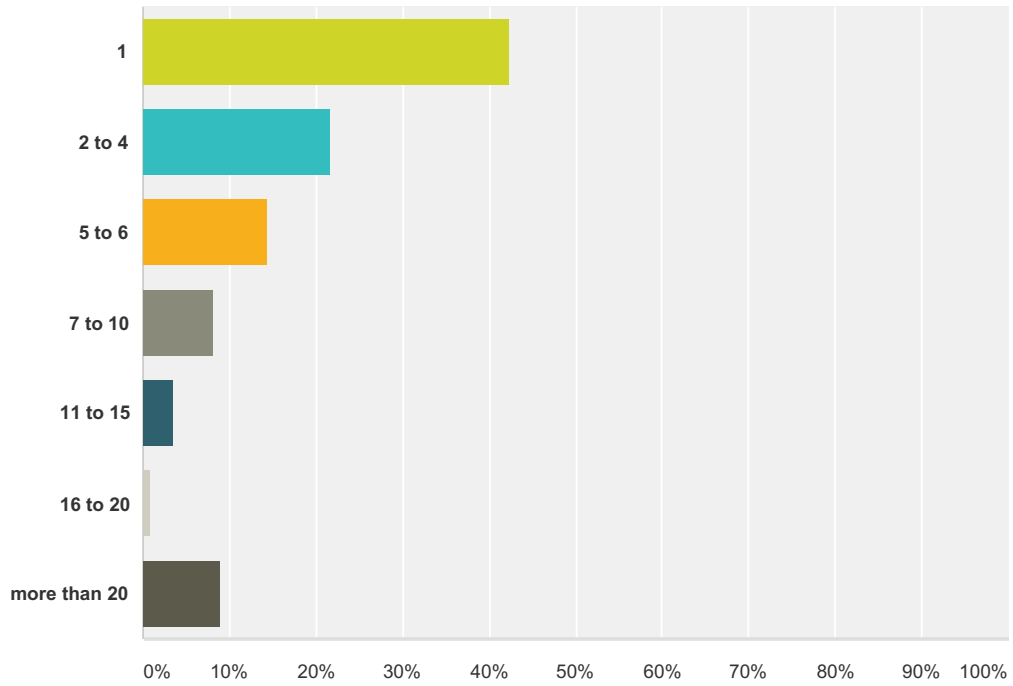
Answered: 222 Skipped: 87



Answer Choices	Responses
Yes	48.65% 108
No	51.35% 114
Total	222

Q30 How many compliance teams or groups do you have across your organisation?

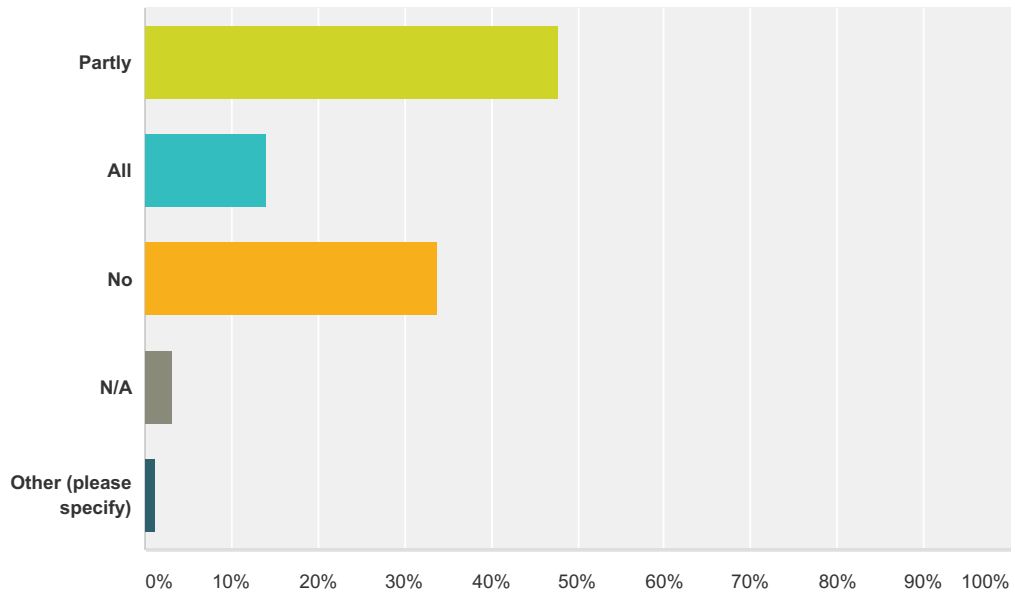
Answered: 222 Skipped: 87



Answer Choices	Responses	Count
1	42.34%	94
2 to 4	21.62%	48
5 to 6	14.41%	32
7 to 10	8.11%	18
11 to 15	3.60%	8
16 to 20	0.90%	2
more than 20	9.01%	20
Total		222

Q31 Are any of the compliance and risk functions in your organisation combined?

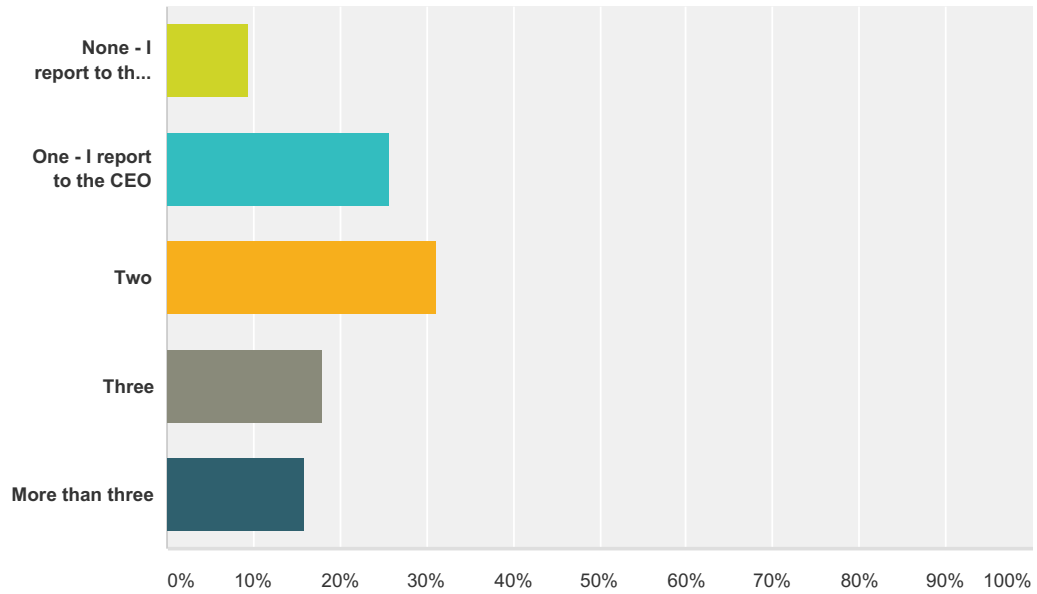
Answered: 222 Skipped: 87



Answer Choices	Responses
Partly	47.75% 106
All	13.96% 31
No	33.78% 75
N/A	3.15% 7
Other (please specify)	1.35% 3
Total	222

Q32 How many layers are there between you and the board (or equivalent) of your organisation?

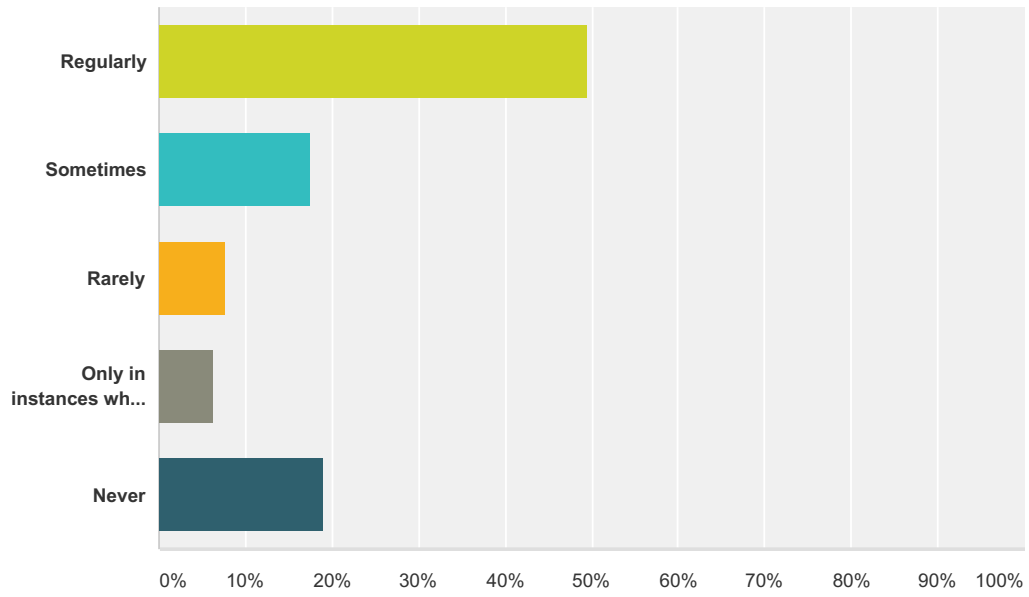
Answered: 222 Skipped: 87



Answer Choices	Responses	
None - I report to the board	9.46%	21
One - I report to the CEO	25.68%	57
Two	31.08%	69
Three	18.02%	40
More than three	15.77%	35
Total		222

Q33 Do you prepare reports for the board?

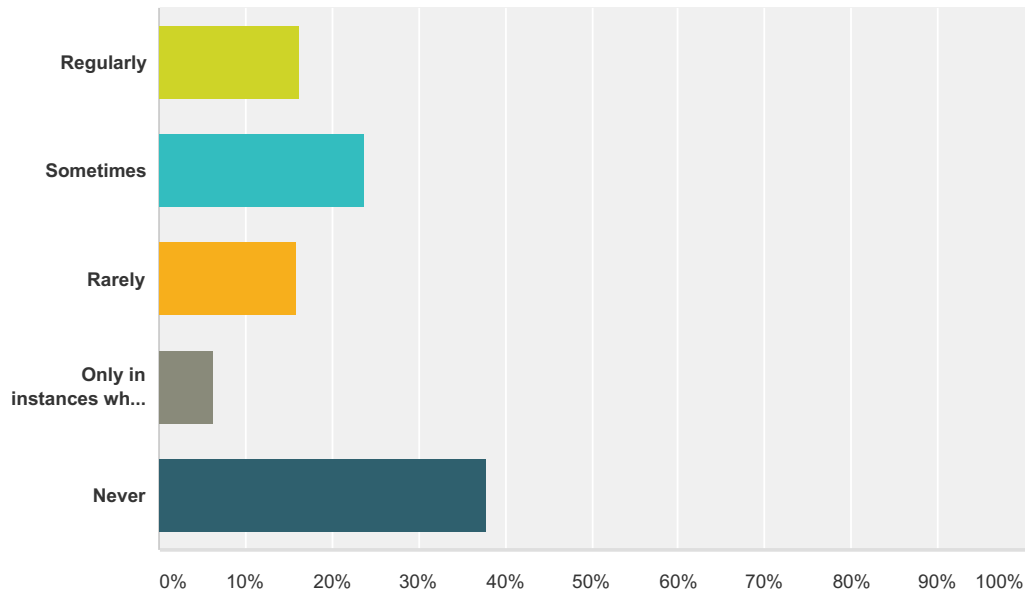
Answered: 222 Skipped: 87



Answer Choices	Responses
Regularly	49.55% 110
Sometimes	17.57% 39
Rarely	7.66% 17
Only in instances where there is an issue or a breach	6.31% 14
Never	18.92% 42
Total	222

Q34 Do you have to do presentations to the board?

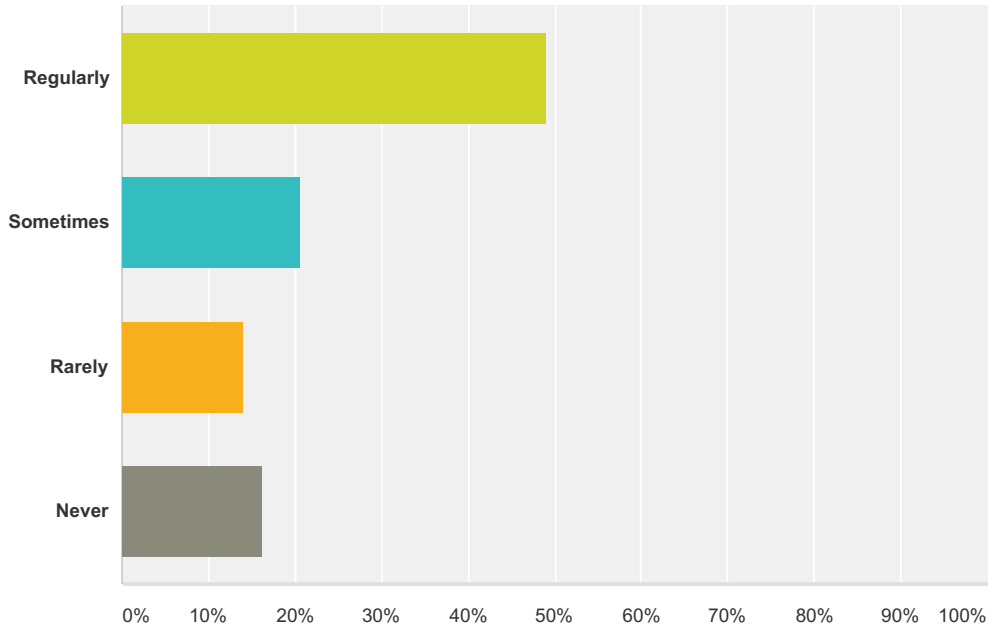
Answered: 222 Skipped: 87



Answer Choices	Responses
Regularly	16.22% 36
Sometimes	23.87% 53
Rarely	15.77% 35
Only in instances where there is an issue or breach	6.31% 14
Never	37.84% 84
Total	222

Q35 Do you interact with the regulators on behalf of your organisation?

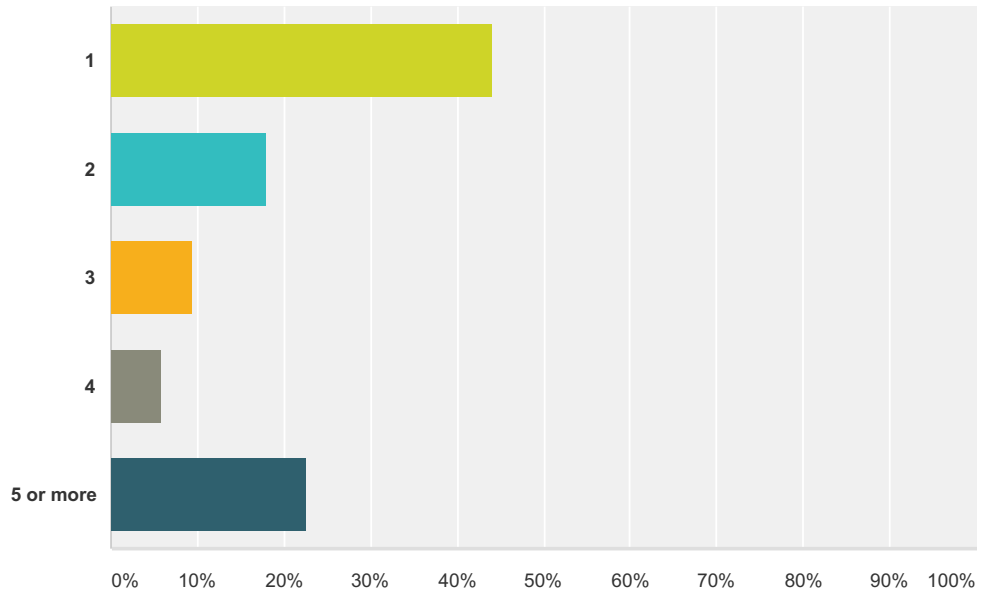
Answered: 222 Skipped: 87



Answer Choices	Responses	
Regularly	49.10%	109
Sometimes	20.72%	46
Rarely	13.96%	31
Never	16.22%	36
Total		222

Q36 Please indicate how many jurisdictions for which you are responsible for in terms of compliance?

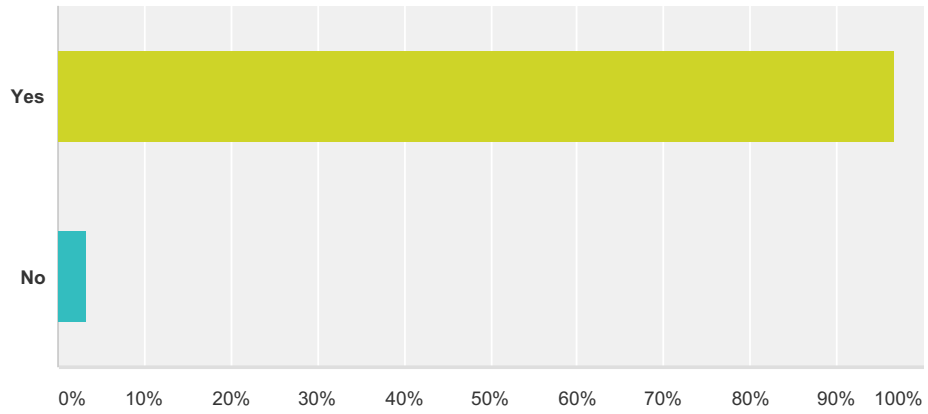
Answered: 222 Skipped: 87



Answer Choices	Responses	
1	44.14%	98
2	18.02%	40
3	9.46%	21
4	5.86%	13
5 or more	22.52%	50
Total		222

Q37 Are you a member of the Compliance Institute SA?

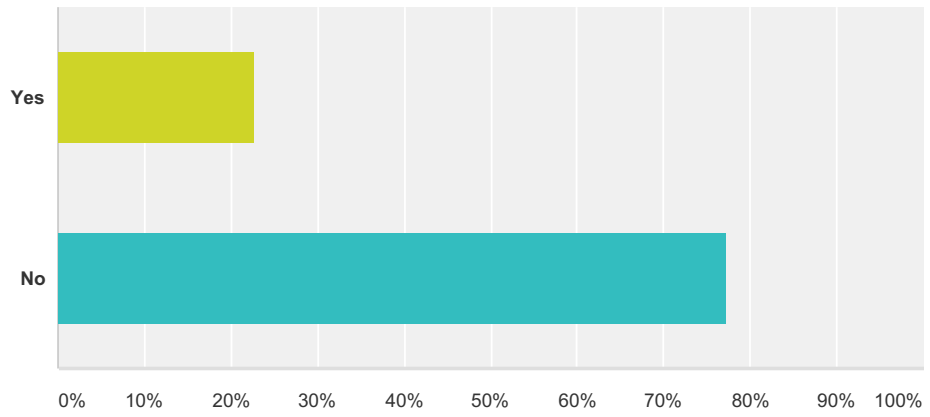
Answered: 215 Skipped: 94



Answer Choices	Responses	
Yes	96.74%	208
No	3.26%	7
Total		215

Q38 Have you written the Board I exam?

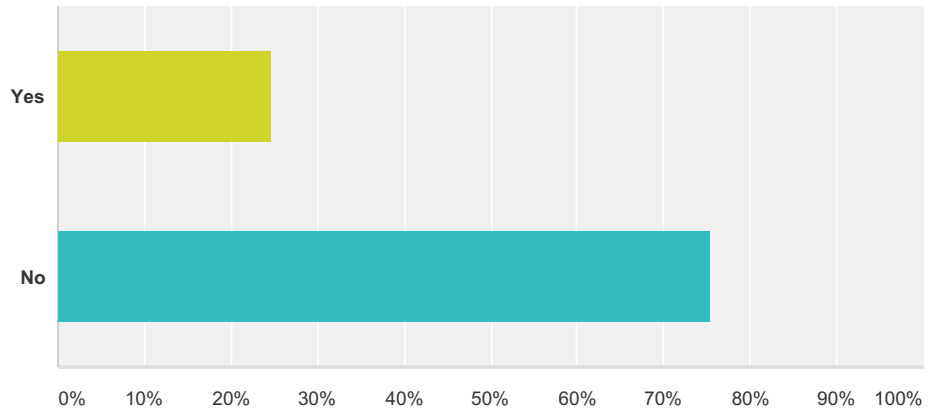
Answered: 215 Skipped: 94



Answer Choices	Responses	
Yes	22.79%	49
No	77.21%	166
Total		215

Q39 Has the Compliance Practitioner designation been conferred upon you?

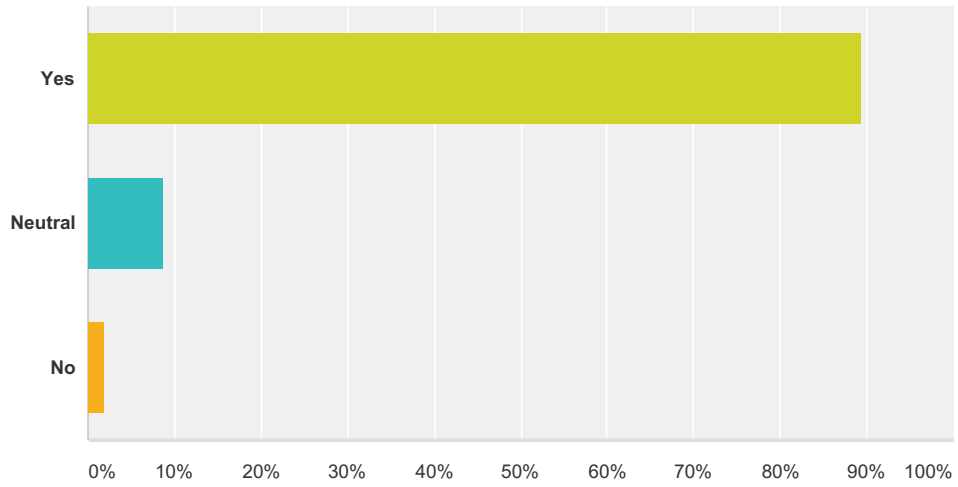
Answered: 215 Skipped: 94



Answer Choices	Responses	
Yes	24.65%	53
No	75.35%	162
Total		215

Q40 Do you think that specialist compliance training is necessary for someone in a compliance role?

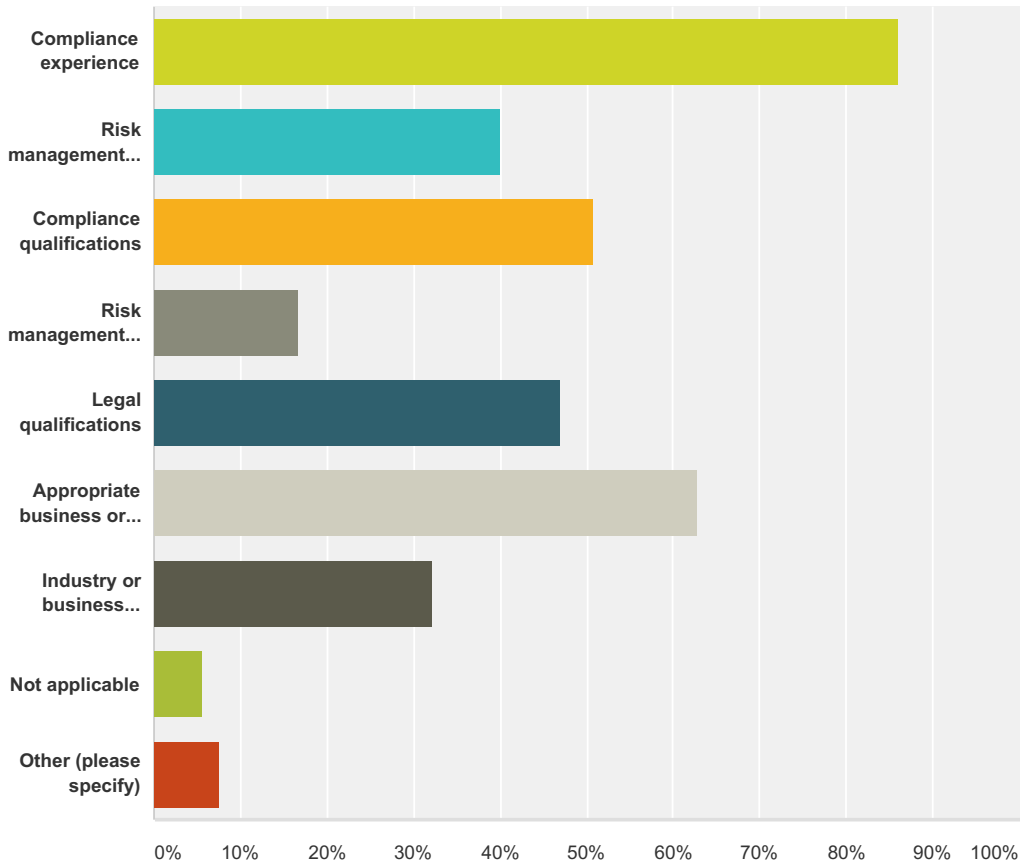
Answered: 215 Skipped: 94



Answer Choices	Responses
Yes	89.30% 192
Neutral	8.84% 19
No	1.86% 4
Total	215

Q41 What are some of the criteria that you look for when selecting staff for a compliance role?

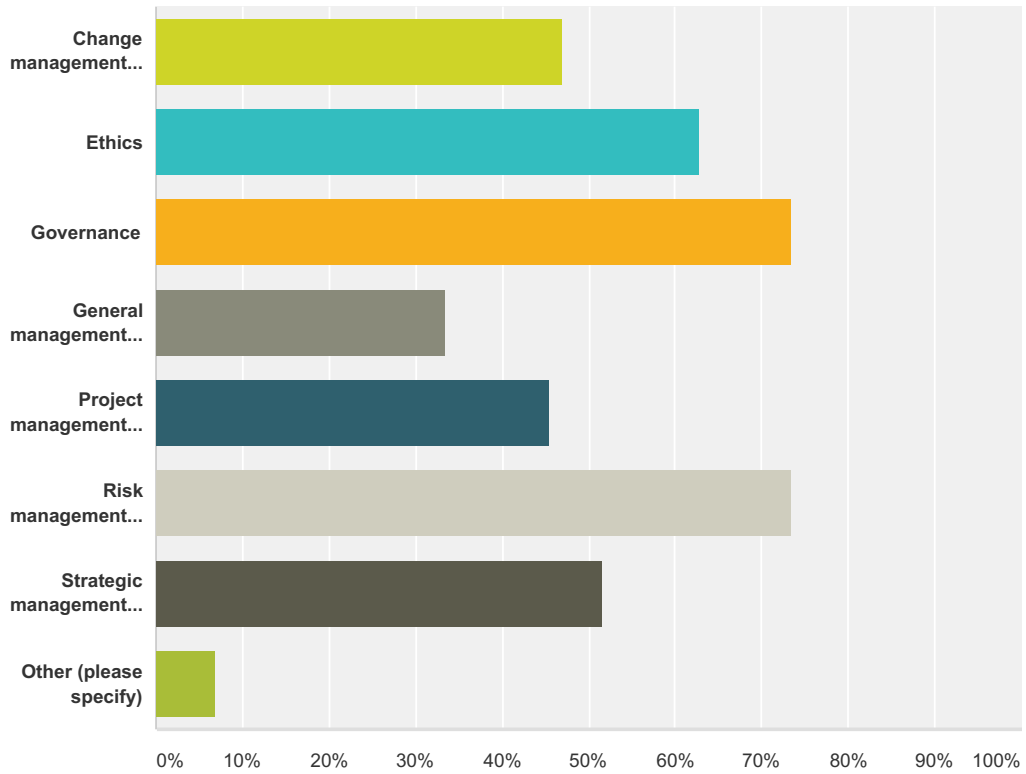
Answered: 215 Skipped: 94



Answer Choices	Responses
Compliance experience	86.05% 185
Risk management experience	40.00% 86
Compliance qualifications	50.70% 109
Risk management qualifications	16.74% 36
Legal qualifications	46.98% 101
Appropriate business or industry experience	62.79% 135
Industry or business specialist knowledge	32.09% 69
Not applicable	5.58% 12
Other (please specify)	7.44% 16
Total Respondents: 215	

Q42 Which of the following skills training do you feel would benefit a compliance officer?

Answered: 215 Skipped: 94



Answer Choices	Responses
Change management principles	46.98% 101
Ethics	62.79% 135
Governance	73.49% 158
General management principles	33.49% 72
Project management principles	45.58% 98
Risk management principles	73.49% 158
Strategic management principles	51.63% 111
Other (please specify)	6.98% 15
Total Respondents: 215	

SALARY SURVEY 2016

Q43 Address

Answered: 127 Skipped: 182

Answer Choices	Responses	
Name	98.43%	125
Company	94.49%	120
Address	89.76%	114
Address 2	62.99%	80
City/Town	91.34%	116
State/Province	87.40%	111
ZIP/Postal Code	85.04%	108
Country	89.76%	114
Email Address	96.06%	122
Phone Number	90.55%	115