



**GENERAL LABOUR MARKET
JOB PROFILE REPORT
GHANA**

REPORT CAPSULE

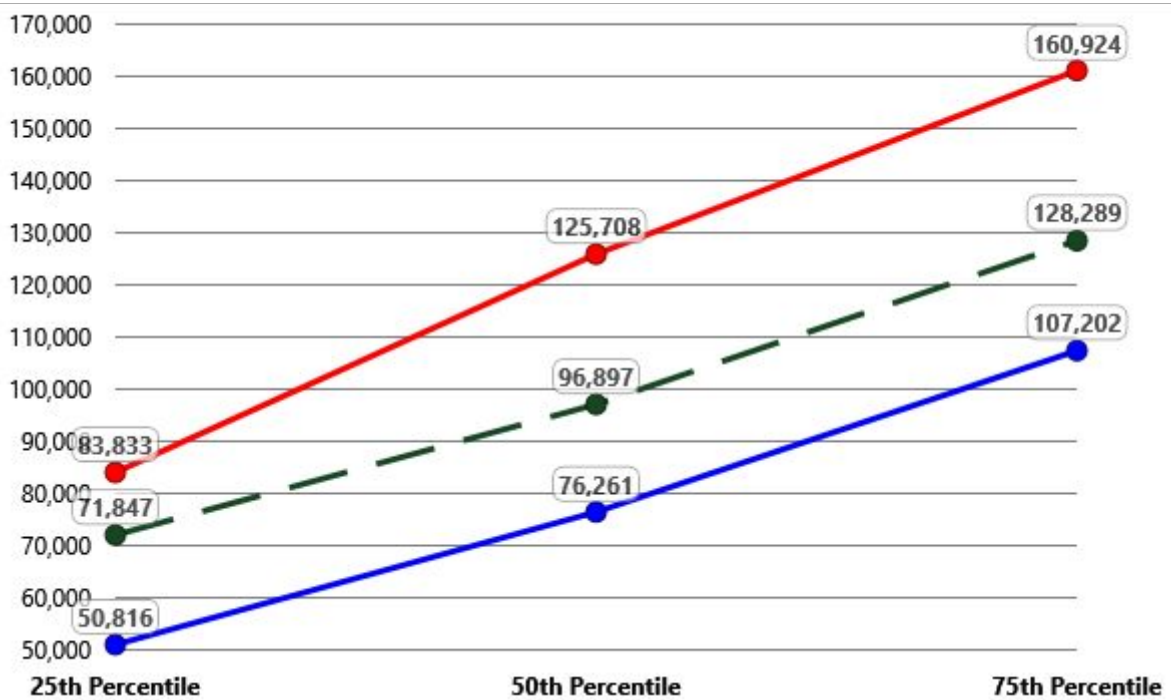
TARGET JOB:	Financial Analyst
PREPARED FOR:	Birches Group, LLC
MARKET TARGET POINT:	50th Percentile
BG JOB LEVEL:	Working level Professional BG Level 9
SURVEY DATE:	July 2016
WORKWEEK ADJUSTMENT:	Data is not adjusted for workweek difference
REPORT CURRENCY:	Ghana New Cedi
COMPENSATION & BENEFIT DISPLAYED AS:	Total Gross

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1. THE MARKET FOOTPRINT

In the Accra market, Total Gross Compensation for Working level Professional ranges from 50,816 to 160,924 Ghana New Cedi. This compensation range provides the “footprint” in the current market illustrating pay ranging from the minimum/hiring rate of the market 25th percentile to the maximum attainable salary found at the 75th percentile. The Market Reference Position at the 50th percentile is: 96,897 Ghana New Cedi. A total of 40 incumbents, in 23 employers matched this job.



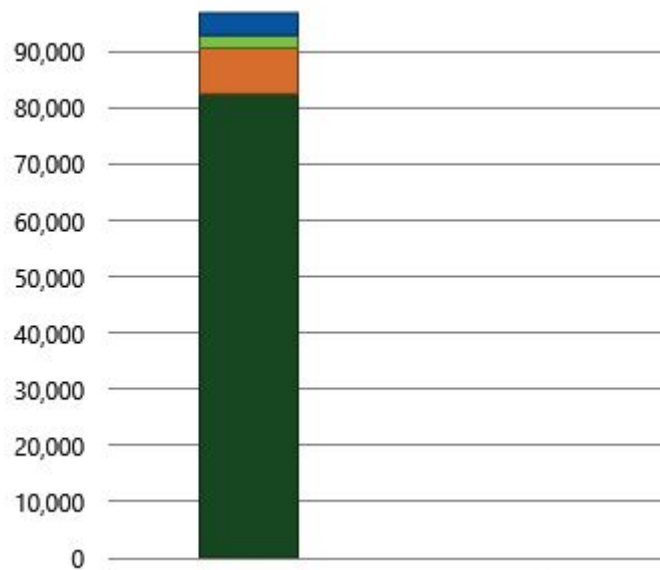
Employers Matching: 23

Market Positions

	25th Percentile	50th Percentile	75th Percentile
Max	83,833	125,708	160,924
MRP	71,847	96,897	128,289
Min	50,816	76,261	107,202

2. COMPOSITION OF THE COMPENSATION PACKAGE

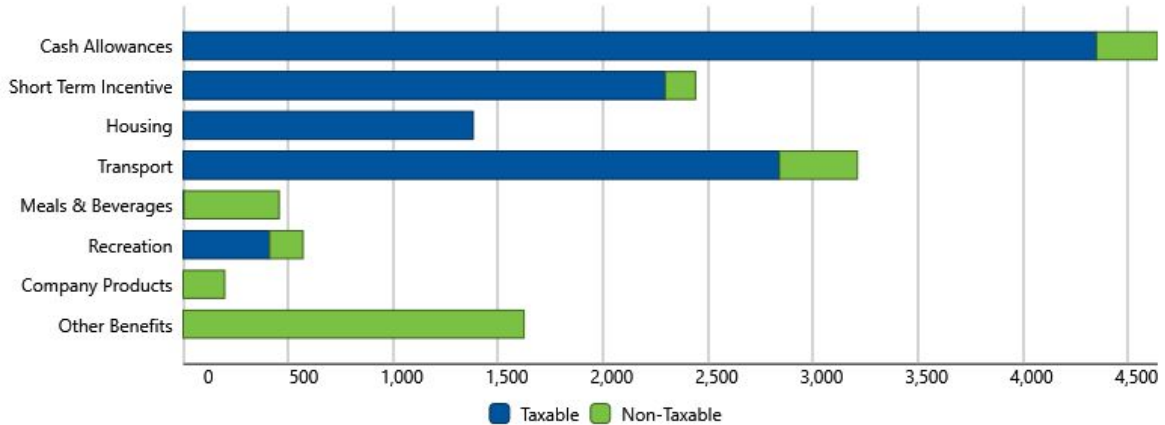
Total Gross Compensation Breakdown



This chart displays the average composition of the compensation package for the MRP at the 50th Percentile.

	MRP at 50th Percentile	% of Total Gross Compensation
4. In-Kind Benefits	3,942	4.1
3. Short-Term Incentive Plans	2,296	2.4
2. Fixed Cash Allowances	8,141	8.4
1. Annual Base Salary	82,518	85.2
Total Gross Compensation:	96,897	100.0%
Total Cash (1+2+3)	92,955	95.9%

Taxability and Amounts of Non-Salary Elements of the Compensation Package

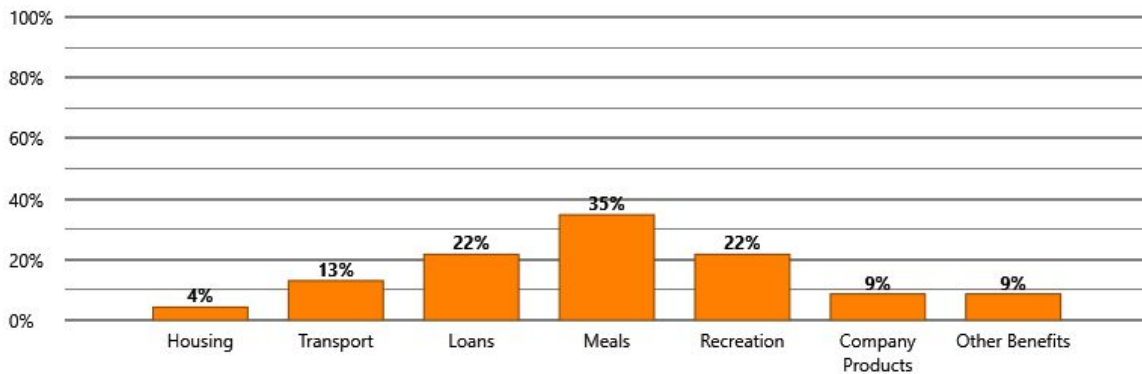


The taxability of certain elements of the compensation package will naturally depend on how they are structured. The taxability percentages provided here are derived from actual employer structures for your target job.

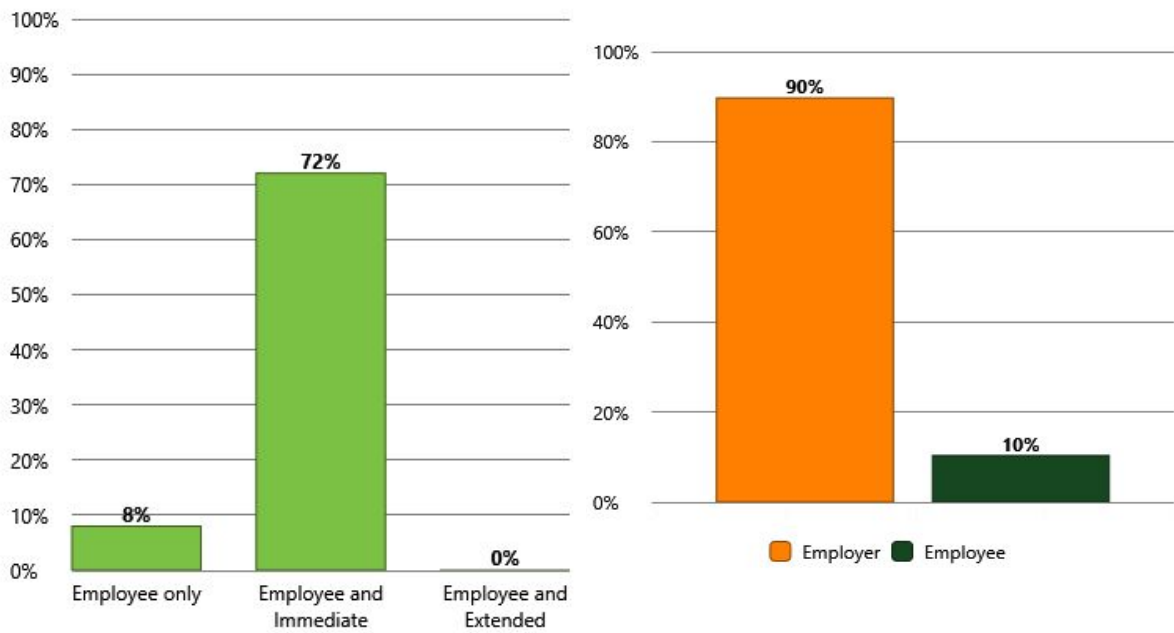
	Amount in Ghana New Cedi	% Taxable	% Non-Taxable
Cash Allowances	4,642	94%	6%
Short Term Incentive	2,296	100%	0%
Housing	1,381	100%	0%
Transport	3,211	88%	12%
Meals & Beverages	457	1%	99%
Recreation	571	72%	28%
Company Products	198	0%	100%
Other Benefits	1,624	0%	100%

Other Benefits Include: Misc. Benefits Allowance, Family Allowance, Misc. Benefits Allowance, Mobile Telephone Credit, Clothing Allowance

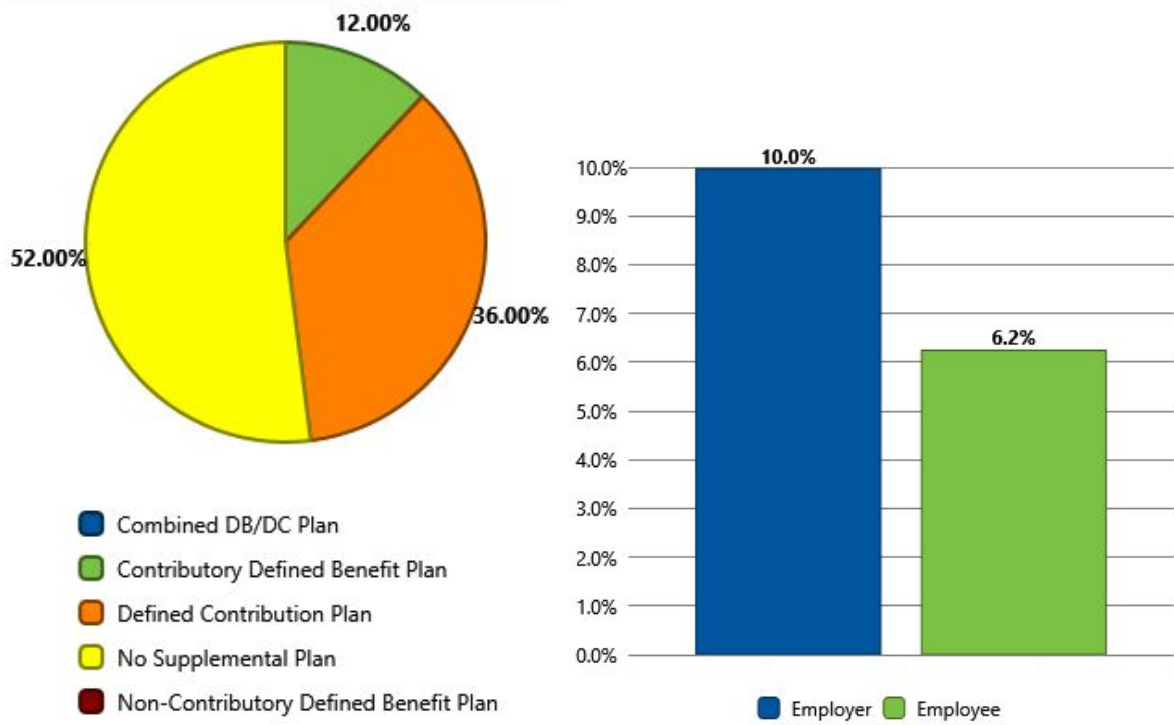
Percentage of Matched Employers Providing each In-Kind Benefit Type for this Job



Summary of Medical Benefits



Summary of Employer Pension and Savings Plan



3. SURVEY METHODOLOGY

3.1 BUILDING A MARKET PROFILE


In emerging countries, the leading employers essentially define the labour market. By leading employers we mean those employers who are well-established in the market, compete for the best talent, and are the recognized leaders in their industry sector. Most importantly, both private sector companies and public sector organizations are in this group. We believe it is critical to have a multi-sector, public-private market reference in order to effectively manage human capital in emerging countries. Thus, our market reference typically includes leading private sector employers from multiple industries, plus representative public sector employers such as embassies, development banks, international organizations and NGOs.

3.2 ALPHABETICAL LIST OF EMPLOYERS INCLUDED IN MARKET PROFILE

Abt Associates
African Development Bank (AfDB)
Agence Française de Développement (AFD)
American Bureau of Shipping (ABS)
Association of Chartered Certified Accountants (ACCA)
Australian Department of Foreign Affairs and Trade (DFAT)
Bahrain Maritime & Mercantile International (BMMI)
British Council
Canadian High Commission
Church of Jesus Christ of Latter-Day Saints
Department for International Development (DFID)
Embassy of the United States
European Union
GIZ
Google
International Institute of Tropical Agriculture (IITA)
International Water Management Institute (IWMI)
New York University
Nokia
PZ Cussons
Quintiles
Stanbic Bank
Unilever
United Nations
World Bank

3.3 POWERFUL JOB LEVELING

The comparison, or leveling, of jobs in our market surveys is carried out using a comprehensive framework of values that focus on the purpose that a job is intended to perform. Four factors are applied to determine the value of a job against fourteen distinct levels in the Birches Group assessment matrix. For the Financial Analyst, below we provide the level equivalence in the Birches Group matrix with a generic brief description of the level of work. To provide context for this assessment, the matrix values above and below the assessed value of the position are also illustrated.



Apply Basic Concepts	Analyze	Adapt
BG-08	BG-09	BG-10
Entry Level Professional	Working level Professional	Sr. Working Level Professional
Acts in the role of entry level Professional in a defined functional area: <ul style="list-style-type: none"> • Basic analytical tasks in support of project management; • Compiles and researches background information; summarize data and assess trends; work closely with senior level executive. 	Acts in the role of Working Level Professional providing substantive output to a functional programme: <ul style="list-style-type: none"> • Develops proposals and manage independently; • Provides professional advice within a defined subject or business/programme area; • Recommends business/programme initiatives and priorities; • Assesses effectiveness of business/programme, systems and procedures. 	Acts in the role of Senior Working Professional providing substantive output in a major functional area <ul style="list-style-type: none"> • Guides business/programme development across related project areas; assess project effectiveness and recommend new initiatives; • Provide substantive advice/analysis of current products and programmes identifying opportunities and areas for improvement; • Advise management on systems and procedures.

Birches Group has developed its assessment matrix into a full job evaluation system which links values of work to competencies and performance measures. This integrated system, CommunityTM, has been deployed in several organizations to support talent management. Further details regarding CommunityTM Birches Group has developed its assessment matrix into a full job evaluation system which links values of work to competencies and performance measures.

4. GENERAL COUNTRY CONDITIONS

4.1 TAX AND SOCIAL SECURITY SUMMARY GHANA

A summary of the currently prevailing rates of taxation and social security provisions are presented in the two tables below.

TAX CODE 1				
<i>Tax Code Effective Date: 01 Apr 2016, All values expressed in GHS</i>				
From	To	Tax (%)	Bracket Tax	Cumulative Tax
0	2,592			
2,592	3,888	5.00	65	65
3,888	5,700	10.00	181	246
5,700	38,880	17.50	5,807	6,053
38,880 or more		25.00		

Comments:

The above reflects the Annual Income Tax rates applicable to resident individuals effective 1 January 2016.

TAX CODE 2
<i>NOT APPLICABLE</i>

TAX EXEMPTIONS
<i>NOT APPLICABLE</i>

TAX DEDUCTIONS	
<i>Tax Deductions</i>	
Employee contributions to national schemes: Employee contributions to national retirement scheme are deductible.	
<i>Flat Taxes Amount:</i>	Not Applicable
<i>Tax Rebates:</i>	Not Applicable

FAMILY RELATED	
<i>Flat Amount Deductions</i>	
<i>Spouse</i>	200
<i>Per Child</i>	200
<i>Secondary dependent</i>	100

A. SOCIAL SECURITY PROVISIONS

1. NATIONAL RETIREMENT SCHEME	NAME: Social Security System
<p>Social Security System is a defined contribution which is calculated on base salary. The employer contribution to the Social Security System is 13 percent of the employee's base salary. The employer contribution to the Social Security System is 5.5 percent of the employee's base salary. Early retirement can be taken from 55 years by both men and women. The standard retirement is 60 years by both men and women. A minimum of 15 years of contribution is required to vest in the scheme. The retirement benefit can be taken as a combination of lump sum and annuity payments.</p>	
<p>COMMENTS: The combined contributions of the employer and employee of 18.5% is allocated as follows: 13.5 % to the Social Security & National Insurance Trust (SSNIT) and 5% to the occupational pension scheme. Contributions to Social Security and National Insurance Trust (SSNIT) are inclusive of 2.5% contribution to NHIS.</p>	

2. MANDATORY PRIVATE SAVINGS PLAN/PROVIDENT FUND	NAME: -
<p>COMMENTS: <i>Not Applicable</i></p>	

3. EMPLOYEE DEATH BENEFIT/LIFE INSURANCE	NAME: Funeral Grant
<p>COMMENTS: If the employee has no dependents, the employer pays for the entire cost of the funeral. If the employee has dependents, the employer pays for the funeral with a lump sum equal to a maximum of 60 months of the employee's earnings at the time of death.</p>	

4. NATIONAL MEDICAL INSURANCE SCHEME	NAME: National Health Insurance
<p>Reimbursement Rates: <i>Hospitalization: 100% per person, per year.</i> <i>Surgery: 100% per person, per year.</i> <i>Outpatient: 100% per person, per year.</i> <i>Prescriptions: 100% per person, per year.</i> <i>Dental Care: 100% per person, per year.</i> <i>Eye Care: 100% per person, per year.</i></p>	

COMMENTS:

Medical benefits are provided under the National Health Insurance Scheme (NHIS). The NHIS is to secure the implementation of the national health insurance policy that ensures access to basic healthcare services through mutual and private health insurance.

5. OTHER SOCIAL SECURITY PROVISIONS**NAME:** Work Injury

There is no contribution by the employer to Work Injury.
There is no contribution by the employee.

COMMENTS:

Type of program: Employer-liability system, normally involving insurance with a private carrier. The total cost of medical services is met through direct provision of benefits in local hospitals or through the payment of insurance premiums.

B. FAMILY ALLOWANCES**1. CHILD ALLOWANCE:****NAME:** -**COMMENTS:**

Not Applicable

2. CHILD EDUCATION ASSISTANCE**NAME:** -**COMMENTS:**

Not Applicable

3. PRE NATAL/BIRTH ALLOWANCES**NAME:** -**COMMENTS:**

Not Applicable

4. DEPENDENT SPOUSE ALLOWANCES**NAME:** -**COMMENTS:**

Not Applicable

5. SECONDARY DEPENDENT SPOUSE ALLOWANCES**NAME:** -**COMMENTS:**

Not Applicable

6. FUNERAL GRANTS	NAME: -
COMMENTS: <i>Not Applicable</i>	

C. NATIONAL LABOUR CODE PROVISIONS

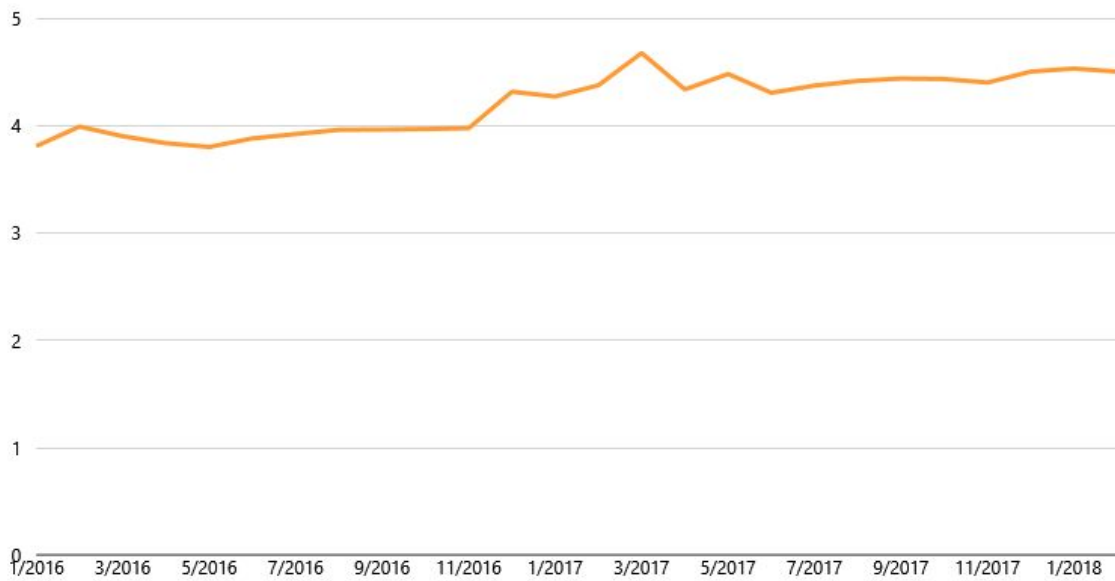
1. PROVISIONS FOR PAID LEAVE	
Official Holidays Annual Leave Sick Leave with full pay Sick Leave with partial pay Maternity leave Paternity leave Family related leave Bereavement leave Other leave:	9 working days paid by the Employer 15 working days paid by the Employer 60 working days paid by the Employer
COMMENTS: <i>Not Applicable</i>	

2. PROVISIONS GOVERNING PREMIUM PAY
Overtime is payable after 40 hours worked per week. The overtime pay rate is 150 percent of base salary
COMMENTS: Employers set their own rates to pay for staff working on a public holiday, or on a Sunday.

3. MANDATORY RETIREMENT AGE
The mandatory retirement age is 60 years for men and 60 years for women.
COMMENTS: <i>Not Applicable</i>

4.2 EXCHANGE RATE MOVEMENT

The chart below shows the exchange rate movement for the past 3 years



CURRENCY HISTORY FOR ACCRA		
01-Jul-2007	GHS	Ghana New Cedi
01-Jan-1994	GHC	Cedi

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
2018	4.53	4.5										
2017	4.27	4.38	4.68	4.34	4.48	4.3	4.37	4.42	4.44	4.43	4.4	4.5
2016	3.81	3.99	3.9	3.84	3.8	3.88	3.92	3.96	3.96	3.97	3.97	4.32

5. ADDITIONAL INFORMATION

5.1 DEFINITIONS

Annual Base Salary: The monthly base salary times twelve.

Fixed Cash Allowances: Guaranteed bonuses such as a 13th month bonus or a year-end bonus.

Variable Pay: Variable performance-based compensation such as performance bonuses, profit sharing, short term incentive plans and commissions.

Annual Cash Allowances: All cash payments for housing, transport, meals and beverages, recreation and other allowances.

Total Cash: The sum of annual base salary plus fixed cash allowances, short term incentives and other annual cash allowances.

In-Kind Benefits: A quantified value for any non-cash employer provided perquisites for housing, transportation, meals and beverages, and recreation. This includes company cars, employee car ownership plans, subsidized loans, and any personal expense reimbursement scheme limited to actual expenses. This does not include medical, insurance or retirement benefits.

Total Gross Compensation: The sum of Total Cash compensation and In-kind Benefits.

Total Net Compensation: Total Gross Compensation minus taxes. Taxes are calculated assuming a single wage earner profile.