

# SALARY SURVEY

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2016

## MD's Address 2016



In short, all the indices for Ireland look excellent. While there remains inherent caution after the upheaval of recent years, all the statistics are good for Ireland now and for the years to come. This is firmly reflected across our salary survey - real confidence, tinged with caution. Retaining and acquiring key staff is becoming costly and competitive, but there is no alternative if you wish to employ the best, and therefore grow the fastest. In this case, caution will have to be put aside.

The CSO (Central Statistics Office) shows unemployment down to 8.9%. More importantly for the overall economy employment is up 2.9% (to 1.983 million). GDP 2015 predictions were for 4% growth, but we will beat that! 2016 and 2017 will see growth continue at similar levels.

The average salary in ROI is now €33,000. Taxes remain high, but the consumer price index has surprisingly dropped which is great news for the spender. We have seen significant growth across almost all our sectors including Banking, Engineering, Funds, Human Resources, Information Technology, Legal, Sales, Marketing, Supply Chain and Taxation. The only areas that remained somewhat muted in 2015 were Finance and Insurance, though we have seen real signs in Quarter 4, that these areas have also returned to growth.

It is important to note that while Government statistics show average salary growth of 1.8% (0.4% last year), that this is not reflected in our survey. We have found growth of between 2% and 10% with benefits also increasing and flexi-packages more available in the larger companies (where a suite of benefit options that you can pick from including life insurance, holiday entitlement, pension, health et al). The key difference for us is that Brightwater recruits the best of the best. In all markets and in all economies those people are paid a premium. You cannot offer a standard 1.8% pay-rise to your key IT specialist. The thing today is to make sure your key employees feel valued. They are indeed crucial to your company and they must be made to feel so. This must be done by remuneration, but what has been shown more, is they must be shown love and consideration and a positive working environment.

For information on each of our specialist areas, please read the enclosed. We are also happy to meet with you to explain our findings.

David Bloch  
Managing Director

## 2016 - The Munster Outlook



Last year was a very positive year for the labour market across the regions. It could best be described as a year of two halves. We entered the year with the expectation that job activity would be strong in Q1, however it was not until Q3 and Q4 that the job market really started to improve across all sectors. In recent months, we have seen the demand for key skills increasing significantly across every sector and we expect this level of activity to continue into next year as recruitment budgets are now firmly part of the boardroom landscape once again. With job opportunities increasing significantly

in 2016, it is expected that measured increases in salary packages will follow. In a recent survey conducted, over 70% of employers said they expect to be reviewing benefits and giving annual pay increases again next year.

There have been several large job announcements in recent months and as confidence returns to the labour market we expect to see a number of jobseekers return to the market for new opportunities to develop their careers. At the Brightwater Group we are conscious that we ensure our marketing strategy is focused on attracting people home to Ireland. We are also keen to attract the job seekers based at home who have not had the opportunity to develop their careers as a result of the recent downturn. We are well positioned to support these candidates as they return to the job market. With the expected increase in demand across the labour market in 2016, we anticipate that this upward pressure will impact positively on salaries and benefit packages. Job announcements will continue and we expect to see strong growth from Q1 of next year. Job seekers can expect a much better labour market and when they move, an improved reward for their efforts.

Tom Wilkinson  
Associate Director, Munster Office



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## EXECUTIVE

2015 came true in many of our assumptions and aspirations for the jobs market. Cautious optimism was replaced by an underlying tone of confidence with many employers and senior candidates looking to appoint or to move, respectively. 2015 to date has witnessed a steady flow of senior hires from a diverse and eclectic mix of industries and sectors across SMEs and multinationals, represented here at Brightwater Executive. Looking at the trends of assignments, across industry circa 49% has been down to replacement roles with 51% down to newly created roles with 53% versus 47% respectively across financial services sectors.

Within financial services the domestic insurers have experienced considerable challenges and are completing stages of restructures / M&As with further times of change and new opportunities ahead it seems. Fund administrators are seeing encouraging assets under management (AUM) growth across hedge, mutual, PE and RE fund types. Some corporate and investment banks see Ireland becoming more attractive to increase new head counts across front office trading & risk, treasury, R&D and analytics teams which is encouraging. We expect to see the continued impacts of this seed change across senior hires to roll into 2016 as experienced to date in 2015. With continued upstream regulations and the challenge of embedding these into straight through processes (STPs) for organisations, the knock on effect has been an increase of roles on a permanent and FTC basis across risk, (operational, enterprise), oversight and governance, finance, compliance, operations, HR and change programme management.

As Ireland continues to surpass many OECD recovery and growth predictions, at the heart of this market recovery, on the ground consumer and corporate spend is more notable. The ripple effect across sales, marketing and PR roles based both in Ireland and internationally (representing Irish headquartered multinationals) is more evident than this time last year. From the end of 2014 to date, we've seen an aggregated increase of circa 19% across such roles at director/ "head of" levels. Notable sectors experiencing these hires have been financial services, outsourcing services, tech software, finance

& legal advisory, online commerce, telco and pharmaceutical companies.

At Executive level, 2015 saw the telecommunications, FMCG and retail sectors look for international diversity across the board. To appoint at senior level, the preferred requirement by organisations in the above sectors is that executives have a broad spread of experience with mergers and acquisitions across international markets as this is the direction companies need to move in so that they maintain growth and status as market leader for 2016. The first 6 months of 2015 witnessed 45 mergers and acquisitions worth €35billion collectively with this figure growing month on month for the remainder of the year.

Acquisition and integration through online channels is a key contributor to the success of the sector, with Executives having achieved measurable conversions through ecommerce channels and hold a thought leadership status and advisory capacity as online trends change at a rapid pace and knowing 'what's around the corner' on a global commercial market is needed for organisational growth and profitability.

With international FMCG brands having a bigger presence in Ireland, this again highlights the requirement for Irish organisations to have experienced executives with international experience representing them on the board.

Across pharmaceutical and medical devices industries, IDA and EI are continuing to make strong inroads attracting big names across the waters coupled with a strong focus on analytics and R&D centres of excellence being built out with some existing companies already on the ground. Strategic roles across head of function and no.2 roles are being positively impacted as a result.

At the beginning of 2015 the SME sector was engaging much more with going to market with senior strategic hires, the momentum is continuing to slowly increase each quarter at an optimistically cautious pace.

## FINANCIAL SERVICES

### BANKING, INVESTMENT & FUNDS MANAGEMENT / ADMINISTRATION

	IRELAND €
Managing Director / CEO	185,000 - 400,000
Chief Operating Officer	150,000 - 250,000
Financial Director / CFO	115,000 - 180,000
Risk Director / Chief Risk Officer	110,000 - 180,000
Investment Director - Chief Investment Officer	110,000 - 185,000
Head of Audit	110,000 - 170,000
Head of Compliance	110,000 - 145,000
VP / Director - Head of Legal	135,000 - 200,000
VP / Director Treasury	95,000 - 155,000
Corporate Finance Director	100,000 - 170,000
VP / Director - Credit / Restructuring	100,000 - 150,000
VP / Director - Wealth Management	85,000 - 125,000
VP / Director - Institutional	95,000 - 135,000
VP / Director - Investor Services	95,000 - 165,000
VP / Director - Client Relationship Management	95,000 - 130,000
VP / Director - Trustee / Custodian	95,000 - 140,000
VP / Director - Fund Accounting	100,000 - 135,000
VP / Director - Financial Reporting	95,000 - 125,000
VP / Director - Funds Product	90,000 - 130,000
VP / Director - Network Manager	90,000 - 115,000
VP / Director - Middle Office	90,000 - 125,000
VP / Director - Portfolio Manager / Trading	95,000 - 145,000
Business Development / Commercial Director	95,000 - 145,000
Senior Operational Risk Manager	85,000 - 120,000
Head of a Major Function	110,000 - 175,000

### AVIATION LEASING

	IRELAND €
MD / CEO	250,000 - 580,000
Chief Operating Officer	175,000 - 380,000
Chief Commercial Officer	160,000 - 350,000
Financial Director / CFO	130,000 - 250,000
Risk Director / Chief Risk Officer	120,000 - 300,000
VP / Director - Legal	130,000 - 250,000
VP / Director - IT and Programme	125,000 - 175,000
VP / Director - Technical & Asset Management	135,000 - 300,000
VP / Director - Corporate Finance	115,000 - 280,000
VP / Director - Treasury	125,000 - 200,000
VP / Director - Audit	110,000 - 130,000
VP / Director - Aircraft Trader	140,000 - 270,000
VP Director - Sales	140,000 - 200,000
VP - Director - Contract / Transactional Portfolio Management	115,000 - 160,000
VP - Director - Tax	110,000 - 140,000

**“Ireland continues to surpass many OECD recovery and growth predictions.”**

Reflecting on 2015 going into 2016, a few observations worth noting are that as the market starts to pick up we are seeing an increasing number of candidates now in positions of having two to three opportunities which they are actively interviewing for as opposed to perhaps just the one they may have had this time last year. Although it is still a client driven market, the table is tilting back towards a candidate driven market across some sectors / skills sets. The need to ensure that once an interviewing selection process commences that it follows through over the course of a month versus two to three months is critical to ensure that the preferred candidate is continuously engaged with and buys in to a company decisive and transparent communications throughout a process.

Where there is a talent shortage in the market both locally and internationally, where it makes commercial sense, companies should embrace parallel industries where there is evidence of more commonality than differentiators to widen the available candidate pool and consider interviewing from this pool. In some cases, these companies that have done this have seen the positive results as the “norm” or “status quo” of how things are / should be done has been challenged, changed and often improved upon. Attitude over experience can often be invaluable and the winning ingredient for the right hire. As the market tightens across niche skills set we envisage that organisations will have to broaden their selection process.

In conclusion, we expect 2016 to offer an interesting new chapter where the road to recovery, stabilisation will be the old one, with scalable, profitable growth trajectory being on the top of most executive committee agendas going forward. Overall the executive level salary increases we have seen for the most part has been respectable ranging from 9-17%. The variable discretionary target bonuses have been wide ranging and very much role and industry specific coming in from 20%-60% on average.

Consistent career success, coupled with entrepreneurial flair, ability to identify opportunity and consumer influencers along with a high degree of P&L responsibility and international

exposure are desirable and at times preferred attributes for any organisation as opposed to direct industry experience within this sector.

Health and well-being benefits are still a valuable element to remuneration packages as is more flexible working environment and hours with options to work from home as being a distinct advantage for many working parents. Although many won't necessarily use it, knowing the option is there, is sometimes everything.

**“With international FMCG brands having a bigger presence in Ireland, this again highlights the requirement for Irish organisations to have experienced executives with international experience representing them on the board.”**

## INSURANCE (Life / General / Captive / Reinsurance), WEALTH MANAGEMENT & INVESTMENTS

	IRELAND €
Managing Director / CEO	155,000 - 400,000
Chief Operating Officer	125,000 - 320,000
Financial Director / CFO	110,000 - 180,000
Senior Risk Manager / Chief Risk Officer	100,000 - 175,000
Head of Legal / General Counsel	110,000 - 175,000
Investment Director / Chief Investment Officer	120,000 - 190,000
Senior Compliance Manager / Head of Compliance	90,000 - 145,000
Chief Actuary	150,000 - 300,000
Senior Actuary / Pricing Specialist	120,000 - 180,000
Sales Director / Commercial Director	100,000 - 145,000
Senior Underwriter - Head of Underwriting	95,000 - 170,000
Senior Claims Manager / Head of Claims	95,000 - 170,000
Senior Investment (Sales) Consultant	85,000 - 120,000
Captive Manager	95,000 - 140,000
Head of a Major Function	100,000 - 170,000

## INDUSTRY

### GENERAL MANAGEMENT & OPERATIONS

	IRELAND €
CEO	140,000 - 300,000
Managing Director > 100 staff	140,000 - 200,000
Managing Director < 100 staff	80,000 - 110,000
General Manager > 100 staff	85,000 - 125,000
General Manager < 100 staff	70,000 - 100,000
Chief Operations Officer (COO)	120,000 - 250,000
Director of Operations	125,000 - 145,000
Head of Operations > 100 staff	90,000 - 110,000
Head of Operations < 100 staff	75,000 - 100,000

### ACCOUNTING & FINANCE

	IRELAND €
Chief Financial Officer	140,000 - 180,000
Group Financial Director	120,000 - 145,000
Financial Director T/O > 10m	95,000 - 160,000
Financial Director T/O < 10m	85,000 - 100,000
Group Financial Controller	85,000 - 120,000
Financial Controller T/O > 10m	80,000 - 120,000
Financial Controller T/O < 10m	75,000 - 110,000
Director of Internal Audit	100,000 - 140,000
Global Director of Tax	130,000 - 190,000
EMEA Tax Director	100,000 - 150,000
Director of Shared Services	110,000 - 150,000
Head of Risk / Compliance / Regulatory Affairs	100,000 - 160,000
Divisional Head	90,000 - 110,000

### SALES & MARKETING

	IRELAND €
Commercial Director	90,000 - 145,000
VP / Director - Sales	85,000 - 140,000
VP / Director - Marketing	85,000 - 140,000
VP - Director Business Development	80,000 - 120,000
Account Director	80,000 - 100,000

“We have witnessed a steady flow of senior hires from a diverse and eclectic mix of industries and sectors across SMEs and multinationals.”

## PROFESSIONAL SERVICES

### HUMAN RESOURCES MANAGEMENT / ADMINISTRATION

	IRELAND €
HR Director / Head of HR	90,000 - 180,000
Organisational Development Director	90,000 - 145,000
Head of Reward	85,000 - 130,000
Learning & Development Director	90,000 - 140,000

### PUBLIC PRACTICE / CONSULTING

	IRELAND €
Partner (Salaried)	120,000 - 180,000+
Director	90,000 - 130,000
Consulting Director	90,000 - 145,000

## LEGAL

	IRELAND €
Equity Partner	150,000 - 250,000+
Salaried Partner	90,000 - 200,000+
Senior Associate	80,000 - 120,000
Head of Legal (In-House) Global > 100 Lawyers	200,000 - 350,000+
Head of Legal (In-House) EMEA < 25-50 Lawyers	150,000 - 200,000+
Head of Legal (In-House) 3-25 Lawyers	90,000 - 150,000
General Counsel	95,000 - 160,000
Senior Lawyer	80,000 - 135,000
Senior Legal & Compliance Officer	95,000 - 130,000

## TECHNICAL SERVICES

### SCIENCE & PHARMACEUTICAL / SUPPLY CHAIN & LOGISTICS / ENGINEERING

	IRELAND €
Director of Supply Chain	100,000 - 140,000
Director of Procurement	100,000 - 140,000
Plant Director	80,000 - 125,000
Purchasing Director	90,000 - 120,000
Director of Quality	80,000 - 110,000
Director of R&D	80,000 - 120,000
Manufacturing Director	85,000 - 130,000
Engineering Director	90,000 - 120,000
Director of Regulatory Affairs	90,000 - 120,000

### INFORMATION TECHNOLOGY

	IRELAND €
Chief Technical Officer (CTO)	90,000 - 160,000
Chief Operations Officer (COO)	110,000 - 150,000
Chief Information Officer (CIO)	90,000 - 160,000
Chief Information Security Officer (CISO)	100,000 - 130,000
Chief Data Officer	100,000 - 150,000
Head of IT	90,000 - 125,000
Programme Director	90,000 - 140,000
Head of Professional Services	120,000 +
Service Delivery Director	90,000 +

## ACCOUNTANCY - GENERAL

2015 saw the unemployment rate in Ireland drop below 10% for the first time since December 2008. It is predicted that despite some uncertainty across Europe there is a positive outlook on our side of the Irish Sea and the increase in consumer confidence will carry well into 2016.

The steady economic recovery has given the stronger candidates in the work force the confidence to dip their toes into the jobs market again and seek out opportunities where they feel they will be recognised for their hard work. This is causing significant movement in the jobs market and it is becoming common occurrence for strong candidates to have multiple offers within specific industries and as a result salaries are being pushed up for these stronger candidates.

Commercially focussed candidates in the market can expect to see opportunities again to pursue roles in organisations where they will have the space to grow and move forward in their careers. The key markets showing growth and looking to add ambitious candidates are the major growth markets of last year which were FMCG, hi-tech, media, retail and multinationals.

The increased positivity in the market has also seen a significant rise in the recruitment needs of the distribution and manufacturing industries, we are still a long way off the zenith days of 2008 but the outlook is positive and we are definitely seeing a steady increase in the requirements of these key industries.

The group and consolidation reporting roles are showing a positive increase on both sides of the story, with increased demand for candidates by within PLCs and multinationals. This is being matched by a steady supply of returned diaspora who have spent the past number of years on foreign shores fine tuning their skills and working with some of the strongest brands across the world. It is still holding true that our most valuable export over the past 7 years has been our people, but we are glad to see that now this commodity is slowly beginning its transition back into our home market and candidates with strong experience in commercial analysis, forecasting and financial modelling are in great demand, particularly if they have a proven track record of influencing change.

The newly qualified market is very buoyant at the moment and we are just matching demand as the outflow of newly qualified candidates to the US, Canada and Australia has reduced somewhat and an increasing number of newly qualified candidates are staying in Ireland to capitalise on the improved economy. Salaries for newly qualified candidates seems to have levelled out but the quality and frequency of roles has increased.

Salary packages and also non-monetary benefits have become particularly important for candidates at finalist level, this is reflected with companies now investing in the overall satisfaction of finalist level employees in order to retain them in their businesses. Companies looking to attract part-qualified candidates are now providing 2 days study leave per exam. The best candidates are tending to migrate towards companies who are most likely to support them at this crucial and challenging time of their careers. We are seeing an increased tendency for companies to incentivise employees on completion of their final exams.

At the senior level, we are seeing an increase in benefits packages and it is again quite normal for senior level applicants to receive a bonus, full health insurance for themselves and increasingly for their families, 22-25 days annual leave, death in service and car allowance. The key focus at this level is to attract and retain talent through valuing investment in the employee outside of their salaries.

Bonuses are back with a bang and companies are attracting candidates with like for like salaries and cementing their interest with promise of career growth and strong bonus packages, the average bonus is 15-20% with the criteria based on split of personal and company performance. It is a minimum expectation in the market that candidates will be receiving 70-80% of their bonuses.

**“Candidates with strong experience in commercial analysis, forecasting and financial modelling are in great demand, particularly if they have a proven track record of influencing change.”**

### Qualified

	DUBLIN €	REGIONAL €
Financial Controller T/O > 10m	85,000 - 120,000	80,000 - 120,000
Financial Controller T/O < 10m	75,000 - 110,000	70,000 - 110,000
Finance Manager	70,000 - 90,000	55,000 - 75,000
Internal Audit Manager	70,000 - 90,000	65,000 - 85,000
Group Financial Accountant	52,000 - 68,000	45,000 - 55,000
Management Accountant	52,000 - 65,000	45,000 - 65,000
Project Accountant	55,000 - 80,000	50,000 - 70,000
Cost Accountant	52,000 - 65,000	45,000 - 55,000
Financial Analyst	50,000 - 70,000	42,000 - 50,000
Systems Accountant	65,000 - 85,000	55,000 - 75,000
Internal Auditor	45,000 - 65,000	45,000 - 50,000
Financial Accountant	50,000 - 65,000	40,000 - 50,000
Newly Qualified Accountant	48,000 - 52,000	38,000 - 48,000
Credit Control Manager	45,000 - 65,000	45,000 - 55,000
Accounts Payable Manager	50,000 - 65,000	50,000 - 60,000
Payroll Manager	48,000 - 65,000	48,000 - 65,000

**“The key focus at senior level is to attract and retain talent through valuing investment in the employee outside of their salaries.”**

### Part-Qualified

	DUBLIN €	REGIONAL €
Finalist	40,000 - 45,000	28,000 - 40,000
Part-Qualified Accountant (1-3 years' exp.)	35,000 - 42,000	22,000 - 28,000
Assistant Accountant	35,000 - 42,000	30,000 - 35,000
Book-keeper	35,000 - 45,000	28,000 - 35,000
Accounts Assistant	30,000 - 35,000	23,000 - 30,000
Credit Controller	30,000 - 40,000	29,000 - 34,000
Payroll Administrator	35,000 - 45,000	32,000 - 40,000
Accounts Receivable	28,000 - 35,000	24,000 - 32,000
Accounts Payable	28,000 - 35,000	24,000 - 32,000

## PUBLIC PRACTICE

As predicted, growth across all accountancy practices remained vibrant during 2015, proving it to be another exciting year for the sector. In the Dublin market, we saw practices of all sizes aggressively recruit for newly created positions. This was a natural response to the continuing improvement of the Irish economy. In Big 4 and Top 20 firms, as well as small to medium sized practices, there has been marked expansion across audit, corporate finance and advisory departments throughout the year.

2015 saw greater demand for talent in a candidate short market, resulting in a broader range of applicants being considered to fill open roles. The number of candidates making the move from industry to practice increased, semi-seniors were hired for senior roles; trends which demonstrates that firms were operating in a more competitive manner.

While 2015 may have been another good year in terms of employment opportunities, clients suffered from a shortage of candidates at newly qualified and managerial levels, particularly in the area of audit. Consistent with last year, audit experienced candidates remain eager to move into corporate finance, advisory services, industry and financial service roles.

Opportunities for newly qualified and part qualified professionals were at an all-time high with many receiving multiple offers as well as counter offers. Salaries for professionals at this level experienced an increase of up to 12% in some cases. This demand is expected to continue into 2016 and, from a client's perspective, speed to market will continue to be critical.

Salaries increased across all levels during the year but the focus is now on benefit packages and the much sought after work / life balance. As salaries become more competitive and with many options to choose from, these will be the incentives which set employers apart from their counterparts in the eyes of practice professionals. In order to retain or attract much needed talent that is short in supply, employers are advised to focus on personal development and career progression for individual candidates, improve on work/life balance and introduce more complete packages to include healthcare, pension, bonus and leisure contributions.

2016 promises to be a very buoyant year with continued growth and movement across all levels and all areas of professional accountancy firms. Due to decided confidence in the Irish market we expect this growth to filter down to a regional level.

Salaries will remain competitive and the market will continue

to expect more from benefits packages on offer. We will see further efforts to increase trainee intakes and to attract newly qualified talent. Predictions for 2016 are positive, it's evident that the accountancy sector is thriving once more.

### Public Practice & Audit

	DUBLIN €	REGIONAL €
Partner	120,000+	100,000 - 120,000
Director	85,000 - 130,000	80,000 - 100,000
Senior Manager	70,000 - 90,000	60,000 - 75,000
Manager	55,000 - 75,000	55,000 - 60,000
Assistant Manager	50,000 - 60,000	45,000 - 60,000
Senior / Associate	40,000 - 50,000	30,000 - 35,000
Semi - Senior / Finalist	29,000 - 38,000	23,000 - 25,000
Junior	24,000 - 27,000	19,000 - 25,000
Trainee / Graduate	20,000 - 24,000	17,000 - 18,000



## TAXATION

Throughout 2015 taxation professionals have been in continuous demand across practice, industry and financial services. While many clients intended to recruit at the beginning of the year in anticipation of the busy corporation and income tax seasons, the recruitment process has rarely been as straightforward as most would hope. This is due to a significant increase in the number of newly created roles at a time when the market is experiencing a shortage of talent. The diminishing effect that the economic downturn had on the CTA intake from 2009, paired with the fact that over 95% of newly qualified taxation professionals are now in employment means that there is a scarcity of candidates at senior and manager levels. Expanding departments have felt this strain over the course of the year and this is reflected in an increase of up to 10% in salaries for professionals at this stage. Financial services and industry based companies are willing to offer competitive benefits packages to set themselves apart from their counterparts. We have also witnessed the re-introduction of the counter offer and performance bonuses in 2015.

As expected during a time of such growth, Big 4 and Top 20 practices are hiring determinedly across all tax heads. Towards the latter half of the year, Dublin based small and medium sized practices began to follow suit. Practices across the board have continued to increase their intake of tax trainees and offer attractive study packages. International tax, domestic and foreign investment, transaction tax and corporate tax departments have continued to grow as predicted over the year. There has been a notable increase in the requirement for private client and consultancy professionals to join Big 4 practices as they carve out niche services.

Salaries for taxation professionals in industry and financial services remained slightly higher than practice salaries in 2015. In-house tax positions have predominantly been newly created by multinationals and large PLCs growing their tax teams in industries such as pharmaceutical, biotech, tech, aviation and financial services. VAT specialists, tax accountants and advisors with strong compliance and corporate tax experience have been in demand.

Overall, 2015 showed positive signs of growth and prosperity for the taxation sector and, more broadly, the economy. This is set to continue in 2016. Professionals within the sector have had a lot of opportunities over the year and the general sense of job security is high. Going forward, clients will be interested in assuring a good level of job satisfaction among their existing staff and investing in their recruitment processes to secure good talent.

“In-house tax positions have been newly created by multinationals and large PLCs growing their tax teams in industries such as pharmaceutical, biotech, tech, aviation and financial services.”



	DUBLIN €	REGIONAL €
Partner	120,000+	100,000 - 120,000
Director	90,000 - 130,000	80,000 - 100,000
Senior Manager	70,000 - 90,000	50,000 - 65,000
Manager	60,000 - 75,000	55,000 - 65,000
Assistant Manager	55,000 - 65,000	45,000 - 55,000
Senior / Associate	43,000 - 52,000	35,000 - 45,000
Semi - Senior / Finalist	28,000 - 38,000	24,000 - 35,000
Junior	24,000 - 28,000	23,000 - 25,000
Trainee / Graduate	21,000 - 25,000	20,000 - 23,000

### Industry & Financial Services

	DUBLIN €	REGIONAL €
Head of Tax	130,000+	100,000 - 130,000
Tax Senior Manager / Director	75,000 - 130,000	65,000 - 100,000
Tax Manager	60,000 - 80,000	40,000 - 55,000
Tax Accountant	44,000 - 60,000	44,000 - 55,000
Tax Assistant	40,000 - 45,000	35,000 - 45,000

## ACCOUNTANCY - TEMPORARY & CONTRACT

2015 has been a very busy year within the temporary and contract accountancy market. It started off well in quarter 1 and the growth continued throughout the year. For 2016 we are expecting another strong year and more notable and increase in role in industry which is very positive.

Within industry, the larger PLCs, FMCG and manufacturing organisations etc are back to a steady level of hiring contractors that are adding value with their expertise to the business. This is most notable across commercial accounting and analytical roles. We have seen a definite increase across the SME sector most notably with the hiring of part-qualified to newly qualified accountants on a temporary basis. Durations of the hires vary from a couple of weeks up to 9-12 month contracts.

Financial services has maintained consistent and we expect continued growth in this sector throughout 2016. Busy areas include financial reporting and internal audit. The demand for contractors in funds has increased and more temporary roles in this area are leading to permanent positions. Insurance is also busy and attractive to potential candidates as it is one of the few sectors that tends to offer contract staff benefits.

With the increased level of roles available across the accountancy market in general, demand often outweighs supply when hiring at short notice. With this in mind, it is important to action quickly when you find a suitable candidate. It is a very competitive market and strong candidates have more than one option. Those with strong project skills, or with expertise in areas such as commercial accounting, IFRS or US GAAP are highly sought after. On a positive note with the upturn in the economy we are seeing highly qualified accountant return from working abroad in particularly from countries such as Canada and Australia.

Overall we are seeing an increase of 2-5% on salaries for temporary and contract accountants, those with skillsets that are in demand can sometimes secure above market rates for short-term assignments. Benefits tend to be more prevalent within the financial services sectors and some contractors on longer term assignments are now beginning to receive these. In lieu of benefits we do recommend a completion bonus, typically these are offered at 10% of the annualised salary and incentivise commitment to the contract.

To summarise, 2016 is set to be another busy year with roles available on a temporary and contract basis at all levels from accounts assistants to senior finance professionals. With the improving market companies are going back to hiring on a temporary basis to cover busy periods, maternity leave, projects etc. Also, as a temporary employee is not included in a

company's headcount, it can be a great solution to assisting an organisation through busy periods.

### Qualified

	DUBLIN € p/a	DUBLIN € p/h	REGIONAL € p/a	REGIONAL € p/h
Financial Controller	80,000 - 120,000	41.00 - 61.50	70,000 - 90,000	35.90 - 46.15
Finance Manager	70,000 - 90,000	35.90 - 46.15	60,000 - 80,000	30.77 - 41.00
Internal Audit Manager	70,000 - 90,000	35.90 - 46.15	60,000 - 80,000	30.77 - 41.00
Project Accountant	65,000 - 90,000	33.30 - 46.15	50,000 - 70,000	25.64 - 35.90
Systems Accountant	65,000 - 90,000	33.30 - 46.15	50,000 - 70,000	25.64 - 35.90
Financial Analyst	50,000 - 70,000	25.64 - 35.90	42,000 - 50,000	21.54 - 25.64
Financial Accountant	50,000 - 65,000	25.64 - 33.30	40,000 - 50,000	20.51 - 25.64
Management Accountant	50,000 - 65,000	25.64 - 33.30	45,000 - 55,000	23.08 - 28.20
Internal Auditor	45,000 - 65,000	23.07 - 33.30	40,000 - 50,000	20.51 - 25.64
Newly Qualified Accountant	48,000 - 52,000	24.60 - 26.60	38,000 - 48,000	19.49 - 24.62
Credit Control Manager	45,000 - 65,000	23.07 - 33.30	45,000 - 55,000	23.07 - 28.20
Payroll Manager	45,000 - 65,000	23.07 - 33.30	45,000 - 65,000	23.07 - 33.33
Accounts Payable Manager	45,000 - 65,000	23.07 - 33.30	45,000 - 65,000	23.07 - 33.33

### Part-Qualified

	DUBLIN € p/a	DUBLIN € p/h	REGIONAL € p/a	REGIONAL € p/h
Finalist	40,000 - 45,000	20.50 - 23.07	28,000 - 40,000	14.36 - 20.50
Part-Qualified Accountant	35,000 - 42,000	17.94 - 21.54	22,000 - 28,000	11.28 - 14.36
Book-keeper	35,000 - 45,000	17.94 - 23.07	28,000 - 35,000	14.36 - 17.95
Assistant Accountant	35,000 - 42,000	17.94 - 21.54	30,000 - 35,000	15.38 - 17.95
Credit Controller	30,000 - 40,000	15.38 - 20.50	29,000 - 34,000	14.87 - 17.43
Payroll Administrator	35,000 - 40,000	17.94 - 20.50	32,000 - 40,000	16.41 - 20.41
Accounts Assistant	30,000 - 35,000	15.38 - 17.94	23,000 - 30,000	11.79 - 15.38
Accounts Payable	28,000 - 35,000	14.35 - 17.94	24,000 - 32,000	12.31 - 16.41
Accounts Receivable	28,000 - 35,000	14.35 - 17.94	24,000 - 32,000	12.31 - 16.41

The above hourly rates are candidate's pay and are exclusive of employer's PRSI, holiday pay, payroll charges and Brightwater's management fees.

**“Those with strong project skills, or with expertise in areas such as commercial accounting, IFRS or US GAAP are highly sought after.”**

## FINANCIAL SERVICES

The financial services industry has continued to grow over the past 24 months, with demand from both multinationals and SMEs in areas such as fund management, banking and insurance. We expect to see increasing growth going forward in 2016 with companies expanding team sizes as well as the creation of new teams within growing organisations.

Over the past number of months, we have seen a huge change within financial services where it has become a very candidate shy market for the first time in a number of years. There are a number of reasons for this shift, the major one being that candidates now for the first time in a long time have more choices and options available to them. As the market is now more buoyant we have seen candidates are often interviewing for numerous roles simultaneously meaning companies are now expected to move faster with the hiring process, as we have seen a number of offers being made and companies missing out on their first choice candidate. This is certainly expected to continue into 2016 with the increase in roles available to candidates.

We have also seen a change in candidate expectations in terms of overall benefit packages, as candidates are now more interested in the overall package including bonuses, healthcare, pension contribution and not just the base salary. We have noted that organisations have reacted accordingly with a steady increase in benefits packages offered across financial services companies.

With the increase in regulations and compliance with IFRS and Solvency II, this has been a focus for many companies as they need to ensure that all departments are working on the guidelines set out by the Central Bank. We have also witnessed a continued interest in candidates with knowledge of US, UK & Irish GAAP and SOX compliance and this will be an area of importance where we will see further growth going forward in 2016.

As in previous years, we have seen a continued demand for high calibre candidates with many large organisations preferring to hire qualified accountants from Big 4 practices from newly qualified to managerial level. We have seen continued growth in the insurance and funds industries and therefore candidates who have trained in these areas are in particularly high demand.

As the regulations and compliance teams are growing, the financial reporting area has also been a focus for many businesses.

As also seen at the end of 2014, we have noticed an increase in counter offers by employers in order to retain their top employees. However, the percentage of accepted counter offers are still low compared to the numbers rejecting them or leaving for other roles a few months later.

To conclude, in 2016 we are expecting continued growth in hiring across all areas within financial services from small to large multinational companies due to the increasing confidence in the Irish market.

**“In 2016  
we are expecting  
continued growth in hiring  
across all areas within  
financial services due to the  
increasing confidence in the  
Irish market.”**

### Qualified

	DUBLIN €	REGIONAL €
Chief Financial Officer	125,000 - 180,000	100,000 - 130,000
Financial Controller	75,000 - 110,000	70,000 - 85,000
Finance Manager	70,000 - 85,000	60,000 - 80,000
Internal Audit Manager	70,000 - 100,000	60,000 - 70,000
Internal Auditor	50,000 - 70,000	45,000 - 55,000
Financial Reporting Manager	65,000 - 85,000	65,000 - 80,000
Financial Reporting Accountant	50,000 - 70,000	50,000 - 65,000
Project Accountant	65,000 - 90,000	55,000 - 65,000
Treasury Accountant	55,000 - 80,000	50,000 - 65,000
Senior Financial Analyst	65,000 - 80,000	48,000 - 60,000
Financial Analyst	50,000 - 65,000	40,000 - 55,000
Senior Financial Accountant	55,000 - 75,000	50,000 - 70,000
Financial Accountant	50,000 - 65,000	45,000 - 60,000
Management Accountant	50,000 - 65,000	45,000 - 55,000
Newly Qualified Accountant	48,000 - 52,000	40,000 - 45,000

### Part-Qualified

	DUBLIN €	REGIONAL €
Finalist	40,000 - 45,000	32,000 - 40,000
Assistant Accountant	35,000 - 42,000	30,000 - 38,000
Accounts Assistant	30,000 - 35,000	25,000 - 30,000
Accounts Payable Administrator	28,000 - 35,000	25,000 - 30,000
Accounts Receivable Administrator	28,000 - 35,000	25,000 - 30,000
Credit Controller	35,000 - 40,000	25,000 - 32,000
Graduate	28,000 - 30,000	20,000 - 25,000

## BANKING - PERMANENT

Ireland today employs 35,000 people directly in the financial services industry. We are home to over 200 foreign multinational financial services firms in the areas of banking, funds, asset management and investment, insurance and reinsurance, and aircraft leasing. There are also over 200 Irish-owned financial services companies in the areas including payments, fin-tech, insurance, and funds.

Ireland has become a centre for funds management and administration, insurance and re-insurance, aviation finance and banking. In 2015 we predicted that there would be continued growth across financial services and the growth was noted across a multitude of different areas.

The focus for 2015 has been winning new business, this has been seen across retail, corporate, private and investment banking. With the focus on growth we have seen an increase in product development, sales and marketing roles across the banking sector.

The retail banks have hired staff in the sales, marketing and product development space and have continued to hire across risk, compliance and AML. Some retail banks have opened new branches increasing a demand for customer service and branch staff. International banks have built out large client services team and there has been a marked increase in the demand for candidate who are fluent in another European language.

Across banking there has been a focus on data analytics, a number of international banks have built out large data centres of excellence and these areas will continue to grow as we move into next year. Candidates with an analytical skillset and good language skills are seen as a real asset in the banking field.

With regulations such as MiFID, AIFMD, FATCA, EMIR, Dodd Frank, UCITS V, there will be a continued need for strong compliance, regulatory and risk candidates. Risk is an area which has grown and will continue to with new sub risk sectors emerging such as operational risk and business continuity and crisis management now becoming standalone roles.

Ireland is the global centre for aviation leasing and there has been significant growth across this sector. We have seen a steady number of roles for professionals in the leasing industry.

As we predicted last year, there was growth in the treasury space and this has been continued towards the end of 2015 and into 2016. Many international firms are building out their teams and there are a number of process reengineering

projects happening in this space.

The value of investment funds domiciled or administered in Ireland is now €3.2 trillion, and these funds are managed by 900 asset managers from 50 countries. Naturally we have seen a huge amount of growth in the investment management and administration space in 2015 and we feel there will be more roles in the front office in the 1st quarter of 2016. Many of the investment managers plan to grow their investments teams here in Dublin and Q3 of 2015 we saw a number of trading roles arising. This is exciting news for candidates who are looking to return from international markets and bring with them a skill which is in demand and of which there is a shortage.

The demand for Middle Office staff decreased in 2015 and the majority of the hires were replacement roles, not new hires. This is likely to be the same case for 2016. There have been roles still on the derivatives side with many companies having established Derivatives Centres of Excellence in Ireland. There have also been roles arising in the projects and change space for candidates looking to move away from operations.

Across all banking sectors there has been an increase in salaries. In domestic and retail banking we are still not seeing the reintroduction of benefits but there has been a 2-5% increase on base salaries. In the investment / international / corporate banking field there has been a rise in salaries across the board averaging 5% and upward.

There has been good news for graduates entering the market in 2016 with a rise in entry level salaries. Most candidates entering roles within an international bank who have a Masters and undergraduate degree are commanding salaries from €28,000 - €30,000 base.

Benefits have on the most part been replenished, as standard in banking companies, will pay towards health insurance for the employee and their dependants and pension with bonuses being paid at the end of Q1 yearly. Some companies are now paying dental insurance, travel allowances and lunch allowances. Educational support has been and will continue to be a focus for employees going forward, with support for CFA, QFA exams and specialist qualifications such as ACOI and GARP.

In 2016 there will be continued growth in banking and a stream of new roles entering the Irish market. Strong candidates are in demand but employers are not paying above the odds for such talent, some lessons have been learnt from the downturn. Candidates are focusing on the package and not

just on the base salary and there is a focus on work / life balance across banking and this is very important in a candidate's move.

Some financial services firms are offering flexible working hours and the opportunity to work from home which has been increasingly in demand over the last 12 months. With the arrival of newly created roles in Ireland, there is a positive outlook for the Irish banking industry.

## Front Office

	DUBLIN €	REGIONAL €
Senior Trader	90,000 - 145,000	80,000 - 100,000
Trader	45,000 - 90,000	40,000 - 70,000
Trade Execution Manager	70,000 - 95,000	50,000 - 80,000
Trade Execution Dealer	40,000 - 60,000	30,000 - 40,000
Senior Portfolio Manager	95,000 - 145,000	75,000 - 100,000
Portfolio Manager	70,000 - 95,000	50,000 - 80,000
Senior Product Specialist	70,000 - 95,000	50,000 - 80,000
Product Specialist	45,000 - 70,000	35,000 - 55,000
Communications Specialist	48,000 - 70,000	45,000 - 65,000
Senior Investment Analyst	75,000 - 95,000	35,000 - 55,000
Investment Analyst	45,000 - 75,000	35,000 - 65,000
Equity Analyst (0-3 years' exp.)	30,000 - 40,000	22,000 - 32,000
Equity Analyst (3+ years' exp.)	45,000 - 65,000	30,000 - 35,000
Credit Analyst (0-3 years' exp.)	30,000 - 40,000	25,000 - 32,000
Credit Analyst (3+ years' exp.)	40,000 - 65,000	30,000 - 45,000
Fixed Income Analyst (0-3 years' exp.)	30,000 - 40,000	25,000 - 38,000
Fixed Income Analyst (3+ years' exp.)	40,000 - 65,000	35,000 - 50,000
Research Analyst (0-3 years' exp.)	30,000 - 40,000	26,000 - 32,000
Research Analyst (3+ years' exp.)	40,000 - 65,000	32,000 - 50,000

**“In 2016 there will be continued growth in banking and a stream of new roles entering the Irish market.”**

## BANKING - PERMANENT

### Middle Office

	DUBLIN €	REGIONAL €
Head of Middle Office	100,000 - 130,000	100,000 - 120,000
Middle Office Manager	55,000 - 75,000	55,000 - 70,000
Middle Office Analyst	35,000 - 55,000	28,000 - 45,000
Corporate Actions		
Manager	45,000 - 65,000	35,000 - 50,000
Corporation Actions		
Specialist	35,000 - 45,000	30,000 - 40,000
Pricing Manager	45,000 - 65,000	40,000 - 55,000
Pricing / Market Data		
Specialist	32,000 - 45,000	30,000 - 40,000
Trade Support Manager	50,000 - 65,000	35,000 - 45,000
Trade Support Specialist	35,000 - 45,000	28,000 - 35,000
Custody Manager	55,000 - 95,000	50,000 - 70,000
Custody Administrator	26,000 - 38,000	25,000 - 32,000

### Back Office

	DUBLIN €	REGIONAL €
Cash Management		
Manager	45,000 - 65,000	35,000 - 50,000
Senior Cash Management	35,000 - 45,000	25,000 - 35,000
Cash Management		
Administrator	28,000 - 35,000	23,000 - 30,000
Settlements Manager	45,000 - 65,000	35,000 - 55,000
Senior Settlements		
Administrator	35,000 - 45,000	25,000 - 35,000
Settlements		
Administrator	28,000 - 35,000	22,000 - 32,000
Reconciliations Manager	45,000 - 65,000	35,000 - 50,000
Senior Reconciliations		
Administrator	35,000 - 45,000	28,000 - 36,000
Reconciliations		
Administrator	28,000 - 40,000	25,000 - 32,000
Payments Manager	45,000 - 65,000	35,000 - 50,000
Senior Payments		
Specialist	35,000 - 45,000	25,000 - 35,000
Payments Specialist	28,000 - 35,000	25,000 - 32,000

### Compliance & Risk

	DUBLIN €	REGIONAL €
Head of Compliance	110,000 - 145,000	90,000 - 120,000
Compliance Manager		
(5-7 years' exp.)	70,000 - 95,000	55,000 - 80,000
Compliance Manager		
(3-5 years' exp.)	50,000 - 70,000	45,000 - 60,000
Compliance Officer		
(1-3 years' exp.)	30,000 - 50,000	25,000 - 40,000
Head of Risk	110,000 - 145,000	80,000 - 100,000
Risk Manager	70,000 - 100,000	50,000 - 80,000
Risk Officer	45,000 - 65,000	35,000 - 45,000
Quantitative Risk		
Manager	70,000 - 100,000	40,000 - 55,000
Quantitative Risk Analyst	40,000 - 65,000	35,000 - 45,000
Operational Risk		
Manager	70,000 - 95,000	50,000 - 80,000
Operational Risk		
Executive	40,000 - 65,000	35,000 - 55,000
Financial (Credit / Market / Liquidity Risk) Manager	65,000 - 95,000	50,000 - 80,000
Financial (Credit / Market / Liquidity Risk) Analyst	40,000 - 65,000	35,000 - 55,000
Risk Analyst	35,000 - 45,000	25,000 - 38,000
AML Officer	28,000 - 40,000	25,000 - 35,000
Fraud Risk Manager	50,000 - 65,000	40,000 - 55,000
Fraud Risk Officer	35,000 - 45,000	25,000 - 35,000

### Lending Operations

	DUBLIN €	REGIONAL €
Operations Manager	55,000 - 95,000	50,000 - 75,000
Restructuring Manager	55,000 - 95,000	50,000 - 75,000
Portfolio Manager		
(5+ years' exp.)	55,000 - 95,000	50,000 - 75,000
Portfolio Manager		
(0-5 years' exp.)	45,000 - 60,000	30,000 - 40,000
Credit Analyst		
(5+ years' exp.)	45,000 - 60,000	35,000 - 50,000
Credit Analyst		
(0-5 years' exp.)	30,000 - 45,000	25,000 - 35,000
Lending Arrears Team		
Leader	40,000 - 50,000	30,000 - 40,000
Lending Arrears		
Specialist	32,000 - 38,000	25,000 - 30,000
Collections Officer	30,000 - 40,000	25,000 - 30,000
Customer Service		
Executive	26,000 - 35,000	20,000 - 30,000

### Retail Banking

	DUBLIN €	REGIONAL €
Branch Manager	60,000 - 90,000	50,000 - 70,000
Retail Banking Team		
Leader	35,000 - 45,000	30,000 - 40,000
Senior Financial Advisor	50,000 - 60,000	40,000 - 50,000
Financial Advisor	35,000 - 50,000	30,000 - 40,000
Customer Service		
Executive	26,000 - 35,000	20,000 - 30,000

### Treasury

	DUBLIN €	REGIONAL €
Treasury Manager	65,000 - 90,000	50,000 - 75,000
Treasury Administrator	28,000 - 35,000	25,000 - 35,000
Settlements		
Administrator	28,000 - 35,000	25,000 - 35,000
Payments Specialist	28,000 - 35,000	20,000 - 30,000

### Private Banking

	DUBLIN €	REGIONAL €
Portfolio / Wealth		
Manager	65,000 - 85,000	50,000 - 60,000
Assistant Portfolio		
Manager	45,000 - 65,000	35,000 - 55,000
Client Service Executive	30,000 - 45,000	28,000 - 35,000

“With the focus on growth we have seen an increase in product development, sales and marketing roles across the banking sector.”

## FUND SERVICES - PERMANENT

Ireland's international reputation as a centre for fund administration has continued to go from strength to strength in the last 12 months. Over the last 2-3 years, there has been a heavy focus on regulatory change across the industry, especially within Europe. These new legislations have resulted in the steady growth of compliance, risk and corporate governance teams across the sector.

2015 saw a huge amount of new business hitting the Irish shore and as a result the majority of administrators operating in Ireland have been busily building out fund accounting, investor services (TA), financial reporting and client service teams.

As a result of this growth we have seen a positive effect on the salaries and benefits on offer. Fund administrators are operating in a "candidate driven" market and are therefore working hard to differentiate from their competitors by offering new and exciting perks.

In 2014 we saw a huge increase in the number of graduates taking 6-12 month internships with administrators across Ireland. This has resulted in more experienced graduates coming on to the market in 2015 and therefore we have seen a rise in base salaries from €26,000 per annum to €28,000 / €30,000 within Dublin.

At the more experienced/senior levels we have seen a continued trend for competition. Managers and supervisors who are experienced leaders with a wide exposure to international projects, coupled with strong client management skills can secure 10-20% increases in base salaries for a move to a competitor. Counter offers are common at this level.

With this rise in competition, there has been a heavy emphasis on perks and benefits in 2015. Some firms have introduced overtime for the first time with others revamping or reevaluating their overtime offering. Work life balance is high on the list of priorities for candidates looking for a new role and we are seeing some firms introducing a more flexible working environment, options to work from home etc. Other perks such as health and well-being benefits; gym subscriptions, health and dental insurance, free yearly medicals, on site gym / yoga / pilates classes, healthy canteen options, provision of fruit daily, have also become popular across the industry.

Providing support for further education is hugely common across the industry with a number of professionals studying across the areas of accountancy, compliance or regulation. The majority of firms will offer 100% support to employees for

education once they have passed probation and the course is relevant to their position.

Overall 2015 was another very successful year for the funds industry in Ireland. Dublin is and will continue to be the hub for the majority of operators, however we are seeing a growing trend for the development of regional offices. Locations close to universities are a preference and according to industry experts, the regional growth will continue in 2016.

Salaries for 2016 are set to continue to grow steadily. Entry level salaries have improved and experienced salaries are increasing from 5-20% across the industry.

The success of the industry in 2015 is set to continue into 2016 and beyond with further expansion of existing players and the addition of some exciting new firms.

### Fund Services

	DUBLIN €	REGIONAL €
Head of Fund Accounting (SVP) / (MD)	100,000 - 165,000	90,000 - 120,000
Senior Manager Fund Accounting (VP)	70,000 - 100,000	60,000 - 80,000
Manager Fund Accounting (3-5 years' exp.) (AVP)	60,000 - 70,000	50,000 - 65,000
Fund Accounting Assistant Manager (0-3 years' exp.)	50,000 - 60,000	40,000 - 50,000
Fund Accounting Supervisor / Team Leader	40,000 - 50,000	35,000 - 40,000
Senior Fund Accountant (2+ years' exp.)	32,000 - 40,000	26,000 - 34,000
Fund Accountant (1 year's exp.)	28,000 - 32,000	25,000 - 30,000
Fund Accountant / Administrator	26,000 - 28,000	22,000 - 25,000

### Investor Services / Transfer Agency

	DUBLIN €	REGIONAL €
Head of Transfer Agency (SVP) / Director	110,000 - 165,000	95,000 - 125,000
Transfer Agency Manager (VP)	70,000 - 100,000	60,000 - 90,000
Transfer Agency Assistant Manager (AVP)	50,000 - 70,000	40,000 - 60,000
Senior Transfer Agency Administrator	32,000 - 45,000	30,000 - 40,000
Transfer Agency Administrator	25,000 - 32,000	25,000 - 30,000

**“Fund Administrators are working hard to differentiate from their competitors by offering new and exciting perks.”**

### Trustee

	DUBLIN €	REGIONAL €
Head of Trustee (SVP) / Director	100,000 - 140,000	90,000 - 110,000
Trustee Senior Manager (VP)	70,000 - 100,000	55,000 - 90,000
Trustee Manager (AVP)	50,000 - 75,000	45,000 - 55,000
Senior Trustee Officer	35,000 - 50,000	28,000 - 35,000
Trustee Administrator	26,000 - 35,000	25,000 - 30,000

### Corporate Actions / Pricing

	DUBLIN €	REGIONAL €
Manager	45,000 - 60,000	45,000 - 55,000
Senior Administrator	32,000 - 45,000	28,000 - 36,000
Market Data / Corporate Actions Administrator	26,000 - 35,000	22,000 - 30,000
Pricing Specialist (3-5 years' exp.)	32,000 - 45,000	28,000 - 35,000
Pricing Specialist (3-5 years' exp.)	26,000 - 32,000	25,000 - 30,000

### Custody

	DUBLIN €	REGIONAL €
Head of Custody (SVP) / (MD)	110,000 - 145,000	90,000 - 110,000
Custody Senior Manager (VP)	70,000 - 100,000	55,000 - 90,000
Custody Manager (AVP)	50,000 - 70,000	40,000 - 55,000
Custody Supervisor	38,000 - 50,000	27,000 - 35,000
Senior Custody Administrator	30,000 - 38,000	25,000 - 35,000
Custody Administrator	26,000 - 30,000	22,000 - 28,000

### Client Services

	DUBLIN €	REGIONAL €
Senior Manager (VP)	70,000 - 100,000	60,000 - 90,000
Manager (AVP)	50,000 - 70,000	50,000 - 60,000
Assistant Manager / Supervisor	35,000 - 50,000	30,000 - 40,000
Client Services Administrator	26,000 - 35,000	22,000 - 30,000

## BANKING & FUND SERVICES - TEMPORARY & CONTRACT

2015 has been another busy and exciting year for temporary and contract candidates across banking and funds with a clear increase in the amount of roles being offered on a contract basis. With fewer immediately available candidates on the market, employers have had to adopt a new, fast moving approach to recruiting for immediately available and urgent fill posts.

Over the last number of years we have seen permanent placements increase and thankfully this does not appear to be slowing down as we move into 2016. This has had a definite impact on the temporary and contract space. Active candidates are experiencing multiple offers which is leading employers to increase the appeal of their temporary and contract posts. We have seen a large increase in the amount of longer term contracts over the past year, with 12 month fixed term contracts that have a view to permanency becoming more common place. Also, in order to stay competitive, many employers have started to extend additional benefits, which were once just enjoyed by permanent employees, to their contract staff.

Compliance, risk and regulations remain a very busy sector across banking and funds, with ACOI and LCOI qualified candidates finding themselves in demand. Roles within fund accounting, investor and shareholder services have also become more frequent on the temporary and contract market. In addition to this, with more students taking part in internships and work placements whilst completing their studies, we have noticed a higher calibre of graduate candidate coming to the market resulting in more options and higher salaries in this space. Salaries for graduate and entry level roles has increased by between 3-5% across the board. At a more senior level, we have witnessed an increase in the number of project based, contract roles, particularly within the funds sector.

The economic boost experienced in Ireland throughout 2015 has definitely not gone unnoticed as more and more candidates who are living abroad are getting in touch to look into their options closer to home. An increasing number of Irish professionals who emigrated to the likes of Australia, Canada and the UK are returning to the domestic market and many of them see temporary and contract roles as a great opportunity to test the waters. This has resulted in an influx of highly skilled professionals with international exposure. In conjunction this, Ireland's growing reputation as a hub for European headquarters within financial services has given rise to an increase in multilingual roles leading to increased demand for candidates who speak a second European language.

2016 is sure to be another positive year and we predict further increases in the amount of temporary and contract opportunities for candidates of all levels across the board in banking and funds. The increase in competition has made this area of the market increasingly candidate driven, which is something that employers will need to take into account when reviewing budgets and processes for the upcoming year.

### Fund Services

	IRELAND € p/a	IRELAND € p/h
Senior Manager (VP) Fund Accounting (5+ years' exp.)	75,000 - 90,000	38.46 - 48.72
Manager Fund Accounting (3-5 years' exp.) (AVP)	55,000 - 75,000	28.21 - 38.46
Fund Accounting Assistant Manager (0-3 years' exp.)	50,000 - 60,000	25.64 - 30.77
Fund Accounting Supervisor / Team Leader	40,000 - 50,000	20.51 - 25.64
Senior Fund Accountant (2+ years' exp.)	30,000 - 40,000	15.38 - 20.51
Fund Accountant (1 year's exp.)	28,000 - 32,000	14.36 - 16.41
Fund Accountant / Administrator	26,000 - 30,000	13.33 - 15.38

### Investor Services / Transfer Agency

	IRELAND € p/a	IRELAND € p/h
Transfer Agency Manager	70,000 - 90,000	35.89 - 46.15
Senior Transfer Agency Administrator	30,000 - 45,000	15.38 - 23.08
Transfer Agency Administrator	26,000 - 32,000	13.33 - 16.41

### Trustee

	IRELAND € p/a	IRELAND € p/h
Trustee Manager	50,000 - 90,000	35.64 - 46.15
Senior Trustee Officer	35,000 - 50,000	17.95 - 25.64
Trustee Administrator	26,000 - 35,000	13.33 - 17.95

The above hourly rates are candidate's pay and are exclusive of employer's PRSI, holiday pay, payroll charges and Brightwater's management fees.

### Corporate Actions / Pricing

	IRELAND € p/a	IRELAND € p/h
Senior Administrator	32,000 - 45,000	16.41 - 23.08
Market Data / Corporate Actions Administrator	26,000 - 35,000	13.33 - 17.95
Pricing Specialist	26,000 - 45,000	13.33 - 23.08

### Custody

	IRELAND € p/a	IRELAND € p/h
Custody Manager	50,000 - 90,000	25.64 - 46.15
Custody Supervisor	38,000 - 50,000	19.49 - 25.64
Senior Custody Administrator	30,000 - 38,000	15.38 - 19.49
Custody Administrator	26,000 - 30,000	13.33 - 15.38

### Client Services

	IRELAND € p/a	IRELAND € p/h
Manager	50,000 - 70,000	25.64 - 35.89
Assistant Manager / Supervisor	35,000 - 50,000	17.95 - 25.64
Client Services Administrator	26,000 - 35,000	13.33 - 17.95

### Front Office

	IRELAND € p/a	IRELAND € p/h
Trade Execution Manager	65,000 - 95,000	33.33 - 48.71
Trade Execution Dealer	35,000 - 55,000	17.95 - 28.20
Portfolio Manager	65,000 - 95,000	33.33 - 48.71
Product Specialist	45,000 - 65,000	23.08 - 33.33
Communications Specialist	45,000 - 65,000	23.08 - 33.33
Investment Analyst	45,000 - 75,000	23.08 - 38.46
Equity Analyst	30,000 - 40,000	15.38 - 20.51
Credit Analyst	30,000 - 40,000	15.38 - 20.51
Fixed Income Analyst	25,000 - 35,000	12.82 - 17.95
Research Analyst	28,000 - 35,000	14.36 - 17.95

### Middle Office

	IRELAND € p/a	IRELAND € p/h
Middle Office Manager	55,000 - 75,000	28.20 - 38.46
Middle Office Analyst	35,000 - 55,000	17.95 - 28.20
Trade Support Manager	45,000 - 65,000	23.08 - 33.33

### Back Office

	IRELAND € p/a	IRELAND € p/h
Back Office Manager	50,000 - 75,000	25.64 - 38.46
Cash Management Administrator	28,000 - 35,000	14.36 - 17.95
Settlements Administrator	28,000 - 35,000	14.36 - 17.95
Reconciliations Administrator	28,000 - 40,000	14.36 - 20.51
Payments Specialist	28,000 - 35,000	14.36 - 17.95

### Retail / Corp / Private Banking

	IRELAND € p/a	IRELAND € p/h
Senior Credit Manager	50,000 - 90,000	25.64 - 46.15
Credit Manager	40,000 - 60,000	20.51 - 30.77
Portfolio Manager	40,000 - 60,000	20.51 - 30.77
Credit Analyst	30,000 - 50,000	15.38 - 25.64
Lending / Credit Executive	30,000 - 50,000	15.38 - 25.64
Project / Operations Manager	40,000 - 60,000	20.51 - 30.77
Business Analyst	35,000 - 60,000	17.95 - 30.77
Middle Office Manager	50,000 - 70,000	25.64 - 35.89
Treasury Manager	60,000 - 90,000	30.77 - 46.15
Settlements / Reconciliations / Payments Specialist	28,000 - 35,000	14.36 - 17.95

### Compliance & Risk

#### ACROSS BANKING, INVESTMENT / ASSET MANAGEMENT / FUND SERVICES

	IRELAND € p/a	IRELAND € p/h
Compliance Manager	50,000 - 90,000	25.64 - 46.15
Compliance Officer	35,000 - 50,000	17.95 - 25.64
Risk Manager	65,000 - 90,000	33.33 - 46.15
Risk Officer	45,000 - 65,000	23.08 - 33.33
Risk Analyst	35,000 - 45,000	17.95 - 23.08
AML Officer	28,000 - 40,000	14.36 - 20.51

The above hourly rates are candidate's pay and are exclusive of employer's PRSI, holiday pay, payroll charges and Brightwater's management fees.

## INSURANCE

From our findings, we are pleased that in 2016, the Irish insurance market appears set and ready for continued growth at a manageable pace. Strategic recruitment decisions made in 2015 have laid strong foundations which we forecast will bear fruits during 2016.

We commented last year on the improvements in the domestic broking market bearing green shoots, with brokers diversifying into new specialist areas on a daily basis and this certainly seems to continue to be the trend. We've seen brokers building out their commercial areas with quality staff that have had detailed exposure to spearhead fantastic commercial initiatives for the coming year.

Salaries for 2016 are forecasted to achieve yet another increase from entry level upwards within the 5-10% range. We've found that employers are willing to pay the increase in salaries as 2015 has been a candidate led marketplace, with quality candidates not necessarily looking to move but who are always open to new options.

An area we've seen a demand from employers to hire regardless of the passive candidate led marketplace, has once again been financial advisors with 3 years' plus experience and a proven sales record. Strong technical client service executives, claims handlers with niche exposure and the illusive broker consultants who are all fully qualified with that specialised experience are always highly sought after.

Ireland tends to reflect and mirror the international insurance market and we have seen this to be the case in 2015. 2014 was one of the first years in which employers started to build out their businesses as levels of austerity on both a personal and business level subsided and growth incurred.

On the back of business improving, employers understanding the need to hold on to quality candidates at all costs and candidates expecting more and more to move, areas such as employee benefits and especially pensions have been very active this year. We've seen a high level of recruitment within the Senior DC Pensions administrative space especially candidates with corporate and executive exposure have been very busy interviewing this year. Insurers and specialised pension providers who are moving to a fully IT operated systems will be seeking those candidates with a penchant for the digital era over the coming 12 months.

The professional bodies have been in full support once again this year, with minimum competency being a springboard for a lot of new entrants into the marketplace. Candidates we've seen that have been unlucky with the MCC requirements

have been the Irish diaspora who have been yearning for their return home after the average 5 year stint in Australasia for example. However, with regards to returning candidates who have experience in foreign insurance markets, we've noticed their difficulty in 'getting their foot in the door'. They have the experience, the skills but not the qualifications. Perhaps this is something that the industry can look at to lure our own back home and back to the Irish insurance marketplace?

To summarise, the Irish insurance market from a recruitment perspective is on an upward trajectory. Expectations should be set with salaries projected to increase, so employers should be focusing on a salary bill increase somewhere within the 5-10% range. Top quality candidates are the way forward, ones showing technical skill sets, full qualifications, proven track records, internal growth and loyalty are key selling points this year. Companies are hiring regardless of what the media portrays and the candidates are there so 2016 continues to look extremely positive for hiring within the insurance sector.



## General Insurance

	IRELAND €
Reinsurance Underwriting Director	130,000 - 170,000
Reinsurance Underwriter	70,000 - 130,000
Reinsurance Underwriting Support (1-10 years' exp.)	35,000 - 65,000
Reinsurance Claims Manager (10+ years' exp.)	80,000 - 140,000
Reinsurance Claims (1-10 years' exp.)	40,000 - 70,000
Captive Account Manager / Senior Manager	70,000 - 130,000
Captive Underwriter / Insurance Manager (1-10 years' exp.)	45,000 - 65,000

## Insurance Company

	IRELAND €
Commercial Underwriting Manager / Director	80,000 - 130,000
Commercial Underwriter (5-10 years' exp.)	55,000 - 80,000
Commercial Underwriter (1-5 years' exp.)	40,000 - 55,000
Commercial Assistant Underwriter (1-3 years' exp.)	30,000 - 40,000
Personal Lines Manager	50,000 - 80,000
Personal Lines Underwriter	30,000 - 50,000
Personal Lines Executive	30,000 - 40,000
Life Underwriter	35,000 - 60,000
Life Pensions & Investments Operations Manager	60,000 - 80,000
Life Pensions & Investments Client Services Supervisor	45,000 - 65,000
Life Pensions & Investments Client Services Administrator	30,000 - 45,000
Group Pensions Administrator	35,000 - 45,000
Pensions Consultant	50,000 - 80,000
Broker Developer	45,000 - 65,000
Claims Technical	50,000 - 65,000
Claims Team Manager	45,000 - 65,000
Claims (1-10 years' exp.)	30,000 - 45,000

## Insurance Broking

	IRELAND €
Senior Commercial Account Executive / Client Director (10+ years' exp.)	80,000 - 130,000
Commercial Account Executive (1-10 years' exp.)	50,000 - 65,000
Commercial Account Manager	30,000 - 45,000
Personal Lines Manager	40,000 - 50,000
Personal Lines Executive	27,000 - 35,000
Financial Adviser	35,000 - 55,000
Life Admin / Sales Support	30,000 - 40,000
Claims	35,000 - 45,000

## Key Specialist Areas

	IRELAND €
Solvency II Specialist	80,000 - 100,000
Project Manager / Business Analyst	50,000 - 80,000
Compliance Manager	60,000 - 85,000
Compliance Assistant / Administrator	40,000 - 50,000
Risk Manager	70,000 - 90,000
Quantitative Analyst	50,000 - 80,000

## Actuarial

	IRELAND €
Chief Actuary	130,000 - 300,000
Qualified Actuary (3-10 years' PQE)	80,000 - 130,000
Finalist / Newly Qualified Actuary	65,000 - 80,000
Part-Qualified Actuary	45,000 - 65,000
Trainee Actuary (Grad Level)	35,000 - 45,000

**“Top quality candidates are the way forward, ones showing technical skill sets, full qualifications, proven track records, internal growth and loyalty are key selling points this year.”**

## LEGAL - PRACTICE

2015 saw continued strong growth in the legal sector with all firms strategically growing their teams to meet increased workloads. Transactional areas of corporate M&A, commercial property, banking and funds & asset management are the main areas driving this growth. This is predicted to continue into 2016 and is reflective of the stability within the legal market.

Solicitors in these key growth areas with commercially relevant experience can expect to see an increase in their base salary on average of about 5% this year. Due to the increased demand for strong transactional lawyers across the board, many mid-tier firms have felt the pinch and are now having to increase salaries in line with top tier firms, both to attract strong candidates and to hold on to their existing fee earning staff.

The demand for newly qualified solicitors has been a notable trend this year. Most top 10 firms are looking to recruit

outside of their own intake of trainee solicitors to add to their teams. This is reflected in a huge confidence amongst trainee solicitors and newly qualified solicitors who are willing and determined to move firms if they aren't successful in securing qualification into their desired team. This is the main motivating factor for them with salary being secondary.

Firms have continued to grow their benefits packages with pension and healthcare contributions becoming increasingly popular among the larger firms. Better overall benefits packages are more of a factor for senior than junior solicitors who are looking to make a move. Other incentives that individual firms have introduced to add to their overall benefits packages are 'Practice Management Masters Programmes', commission for staff who bring in new clients to the firm and flexibility for solicitors working from home.

### Practice

	TOP TIER DUBLIN €	MID TIER DUBLIN €	REGIONAL €
Salaried Partner	120,000 - 200,000	90,000 - 180,000	90,000 -150,000
6-9 years' PQE	80,000 - 150,000	60,000 - 120,000	50,000 - 90,000
5 years' PQE	70,000 - 95,000	60,000 - 90,000	45,000 - 60,000
4 years' PQE	70,000 - 90,000	55,000 - 85,000	45,000 - 60,000
3 years' PQE	70,000 - 85,000	55,000 - 85,000	40,000 - 55,000
2 years' PQE	65,000 - 80,000	45,000 - 78,000	40,000 - 50,000
1 year's PQE	62,000 - 70,000	45,000 - 70,000	35,000 - 45,000
Newly Qualified Solicitor	58,000 - 65,000	40,000 - 62,000	30,000 - 40,000
Professional Support Lawyer	80,000 - 100,000	70,000 - 90,000	50,000 - 70,000
Legal Executive / Paralegal	40,000 - 65,000	25,000 - 55,000	20,000 - 50,000
Company Secretary (5+ years' exp.)	70,000 - 110,000	55,000 - 100,000	45,000 - 70,000
Company Secretary (3-5 years' exp.)	40,000 - 70,000	40,000 - 60,000	30,000 - 50,000
Company Secretary (0-3 years' exp.)	37,000 - 45,000	30,000 - 45,000	20,000 - 35,000

**“Firms have continued to grow their benefits packages with pension and healthcare contributions becoming increasingly popular among the larger firms.”**

## LEGAL - IN-HOUSE

In-house roles have continued to grow at a steady rate throughout 2015, with a need for staff at different levels. Demand for these roles is always high from professionals looking to make a move from practice.

Financial services firms are the market leaders in recruiting experienced professionals with insurance, funds and asset management companies all expanding their teams throughout the year. Companies in the technology sector are also continually seeking candidates for both specific contract / IP roles and on a more general legal counsel basis. A second European language is increasingly becoming a benefit for the in-house market.

**“Companies in the technology sector are also continually seeking candidates for both specific contract / IP roles and on a more general legal counsel basis.”**

### In-House

	DUBLIN €	REGIONAL €
Head of Legal	90,000 - 200,000	80,000 -120,000
Senior Legal Counsel	70,000 - 130,000	60,000 - 100,000
Junior Legal Counsel	45,000 - 75,000	35,000 - 60,000
Funds Lawyer	65,000 - 120,000	n/a
Legal & Compliance Officer	45,000 - 100,000	35,000 - 90,000
Company Secretary	35,000 - 110,000	20,000 - 90,000
Legal Administrator / Assistant	25,000 - 45,000	25,000 - 30,000

## HUMAN RESOURCES

Continued confidence in the economy is reflected in the buoyant HR market and this trend is set to continue on an upward trajectory for 2016.

Having moved from a predominantly stagnant permanent jobs market, businesses are now looking to attract talent by offering permanent contracts. Subsequently HR professionals are on the move and looking for more senior positions or a change in industry or sector. These moves are creating talent gaps in organisations and are resulting in talent retention strategies coming into play.

Our comprehensive salary reviews indicate that salaries will increase in 2016 by between 5-10% to support this talent retention policy and in response to a more attractive HR jobs market.

As the economy continues to grow and unemployment levels are set to go below 9% by year end, there has been a steady rise in the number of job opportunities for HR professionals at all levels and this is set to increase in 2016 as a significant amount of companies plan to expand their workforce. Higher staff levels will lead to an increase in the HR team headcount and this has been reflected in the current increase in demand for recruitment specialists and HR professionals with talent acquisition skills. Recruitment roles have seen an increase in salary for experienced professionals.

With talent attraction, retention and development firmly on many organisations' strategic plans, learning and development roles are increasing steadily in the HR market. These roles are very much aligned to the specific organisations requirements and require specialist skills such as eLearning, organisational design and senior management training delivery. As these skills become harder to come by in the market, the salaries on offer for L&D specialist roles will increase in 2016.

In the same vein, organisational development managers and employee engagement specialists will be in demand in larger organisations and companies who are ready to develop and implement a growth strategy. However an emerging trend for these roles is the offer of fixed term contracts rather than permanent contracts.

At senior level, HR manager and business partner roles are becoming more frequent and professionals with strong strategic awareness, employee relations experience and project management skills are sought after. Salaries in this have not moved significantly in 2015 but the survey indicates a 5-10% increase in 2016.

As HR becomes more data driven, the demand for HR analysts and HRIS specialists is rising with a continued demand for experienced compensation & benefits specialists. This is set to continue in 2016 with salaries rising 6-12% for the right skill set.

Generalist, officer and advisor roles will see salaries rise by up to 5% and most companies surveyed are looking to develop internal talent through professional development courses and stretch assignments with HR projects. There is a notable increase in public sector jobs in these areas.

The second half of 2015 has seen many more opportunities for HR graduates to join HR teams and the demand for solid administration and coordination skills is high. The entry level salaries for administrator roles vary depending on sector but basic salaries have increased by 8% in Dublin but have remained much the same regionally. HR administrators with a solid 2 years' experience are particularly in demand.

The interim/contract market for HR professionals is still vibrant and there are opportunities at all levels for lucrative short and long term contracts. HR temping roles at administrative level offer candidates a chance to develop in a variety of sectors and gain valuable experience as employers are offering longer term contracts to attract experienced temporary staff.

At senior level, HR change projects and internal secondments are driving the interim market for business partners, change specialists and HR managers.

Overall keeping key HR professionals in the organisation is high on the agenda and this is driving internal salary increases of between 5-10% this year. The competition for top HR talent is set to increase in 2016, as companies have identified their skill gaps they are setting salaries 10% above 2015 levels to attract the talent they require.

The forecast appears to be very positive with the vast majority of companies surveyed (80%), confirming that they will grow their headcount in 2016.

### Generalist Human Resources

	DUBLIN €	REGIONAL €
HR Director / Head of HR	90,000 - 180,000	80,000 - 120,000
HR Manager / HR Business Partner	55,000 - 90,000	55,000 - 80,000
HR Generalist / HR Advisor	40,000 - 55,000	35,000 - 50,000
HR Officer	30,000 - 35,000	27,000 - 35,000
HR Administrator	25,000 - 30,000	23,000 - 30,000
HR Graduate	24,000 - 27,000	20,000 - 25,000

### Learning & Development

	DUBLIN €	REGIONAL €
L&D Director / Head of L&D	80,000 - 120,000	75,000 - 120,000
L&D Manager	55,000 - 80,000	50,000 - 75,000
L&D / Training Specialist / Training Officer	35,000 - 55,000	35,000 - 55,000
L&D / Training Co-ordinator	27,000 - 37,000	25,000 - 35,000

### Rewards / Compensation & Benefits

	DUBLIN €	REGIONAL €
Head of Reward / C&B	90,000 - 150,000	85,000 - 120,000
C&B / Reward Manager	80,000 - 120,000	65,000 - 100,000
C&B / Reward Specialist	55,000 - 70,000	40,000 - 70,000

### Recruitment / Talent Acquisition

	DUBLIN €	REGIONAL €
Global / European Head of Talent Acquisition	90,000 - 140,000	75,000 - 120,000
Recruitment Manager / Talent Acquisition Manager	65,000 - 90,000	50,000 - 75,000
Recruitment Specialist	45,000 - 65,000	30,000 - 45,000
Recruitment Co-ordinator	25,000 - 30,000	23,000 - 27,000

### Other Key Specialist Areas

	DUBLIN €	REGIONAL €
Organisational Development (OD) Director / Head of OD	90,000 - 145,000	80,000 - 120,000
OD Manager / Change Manager	65,000 - 90,000	55,000 - 85,000
Industrial Relations (IR) / Employee Relations (ER) Manager	55,000 - 100,000	55,000 - 90,000
Head of Communications	90,000 - 135,000	80,000 - 120,000
Communications Manager	55,000 - 90,000	55,000 - 80,000
Communications Specialist	35,000 - 55,000	30,000 - 45,000

## MARKETING

2015 saw the predicted rise in demand for candidates with online marketing experience and we expect this trend to continue into 2016 as organisations focus on driving more content out online to the market. Those with strong SEO knowledge and commercial instinct will continue to be in demand in 2016.

The financial services and banking sectors were remarkably busy in recruiting marketing professionals throughout 2015 and this trend shows no signs of abating in 2016 with demand for communication specialists, brand innovation specialists and those with experience in loyalty retention.

The telecoms and FMCG sectors continue to drive growth in the demand for channel marketing professionals as well for those with brand and category management experience. The jobs market for marketing graduates has also improved over the last 12 months and we expect that 2016 will be a good year for graduates seeking to make their first career move. As budgets become less constrained for companies, in particular multinationals, we have also seen more activity in the recruitment of events & sponsorship staff at all levels from graduate up to executive level. Any marketing professional with a 2nd language, European or otherwise will also see their pool of opportunities widen.

There has been very little movement in salaries on the whole with companies preferring to concentrate on the benefits and performance related bonuses as part of the overall package. Bonuses can range between 4% and 15% depending on the seniority of the role.

**“Those with strong SEO knowledge and commercial instinct will continue to be in demand in 2016.”**

### Marketing

	DUBLIN €	REGIONAL €
Marketing Director	85,000 - 140,000	85,000 - 120,000
Marketing Manager	50,000 - 85,000	50,000 - 80,000
Marketing Executive (5+ years' exp.)	40,000 - 60,000	38,000 - 55,000
Marketing Executive (1-5 years' exp.)	28,000 - 45,000	25,000 - 40,000
Brand Manager (5+ years' exp.)	60,000 - 80,000	55,000 - 70,000
Brand Manager (1-5 years' exp.)	40,000 - 60,000	35,000 - 55,000
Activation / Trade Marketing Manager	50,000 - 65,000	45,000 - 60,000
Channel Marketing Manager	50,000 - 70,000	48,000 - 65,000
Customer Marketing Manager	60,000 - 75,000	45,000 - 65,000
Marketing/Brand Innovation Manager	70,000 - 85,000	55,000 - 70,000
Insights Manager	65,000 - 80,000	55,000 - 75,000
Product Manager (5+ years' exp.)	60,000 - 80,000	55,000 - 75,000
Product Manager (1-5 years' exp.)	45,000 - 60,000	30,000 - 45,000
Category Manager (5+ years' exp.)	65,000 - 80,000	55,000 - 75,000
Category Manager (1-5 years' exp.)	50,000 - 65,000	45,000 - 62,000
Category Executive	30,000 - 45,000	29,000 - 42,000

### Events & Sponsorship

	DUBLIN €	REGIONAL €
Events Manager	45,000 - 65,000	40,000 - 50,000
Events Executive	30,000 - 45,000	30,000 - 40,000
Sponsorship Manager	50,000 - 75,000	45,000 - 58,000
Sponsorship Executive	30,000 - 45,000	28,000 - 40,000
Fundraising Manager	50,000 - 75,000	45,000 - 65,000
Fundraising Executive	30,000 - 45,000	28,000 - 40,000

### Communications & Public Relations

	DUBLIN €	REGIONAL €
PR / Communications Manager	55,000 - 75,000	50,000 - 70,000
PR / Communications Executive	35,000 - 55,000	35,000 - 50,000
Marketing & Campaign Manager	60,000 - 80,000	50,000 - 80,000
Public Affairs Consultant	75,000 - 90,000	60,000 - 80,000
Media Advisor / Specialist	55,000 - 75,000	48,000 - 65,000

### Online / Digital Marketing

	DUBLIN €	REGIONAL €
Online / Digital Marketing Manager	60,000 - 100,000	60,000 - 90,000
Online / Digital Marketing Executive	40,000 - 55,000	40,000 - 55,000
e-Commerce Manager	65,000 - 85,000	65,000 - 85,000
Digital Content Manager	55,000 - 75,000	50,000 - 65,000
Community Manager	40,000 - 55,000	35,000 - 52,000
Social Media Manager	55,000 - 75,000	55,000 - 70,000
Social Media Executive	35,000 - 50,000	35,000 - 45,000
SEO Specialist	40,000 - 60,000	35,000 - 50,000
PPC Specialist	35,000 - 50,000	35,000 - 45,000

## HEALTHCARE SALES & MARKETING

The industry has suffered in terms of headcount for the last 4 years. While 2015 was considerably better than previous years, employers in the pharmaceutical sector are still justifiably cautious about adding to their headcount on a permanent basis. However, contracts are becoming far more popular for sales & marketing staff in the healthcare and pharmaceutical sectors and we expect this trend to continue throughout 2016.

There have been little or no changes in salaries this year. Commission structures within sales are improving however, reflecting the emphasis employers are putting on the ability to impact the bottom line. Commercially focused individuals with a knowledge of the market and an extensive network of contacts are always at a premium and the length of the contracts offered as well as the remuneration package will reflect the demand.

The industry is optimistic about an increase in recruitment requirements for 2016. Ireland is still considered a growth area for the healthcare and pharmaceutical sectors and this will lead to more opportunities in the latter part of 2016.

### Health, Pharmaceutical & Scientific Sales

	DUBLIN € BASE	DUBLIN € OTE	REGIONAL € BASE	REGIONAL € OTE
Country Manager / Sales Director	115,000 - 140,000	130,000 - 160,000	90,000 - 110,000	110,000 - 130,000
Business Unit Manager / Sales & Marketing Manager	85,000 - 95,000	110,000 - 125,000	75,000 - 90,000	85,000 - 105,000
Sales Manager (Team > 6 people)	75,000 - 85,000	90,000 - 110,000	65,000 - 110,000	85,000 - 90,000
Sales Manager (Team < 6 people)	60,000 - 70,000	70,000 - 90,000	50,000 - 65,000	60,000 - 75,000
Business Development Manager	55,000 - 60,000	65,000 - 75,000	50,000 - 55,000	60,000 - 65,000
Hospital Representative/Product Specialist (3+ years' exp.)	50,000 - 60,000	65,000 - 75,000	45,000 - 55,000	55,000 - 65,000
Hospital Representative	40,000 - 55,000	50,000 - 65,000	38,000 - 50,000	50,000 - 60,000
Senior GP Representative / Territory Manager (3+ years' exp.)	45,000 - 55,000	55,000 - 65,000	40,000 - 55,000	50,000 - 60,000
GP Representative (1-3 years' exp.)	38,000 - 45,000	45,000 - 55,000	35,000 - 42,000	42,000 - 50,000

### Health & Pharmaceutical Marketing

	DUBLIN € BASE	DUBLIN € OTE	ROI € BASE	ROI € OTE
Marketing Director	75,000 - 90,000	n/a	70,000 - 90,000	n/a
Marketing Manager	60,000 - 80,000	n/a	60,000 - 75,000	n/a
Senior Product Manager (3+ years' exp.)	50,000 - 70,000	55,000 - 80,000	50,000 - 65,000	55,000 - 75,000
Product Manager (1-3 years' exp.)	55,000 - 68,000	60,000 - 70,000	40,000 - 50,000	45,000 - 60,000
Assistant Product Manager / Marketing Executive	45,000 - 50,000	n/a	30,000 - 42,000	n/a

**“Ireland is still considered a growth area for the healthcare and pharmaceutical sectors.”**

## LIFE SCIENCES

The life sciences sector attained marginal growth in 2015. With the greatest emphasis placed on R&D within the medical devices sector, regionally we have seen a huge increase in job flow and vacancy activity this year.

Contract manufacturing services to the medical devices and biopharma sectors has continued to grow throughout 2015 and has led to increased activity within the NPI and process development space.

Further to this, while the number of job vacancies is high, companies within the life sciences sector are looking for very specific types of expertise and as such, are not entertaining much flexibility around skills. As a result, the candidate pool in these areas have become fairly limited and is further demonstrated by the increases in salaries in most areas.

Demand for candidates who have between 5-10 years' experience is at an all time high, and are hugely attractive to clients at the moment.

### Quality & Validation

	IRELAND €
Director of Quality	100,000 - 110,000
Quality Manager	60,000 - 70,000
QA Supervisor	50,000 - 55,000
QA Specialist	45,000 - 50,000
QA Technician	35,000 - 45,000
QC Supervisor	55,000 - 60,000
QC Specialist	50,000 - 55,000
QC Analyst	48,000 - 54,000
Quality Systems Manager	60,000 - 65,000
Quality Engineer (3+ years' exp.)	50,000 - 70,000
Qualified Person	70,000 - 90,000
Validation Manager	50,000 - 60,000
Validation Engineer (3+ years' exp.)	40,000 - 50,000
Validation Engineer (1-3 years' exp.)	30,000 - 40,000

### Regulatory

	IRELAND €
Regulatory Affairs Manager	60,000 - 80,000
Senior Regulatory Affairs Officer	45,000 - 55,000
Regulatory Affairs Officer	30,000 - 40,000

### Analytical

	IRELAND €
Laboratory Manager	55,000 - 65,000
Laboratory Analyst	35,000 - 45,000
Formulation Manager	70,000 - 90,000

### Clinical

	IRELAND €
Clinical Operations Manager	65,000 - 85,000
Clinical Research Officer	40,000 - 50,000
Clinical Data Manager	35,000 - 40,000

### Research & Development

	IRELAND €
R&D Director	80,000 - 100,000
R&D Manager	50,000 - 60,000
R&D Engineer	45,000 - 55,000
Process Chemist (3+ years' exp.)	40,000 - 50,000
Process Chemist (1-3 years' exp.)	35,000 - 40,000
Development Chemist (3+ years' exp.)	40,000 - 50,000
Development Chemist (1-3 years' exp.)	30,000 - 40,000

**“Companies within the life sciences sector are looking for very specific types of expertise and as such, are not entertaining much flexibility around skills.”**

## ENGINEERING & OPERATIONS

With 4,000 manufacturing enterprises in Ireland employing 159,000 people, the sector continues to make a major contribution to the country's economic performance. 2014/2015 saw continued sector growth with the IDA approving 110 investment projects,\* which will lead to creation of 9,000 direct jobs this year and over future years.

Liquidity within the capital markets and the availability of affordable borrowing has stimulated growth with the SME sector. However, ISME (Irish Small and Medium Enterprises Association) has warned that job growth figures could slow unless business costs were curtailed; specifically pointing to unsustainable and unrealistic wage expectations as a major contributing factor.\*\*

With this in mind, process engineering and process improvements have seen major increases this year as everyone strives to increase productivity and minimise down times.

We have also seen an increase in the requirement for reliability engineering and maintenance specialists. Reduction in cost and minimising waste has also been a major focus in the manufacturing sectors.

Requirements for skilled and experienced manufacturing engineers, production specialists and continuous improvement engineers dominate the sector's resource requirements, reflecting the growth in new capital equipment expenditure projects among existing and new foreign investment initiatives. Consequently it is hoped that the improved employment opportunities and economic forecast can attract the still considerable expatriate community back to Ireland in order to ease the current shortfall across essential skills. Ireland needs to once again market itself overseas as a stable, attractive economy in which to work.

\*IDA

\*\*ISME/AIB

**“The improved employment opportunities should attract the expatriate community back to Ireland in order to ease the current shortfall.”**

### Production & Manufacturing

	DUBLIN €	REGIONAL €
General Manager	80,000 - 120,000	80,000 - 100,000
Operations Manager	65,000 - 100,000	65,000 - 85,000
Plant Manager	75,000 - 85,000	75,000 - 85,000
Production Manager	50,000 - 65,000	55,000 - 65,000
Engineering Manager	60,000 - 70,000	50,000 - 60,000
Maintenance Manager	50,000 - 75,000	50,000 - 60,000
Continuous Improvement Manager	70,000 - 80,000	65,000 - 80,000
NPD Manager	50,000 - 60,000	50,000 - 60,000
Technical Manager	50,000 - 70,000	50,000 - 65,000
Quality Manager	50,000 - 70,000	55,000 - 65,000
H&S Manager	50,000 - 70,000	50,000 - 70,000
Project Manager	60,000 - 75,000	60,000 - 70,000
Design Manager	50,000 - 65,000	50,000 - 60,000
Project Engineer	45,000 - 55,000	45,000 - 50,000
Lean Six Sigma Engineer	65,000 - 75,000	65,000 - 75,000
Continuous Improvement Engineer	50,000 - 65,000	50,000 - 60,000
Process Engineer	45,000 - 60,000	45,000 - 58,000
Manufacturing Engineer	45,000 - 55,000	45,000 - 55,000
Quality Engineer	45,000 - 55,000	45,000 - 55,000
Health & Safety Engineer	40,000 - 55,000	40,000 - 50,000
Environmental Engineer	45,000 - 55,000	40,000 - 50,000
NPD Technologist	30,000 - 40,000	30,000 - 35,000
QA Technician	30,000 - 35,000	28,000 - 35,000
QC Technician	30,000 - 40,000	30,000 - 40,000
Commissioning Engineer	45,000 - 60,000	45,000 - 50,000
Validation Engineer	45,000 - 60,000	40,000 - 48,000
Controls / Automation Engineer	45,000 - 60,000	40,000 - 60,000
Maintenance Engineer	40,000 - 50,000	40,000 - 45,000
Maintenance Technician	30,000 - 40,000	28,000 - 32,000

### Technical Services

	DUBLIN €	REGIONAL €
Service Manager	50,000 - 60,000	45,000 - 50,000
Service Engineer	40,000 - 50,000	35,000 - 45,000
Facilities Manager	50,000 - 70,000	45,000 - 60,000
Facilities Technician	40,000 - 50,000	30,000 - 35,000

## ENGINEERING & CONSTRUCTION

Engineering and construction has, slowly but surely, taken a step in the right direction through 2015. Once again, the availability of financial investment in the economy and a slow increase in construction activity had seen an increase in the demand for additional resources in both the consulting and construction markets.

Recently we have seen a demand for structural engineers, technicians, civil engineers and wastewater engineers. On the contractor side, the requirement for qualified quantity surveyors and contract administrators has been constant throughout the summer months of 2015 and we expect this trend to continue.

Both commercial and domestic projects are on the increase and the sentiment across the industry has certainly changed.

Repatriation was a major factor in 2015 and will continue in 2016 as more opportunities are becoming available in Ireland. Expatriates are now returning and with them come skills and experience that they would not have acquired had they remained in Ireland.

Salaries have remained steady with an increase in the requirement for contract staff. Companies and candidates are now availing of the flexibility that this market offers.

2016 should be the year when these markets begin to grow in a more consistent manner. The new age of consulting and contracts is just around the corner.

### Consultant

	IRELAND €
Project Director	100,000+
Design Manager	75,000 - 85,000
Project Manager	60,000 - 80,000
Planner	45,000 - 60,000
Civil Engineer	40,000 - 50,000
Structural Engineer	50,000 - 55,000
Mechanical Engineer	50,000 - 55,000
Electrical Engineer	40,000 - 50,000
Building Services Engineer	60,000 - 65,000
Roads / Highway Engineer	35,000 - 45,000
BIM Coordinator	45,000 - 55,000
Water/Wastewater Engineer	45,000 - 50,000
Geotechnical Engineer	35,000 - 45,000
Environmental Engineer	45,000 - 50,000
CAD / Revit / Microstation Technician	40,000 - 50,000

### Contractor

	IRELAND €
Project Manager	60,000 - 80,000
Project Engineer	45,000 - 52,000
Contracts Manager	75,000 - 90,000
Site Manager	60,000 - 80,000
Site Engineer	45,000 - 55,000
Site Foreman	50,000 - 60,000
Senior Quantity Surveyor	60,000 - 70,000
Quantity Surveyor	50,000 - 70,000
Senior Estimator	55,000 - 60,000
Estimator	45,000 - 50,000
Electrical Engineer	40,000 - 50,000
Mechanical Engineer	50,000 - 55,000
Health & Safety Manager	50,000 - 70,000
Health & Safety Officer	40,000 - 50,000
M&E Coordinator	35,000 - 50,000
M&E Engineer	45,000 - 55,000
Senior Resident Engineer	60,000 - 70,000
Resident Engineer	55,000 - 60,000
Roads / Highways Engineer	40,000 - 50,000

## SUPPLY CHAIN & LOGISTICS

Once again, the manufacturing industry has had a successful year in 2015. We have seen continued growth in many areas including pharmaceutical, food & drink and medical devices. The pharmaceutical sector has had some “ups and down” however, we have successfully secured additional opportunities to keep the market moving in the right direction.

Overall supply chain and procurement have seen an increase across all areas, from junior to senior level. Planners, analysts, procurement, buyers and commodity specialists have all been in demand, more of a demand than we saw in 2014 and we are expecting this demand to continue into 2016. Skilled buyers and procurement specialists are being sought after especially where cost is key to manufacturing growth. As a result, salaries have increased, on average, by 7-10% depending on the industry sector.

We have also begun to note an increase in contract staff, something that we haven’t seen for some time in this sector.

Once again, logistics has been a steady market however, growth has not been witnessed to the same extent as supply chain. Logistics has seen an increased focus on lean projects and cost reduction plans and people with exposure to these area are very much in demand for assignments in logistics.

**“Skilled buyers and procurement specialists are being sought after especially where cost is key to manufacturing growth.”**

### Supply Chain

	DUBLIN €	REGIONAL €
Supply Chain Director	100,000 - 140,000	80,000 - 100,000
Supply Chain Manager	60,000 - 100,000	60,000 - 80,000
Supply Chain Analyst	35,000 - 50,000	35,000 - 50,000
Head of Procurement	75,000 - 95,000	60,000 - 80,000
Procurement /		
Purchasing Manager	40,000 - 70,000	40,000 - 55,000
Procurement /		
Purchasing Specialist	40,000 - 65,000	35,000 - 45,000
Commodity / Category		
Manager	45,000 - 65,000	45,000 - 65,000
Vendor Manager	45,000 - 70,000	45,000 - 65,000
Materials Manager	40,000 - 65,000	40,000 - 65,000
Inventory Manager	35,000 - 55,000	35,000 - 55,000
Inventory Analyst	30,000 - 50,000	30,000 - 45,000
Planning Manager	55,000 - 75,000	55,000 - 65,000
Master Scheduler	40,000 - 60,000	45,000 - 55,000
Demand / Supply Planner	40,000 - 55,000	35,000 - 45,000
Production Planner	40,000 - 55,000	40,000 - 50,000
Buyer / Planner	40,000 - 55,000	40,000 - 50,000
Senior Buyer	45,000 - 60,000	45,000 - 55,000
Buyer	30,000 - 45,000	30,000 - 40,000

### Logistics

	DUBLIN €	REGIONAL €
Director of Operations	90,000 - 120,000	80,000 - 100,000
Plant / Operations		
Manager	70,000 - 90,000	65,000 - 85,000
Logistics Manager	45,000 - 60,000	45,000 - 60,000
Logistics Coordinator	30,000 - 40,000	30,000 - 40,000
Order Management Team		
Lead	35,000 - 45,000	35,000 - 45,000
Order Management		
Executive	30,000 - 40,000	30,000 - 40,000
Warehouse Manager	45,000 - 60,000	45,000 - 55,000
Warehouse Supervisor	40,000 - 50,000	35,000 - 45,000
Stock Control Manager	30,000 - 40,000	30,000 - 40,000
Inventory Controller	30,000 - 40,000	30,000 - 40,000
Transport / Distribution		
Manager	40,000 - 65,000	45,000 - 55,000
Transport Supervisor	30,000 - 50,000	35,000 - 50,000
Freight Forwarder	28,000 - 40,000	30,000 - 40,000

## INFORMATION TECHNOLOGY - PERMANENT

The prevailing theme of our 2015 IT Salary Survey was that the market for IT professionals across all disciplines was in very good health. We noted that across application development and infrastructure based roles, there had been marked increases in the volume of roles on offer. We are now in a market that is very much candidate led. Our clients, when conducting last year's survey, raised concerns that in an increasingly job rich market, that shortages of candidates in certain key areas, namely software engineering, infrastructure, data analytics and application support could impede on their abilities to scale up, and respond to an improved economic climate. These concerns have to a certain extent come to pass. In addition, a lack of suitably qualified staff in particular skill areas have driven salary levels upwards. Many companies have had to become more flexible in their recruitment processes with interview turnaround times, the candidate experience and company branding back at the top of the agenda.

Positions for IT professionals are coming from all domains. Inward investment is continuing at pace. Global firms with an existing presence are continuing to expand. The home grown tech sector is aggressively recruiting. Financial services firms across corporate banking, capital markets, retail banking, funds, asset management and insurance are hiring IT professionals in large numbers, with many setting up new global innovation and R&D hubs. What is now having a further impact on candidate availability in the IT market is the rise in the recruitment activities of SMEs. Multiple smaller companies have been bringing in IT hires in infrastructure, data analytics and business analysis. The demand is coming from all sectors and from companies of all sizes.

There has been an ever increasing demand for software engineers across all the main development languages (Java, C#, .NET, C++, Python, and Ruby) in 2015. For full stack developers with strong degrees and a couple of years commercial experience, we have seen salaries rise year on year by about 8%. Mid-level developers with 4-6 years' experience have been seeing increments of up to 10%. More seasoned senior developers have seen comparable increases. In a recent candidate survey we conducted, 53% of software candidates who had salary increases in the last year had seen increases of 8% plus.

Data science and engineering as a discipline has emerged in a very considerable way in Ireland in the last eighteen months. Many global companies have set up data science and engineering laboratories in Dublin especially in financial services, consultancy firms and in technology companies. We have also seen multiple data analytics roles in non-technology firms on a smaller scale, but the volume of roles is increasing

quarter on quarter. There have been heavy requirements for data scientists and data engineers, in particular with experience in NoSQL environments. In addition to this, candidates with experience around data governance, standards and quality have been heavily pursued. Candidates with these skill sets have been seeing 10% plus increases in their salaries when changing roles.

Looking at the client data we have received, candidates in IT infrastructure disciplines have seen an average 5-7% salary rise, year on year. For senior systems administrators and engineers with strong server administration experience across both Windows and Linux platforms, we have seen increases of up to 10%. There has been consistent demand for 1st and 2nd level IT support candidates with strong desk-side skills with increases of roughly 5%. For some specialist roles such as Active Directory architects and highly experienced enterprise virtualisation engineers, we have seen increments of up to 10%. We have seen DevOps become a more mainstream title. Companies who have been hiring DevOps engineers due to a shortage of experienced candidates with genuine development and production support experience are paying about 10% more than last year. There is heavy demand for application support engineers with a development skill set. Salary levels for these skills have been rising.

Year on year, we have seen an 18% increase in the volume of IT project management and business systems analysis roles registered. With this increased demand, salaries on offer have risen by 5-10%. We have seen considerable demand for BAs and PMs with industry specific experience and process knowledge and also experience with specific tools and technologies.

For IT security and audit specialists, there is high demand in the market and a marked undersupply. For both technical security specialists and IT auditors, there is heavy demand both from industry and consultancy. The data we have collated from our clients shows they are paying on average 5-10% more for this skill set.

The IT market at an executive level has remained relatively unchanged. There remains some caution at the senior end of the market, and it has been less fluid than it has been at other levels. We have seen an increase in head of function roles, especially around data analytics and security with a number of CISO and head of analytics roles registered this year. Salary levels have remained relatively static, however we expect a more open market in 2016 as IT executives begin to explore new options.

In a recent salary survey we conducted with candidates, 40% of respondents identified basic salary as the most important part of their package, followed by flexible working arrangements, a strong training culture, solid bonus culture and then pension as the most important components of a remuneration package

The information we have collated from our clients shows over 70% of them offered salary increases in 2015. However, only 28% offer flexible working arrangements, and even fewer, 12%, are offering remote working options as part of their offerings. Bonuses are primarily performance based, and have ranged from 3% at the lower end of the scale to 22% at the upper end with the average bonus being 8%. Many companies have invested heavily in learning and development with a review to retaining key staff. The vast majority of our client respondents offer employer pension contributions, with percentages ranging from 3% up to 15% and averaging 6%. About 40% of respondents offer full healthcare packages for the individual, with half that again also covering dependents.

The persistent theme from the survey information collated from our clients has been that salary levels have been pushed up with surging demand and a tighter supply of strong IT professionals. Many of the companies we work with are hiring from continental Europe, with Spanish, Portuguese and Italian IT professionals seeing Ireland as a great location to pursue a career in IT. The Critical Skills Visa is being utilised more extensively. Many companies have successfully hired through the Critical Skills Employment Permit. More companies will need to consider this in order to scale up effectively. There are threats to the flow of non-national and European candidates with the high cost of renting in Dublin, in particular, now beginning to impinge on the attractiveness of Dublin as a location. For candidates at a more junior and mid-level, rental outlays could make relocation to Dublin a less attractive option. This is a big talking point in the industry at present.

There are many strong candidates out there. The companies that are more agile in their recruitment processes, and pay attention to the speed of hire, and candidate interview experience, will be better set against those who ignore this. Good candidates will always have more than one option.

### Executive

	DUBLIN €	REGIONAL €
Chief Technical Officer (CTO)	90,000 - 160,000	85,000 - 120,000
Chief Operations Officer (COO)	110,000 - 150,000	100,000 - 140,000
Chief Information Officer (CIO)	90,000 - 160,000	85,000 - 120,000
Chief Data Officer (CDO)	100,000 - 150,000	90,000 - 130,000
Chief Information Security Officer (CISO)	100,000 - 130,000	85,000 - 120,000
IT Director / Head of IT	90,000 - 125,000	85,000 - 120,000
IT Manager	75,000 - 90,000	70,000 - 80,000

### Software Development

	DUBLIN €	REGIONAL €
Engineering / Development Manager	90,000 - 110,000	80,000 - 100,000
Technical Architect	80,000 - 95,000	75,000 - 85,000
Senior Engineer / Technical Team Lead (JEE / .NET)	70,000 - 80,000	65,000 - 75,000
Mainframe Developer	40,000 - 50,000	35,000 - 45,000
Senior Front End / UI Developer	55,000 - 65,000	50,000 - 60,000
C / C++ Developer	45,000 - 70,000	40,000 - 65,000
Mid-level .NET / C# Engineer	45,000 - 65,000	40,000 - 60,000
Mid-level JEE Developer	45,000 - 65,000	40,000 - 60,000
Web Services Developer	45,000 - 65,000	40,000 - 60,000
Android / iOS Developer	45,000 - 65,000	40,000 - 60,000
Ruby on Rails Developer	45,000 - 65,000	40,000 - 60,000
Cold Fusion Developer	45,000 - 65,000	40,000 - 60,000
PHP Developer	45,000 - 65,000	40,000 - 60,000
Python Developer	45,000 - 65,000	40,000 - 60,000
SharePoint Developer	50,000 - 70,000	40,000 - 65,000
Release / Configuration Engineer	50,000 - 70,000	40,000 - 65,000

“Salary levels have been pushed up with surging demand and a tighter supply of strong IT professionals.”

## INFORMATION TECHNOLOGY - PERMANENT

### Creative / Design

	DUBLIN €	REGIONAL €
Art Director	75,000 - 95,000	70,000 - 85,000
Creative Manager	55,000 - 70,000	50,000 - 60,000
Interactive Designer	45,000 - 60,000	40,000 - 55,000
UX / Usability Designer	50,000 - 75,000	45,000 - 65,000
Multimedia / Graphic / Web Designer	32,000 - 55,000	25,000 - 45,000
3D Modeller / Designer	35,000 - 55,000	30,000 - 50,000
Games Designer	40,000 - 60,000	35,000 - 55,000

### Security / IT Audit

	DUBLIN €	REGIONAL €
IT Security Consultant	45,000 - 75,000	40,000 - 60,000
IT Auditor	40,000 - 65,000	35,000 - 60,000
IT Compliance Specialist	40,000 - 65,000	35,000 - 60,000
IT Forensics / eDiscovery Consultant	40,000 - 70,000	35,000 - 65,000

### Systems Analysis

	DUBLIN €	REGIONAL €
IT Management Consultant	45,000 - 90,000	40,000 - 85,000
Business Systems Analyst / Consultant	50,000 - 75,000	45,000 - 65,000
Reporting Analyst	35,000 - 65,000	30,000 - 60,000
QA / Test Manager	65,000 - 80,000	60,000 - 75,000
QA / Test Lead	60,000 - 70,000	55,000 - 65,000
Principal Engineer / Systems Architect	85,000 - 100,000	80,000 - 95,000
Software Test / QA Engineer	40,000 - 55,000	35,000 - 50,000
Business Intelligence Analyst	50,000 - 65,000	45,000 - 60,000
QA Automation Engineer	45,000 - 65,000	40,000 - 60,000
Data Warehouse Consultant	50,000 - 75,000	45,000 - 70,000
Data Scientist / Data Analytics Consultant	50,000 - 75,000	45,000 - 70,000
Database Developer (Oracle / SQL Server)	45,000 - 60,000	40,000 - 55,000

“Many companies have successfully hired through the Critical Skills Employment Permit. More companies will need to consider this in order to scale up effectively.”

### IT / Project Management

	DUBLIN €	REGIONAL €
Program Manager	80,000 - 100,000	75,000 - 90,000
Senior Project Manager	75,000 - 85,000	70,000 - 80,000
Project Manager	65,000 - 75,000	60,000 - 70,000
Software Product Manager	65,000 - 85,000	60,000 - 80,000
PMO Coordinator / Project Administrator	38,000 - 55,000	35,000 - 50,000

### Support / Administration

	DUBLIN €	REGIONAL €
Database Administrator (Oracle / SQL Server / Sybase)	50,000 - 75,000	45,000 - 70,000
DevOps / Platform Engineer	50,000 - 75,000	45,000 - 70,000
Unix / Linux Administrator	45,000 - 65,000	40,000 - 60,000
Systems Administrator	40,000 - 70,000	35,000 - 65,000
Network Engineer	40,000 - 70,000	35,000 - 65,000
Help Desk Support	28,000 - 35,000	26,000 - 34,000
Application Support Consultant	40,000 - 65,000	35,000 - 60,000
Service Delivery Manager	55,000 - 75,000	50,000 - 70,000

### Localisation / Technical Writers

	DUBLIN €	REGIONAL €
Localisation Project Manager	45,000 - 65,000	40,000 - 60,000
Localisation Engineer	28,000 - 45,000	25,000 - 40,000
Localisation QA Engineer	25,000 - 38,000	25,000 - 35,000
Technical Writer / Editor	35,000 - 55,000	30,000 - 50,000

### ERP Consultancy / Specialist

	DUBLIN €	REGIONAL €
SAP Consultant (Functional / Technical)	60,000 - 80,000	50,000 - 70,000
SAP Basis Consultant	45,000 - 70,000	40,000 - 65,000
Oracle eBusiness (Functional / Technical)	60,000 - 80,000	55,000 - 75,000

### Embedded (Hardware / Software)

	DUBLIN €	REGIONAL €
Embedded Software Engineer (C / C++)	40,000 - 70,000	35,000 - 65,000

## INFORMATION TECHNOLOGY - TEMPORARY & CONTRACT

The IT contract market has continued to grow throughout 2015 with many companies increasing the volume of contract workers hired to staff both new projects and in response to increasing workloads.

We did however notice a trend across respondent companies towards increasing the volume of permanent hires where they might have been more likely to opt instead for contractors in previous years. While this is a positive and welcome development, it did limit the overall volume of contract roles which were available to candidates.

In addition, over the past 12 months we noticed an increasing number of companies preferring to use Fixed Term Contracts as an alternative to Daily Rate, mostly due to the perceived additional expense of daily rate contractors. Our contracts team also noted a marked increase during 2015 in the volume of Fixed Term Contract vacancies logged compared to 2014, together with a slight increase in the volume of Daily Rate Contract vacancies registered over the previous year.

The continuing growth and success of the ICT sector has meant that more and more people are happy to at least consider contracting opportunities but only if the opportunity is right for them. Information Technology professionals who are active in the job market are typically interviewing with multiple employers, and those candidates with the skills and experience in demand can typically expect to be juggling more than one job offer at the end of the process. This can have a strong effect on the rate they ultimately achieve at offer stage as employers bid to secure key hires for projects, and it also makes the task of securing those candidates for roles more complex.

Overall, we saw candidate expectations regarding rates increasing through 2015. Regarding rates of pay on offer, we observed that 2015 followed a similar path to previous years with a number of niche areas (in particular software development, business intelligence, data analytics and IT security and governance) experiencing a significant shortage of suitably skilled candidates, and those areas obviously saw the bulk of rate increases. At the same time, other areas in which candidate supply was stronger saw less upward pressure on rates. Looking at the contracting market as a whole, we saw an average increase of approximately 5% across the board. However many candidates saw increases well in excess of that. According to our survey the majority of contractor respondents (62%) saw an increase in rate last year, while 30% of respondents saw their rates at least remain the same throughout the year. A small number of respondents (8%) experienced a rate decrease.

Looking across the key categories, 85% of contract software developers saw a rate increase this year, while just 8% of software developers saw a decrease. All respondents working in business intelligence and data analytics (100%) indicated that they achieved a rate increase in 2015. Project managers who responded indicated that just over half (52%) experienced a rate increase in 2015 with the remainder either holding their rate or accepting a lower rate. Business analysis was similar with 58% seeing an increase in rate.

Looking at all respondents together, 38% of contractors felt that they were underpaid in their current role, while the majority (59%) felt that they were paid appropriately.

According to contractors in our survey, the rate on offer is still the number one attraction when considering roles. However outside of rates, challenging work, flexible working, location and lower working hours are the next most important things considered in that order.

According to employers who responded to our survey, rates for developers have increased through 2015, in particular for mobile and web developers. Rates for mid-level Java and .NET developers are pushing to €400 per day on average in Dublin, with senior developers earning up to €500. Technical architects are achieving between €500 and €600 per day on average with some individuals achieving in excess of that, principally those working on the larger projects.

IT security specialists are seeing increases as demand for their skills increases, and rates have increased by approximately 10% across the board. Systems analysts have seen increases this year with roles averaging between €350 and €400 per day, but with some candidates earning higher rates with specific technical skills or domain knowledge.

We haven't seen much change within QA with manual testing roles averaging between €250 and €320 per day, and up to 15% higher with specific technical or domain skills. The volume of infrastructure roles was generally comparable to last year and rates were broadly similar.

We saw an increase in the volume of project management roles and some large projects came on stream with very strong rates on offer. In general we saw a slight increase in rates over last year but lots of competition for roles. Average rates in Dublin are now approximately €450 to €500 per day but rising mainly depending on the complexity of the work involved.



“Employers need to be increasingly competitive in areas which are experiencing significant skills shortages.”

Looking forward, we feel 2016 will see more upward pressure on rates again, particularly across business intelligence, data analytics and mobile and web development. The improvement in the economy as a whole may tend to encourage contractors to push for increased rates. Any employers who are struggling to pay rising market rates can still secure good candidates by offering streamlined and professional selection processes and offering interesting roles within an up to date technical environment.

Candidates are becoming increasingly fussy about rate, company, location and technical environment and in areas which are experiencing significant skills shortages employers need to be increasingly competitive.

### Executive

	DUBLIN € DAILY	REGIONAL € DAILY
Chief Technical Officer (CTO)	500 - 800	500 - 750
IT Director	550 - 700	450 - 700
IT Manager	450 - 700	400 - 650

### Software Development

	DUBLIN € DAILY	REGIONAL € DAILY
Engineering / Development Manager	500 - 600	500 - 600
Technical Architect	500 - 600	500 - 600
Senior Engineer / Technical Team Lead (JEE / .NET)	420 - 550	400 - 500
Mainframe Developer	400 - 500	400 - 500
C / C++ Developer	350 - 450	350 - 450
Mid-level .NET / C# Engineer	350 - 420	350 - 400
Mid-level JEE Developer	350 - 420	350 - 400
Web Services Developer	350 - 420	350 - 400
Android / iOS Developer	350 - 450	350 - 450
Ruby on Rails Developer	350 - 450	350 - 450
Cold Fusion Developer	350 - 450	350 - 450
PHP Developer	350 - 450	350 - 450
Python Developer	350 - 450	350 - 450
SharePoint Developer	420 - 550	400 - 500
Release / Configuration Engineer	350 - 450	350 - 450

The above daily rates are candidate's pay and are exclusive of employer's PRSI, holiday pay, payroll charges and Brightwater's management fees.

## INFORMATION TECHNOLOGY - TEMPORARY & CONTRACT

### Creative / Design

	DUBLIN € DAILY	REGIONAL € DAILY
Art Director	450 - 550	425 - 525
Creative Manager	400 - 550	350 - 500
Interactive Designer	300 - 450	300 - 400
UI / UX Engineer	350 - 450	300 - 400
Multimedia / Graphic / Web Designer	200 - 400	200 - 350
3D Modeller / Designer	250 - 400	200 - 400
Games Designer	350 - 450	300 - 450

### Security / IT Audit

	DUBLIN € DAILY	REGIONAL € DAILY
IT Security Consultant	400 - 550	350 - 450
IT Auditor	350 - 500	300 - 450
IT Compliance Specialist	350 - 500	300 - 450

### Systems Analysis

	DUBLIN € DAILY	REGIONAL € DAILY
IT Management Consultant	500 - 700	450 - 650
Business Systems Analyst / Consultant	350 - 500	300 - 450
Reporting Analyst	300 - 450	300 - 400
QA / Test Manager	350 - 600	300 - 500
QA / Test Lead	300 - 550	300 - 450
Business Intelligence Analyst	300 - 400	300 - 400
Principal Engineer / Systems Architect	500 - 600	450 - 600
Software Test / QA Engineer	250 - 400	250 - 375
QA Automation Engineer	300 - 500	300 - 450
Data Warehouse Consultant	450 - 550	400 - 500
Database Developer (Oracle / SQL Server)	400 - 550	350 - 500
Data Analytics Consultant	350 - 500	300 - 450

### IT / Project Management

	DUBLIN € DAILY	REGIONAL € DAILY
Program Manager	500 - 750	450 - 700
Senior Project Manager	450 - 600	400 - 550
Project Manager	400 - 500	400 - 500
Product Manager	450 - 600	400 - 500
PMO Coordinator / Project Administrator	250 - 350	225 - 325

The above daily rates are candidate's pay and are exclusive of employer's PRSI, holiday pay, payroll charges and Brightwater's management fees.

### Support / Administration

	DUBLIN € DAILY	REGIONAL € DAILY
Database Administrator (Oracle / SQL Server / Sybase)	350 - 500	300 - 500
Unix / Linux Administrator	300 - 400	300 - 400
Systems Administrator	250 - 400	250 - 350
Network Engineer	250 - 400	250 - 350
Help Desk Support	200 - 300	200 - 300
Application Support Consultant	250 - 350	250 - 350
Service Delivery Manager	450 - 550	450 - 550

### Localisation / Technical Writers

	DUBLIN € DAILY	REGIONAL € DAILY
Localisation Project Manager	330 - 450	300 - 400
Localisation Engineer	250 - 350	250 - 350
Localisation QA Engineer	250 - 320	250 - 320
Technical Writer / Editor	250 - 350	250 - 350

### ERP Consultancy / Specialist

	DUBLIN € DAILY	REGIONAL € DAILY
SAP Consultant (Functional / Technical)	500 - 750	500 - 700
SAP Basis Consultant	500 - 700	500 - 700
Oracle Application (Functional / Technical)	500 - 750	500 - 700

### Embedded (Hardware / Software)

	DUBLIN € DAILY	REGIONAL € DAILY
Embedded Windows / Linux Software Engineer (C / C++)	350 - 500	350 - 450

The above daily rates are candidate's pay and are exclusive of employer's PRSI, holiday pay, payroll charges and Brightwater's management fees.

**“Rates for developers have increased, in particular for mobile and web developers.”**

## Director's Address 2016



The outlook across the island of Ireland is one of increasing positivity for employers and job seekers alike. Positive sentiment and consistent growth has seen the jobs market improve. The pace of recovery does differ between sectors and geographical locations but on the whole, BrightStar has seen a surge in recruitment across most of our divisions. We expect this to continue throughout 2016 as employers now have larger hiring budgets and can afford to expand their teams to manage an ever increasing workload.

This growth is due to the increased number of companies coming in supported by foreign direct investment as well as the fact that many SMEs find themselves in a stronger financial position to expand their workforce. Both Ireland and Northern Ireland continue to position themselves as great locations to do business.

We have seen a significant rise in the requirement for temporary and contract business support professionals. Permanent recruitment in business support and customer services is also on the increase but while employers may be more flexible in their offerings, they are also more demanding in what they expect in return.

We are also seeing far more competition in the sales arena for commercially focused candidates particularly within business development and account management roles. Employers are continuing to focus on their retention policies and understand that the structure of their remuneration packages is incredibly important as is work life balance and career progression.

The retail sector's woes have been well documented in recent years but we are pleased to note that the growth that was witnessed first in 2014 continued on a mild upward trajectory throughout 2015. This positive progress looks set to continue throughout 2016 with e-commerce leading the charge. Salaries here too are changing but only in terms of more incentivised bonuses and improved commission structures.

We expect salaries to continue to rise albeit relatively cautiously in 2016 with employers putting more emphasis on incentivised bonus schemes and on improving working environments in order to both recruit and retain key employees.

Barbara McGrath

Deputy Managing Director  
Brightwater Group

President  
National Recruitment Federation

## BUSINESS SUPPORT - PERMANENT

On the whole 2015 has been a positive and encouraging year with notable growth in permanent business support recruitment across a variety of industries and levels.

We have observed two key areas of recruitment for business support during the course of 2016. A substantial volume of SMEs have been hiring entry level administration candidates with a long term view of growing and moulding them. We have also seen significant activity in the recruitment of personal and executive assistants, mainly in the financial services, FMCG, media and construction industries. Attrition is the main stimulus for roles becoming available, however companies are also growing and pushing to maintain their competitive edge, subsequently increasing demands leads to expansion and recruitment. The key traits that companies look for in candidates are commerciality and flexibility - candidates that can add value to the organisation. Also for the third consecutive year we have seen growth in the legal sector, legal secretaries at every level are in high demand and are a scarce commodity, which is driving up salary levels and remuneration packages.

Across the board salaries have remained quite stable within the past 12 months reflecting a steady increase for entry level salaries through to higher level Executive Assistant and Office Management roles. There are increasing instances of candidates having both multiple and counter offers on the table, a strong indicator the market is back on track. As a result, clients are offering more incentives to secure the right people, this reflects in both hard and soft benefits. These softer benefits include flexi-time, working from home and compressed hours. Salary is no longer the main decision factor, it is the overall package that is leading candidates to take risks and negotiate their worth.

The buzz word for 2015 is staff retention and employee fulfilment. Companies now have to innovate to attract and retain staff and we see this trend continuing throughout 2016. Clients are changing their culture to ensure that they are radiating a positive message to employees from their interview process, through to their on boarding and further on to their ongoing training and personal development, to ensure that their employees feel valued. Town halls or employee briefings are a regular feature ensuring that communication channels between employees and management team are always open and that they are always briefed.

In summary, we see the upward trajectory continuing and employee engagement and fulfilment will be paramount to employers who want to retain key employees.

### Managerial

	DUBLIN €	REGIONAL €
Operations Manager	50,000 - 70,000	45,000 - 60,000
Business Improvement Manager	40,000 - 60,000	38,000 - 55,000
Project Manager	40,000 - 80,000	38,000 - 60,000
Office Manager	35,000 - 60,000	35,000 - 50,000
Corporate Services Manager	45,000 - 70,000	35,000 - 50,000
Customer Services Manager	40,000 - 65,000	30,000 - 45,000

### PA & Secretarial

	DUBLIN €	REGIONAL €
Executive Assistant	40,000 - 60,000	40,000 - 50,000
Senior Personal Assistant	35,000 - 48,000	35,000 - 45,000
Personal Assistant	30,000 - 38,000	28,000 - 34,000
Team Secretary	28,000 - 35,000	28,000 - 34,000
Medical Secretary	26,000 - 35,000	25,000 - 32,000

### Business Support

	DUBLIN €	REGIONAL €
Office Manager (5+ years' exp.)	35,000 - 60,000	30,000 - 50,000
Senior Administrator	28,000 - 33,000	27,000 - 32,000
Administrator	22,000 - 28,000	20,000 - 28,000
Project Administrator	28,000 - 40,000	25,000 - 35,000
Sales Administrator	25,000 - 35,000	25,000 - 28,000
Senior Receptionist	26,000 - 33,000	25,000 - 30,000
Receptionist	22,000 - 28,000	20,000 - 25,000
Events Coordinator	24,000 - 32,000	22,000 - 28,000
Office Junior	20,000 - 26,000	18,000 - 23,500
Data Entry	18,000 - 25,000	18,000 - 23,000

### Bid / Tender Support

	IRELAND €
Bid / Tender Manager	40,000 - 60,000
Bid / Tender Executive	30,000 - 40,000
Bid / Tender Administrator	25,000 - 30,000
Contracts Administrator	23,000 - 28,000

### Customer Service

	DUBLIN €	REGIONAL €
Call Centre Manager	60,000 - 90,000	50,000 - 80,000
Customer Service Manager	40,000 - 65,000	30,000 - 45,000
Customer Services Team Lead	30,000 - 40,000	28,000 - 32,000
Customer Service Agent	22,000 - 28,000	20,000 - 26,000
Bilingual Customer Service Agent	25,000 - 35,000	24,000 - 29,000
Telesales Agent	22,000 - 30,000	20,000 - 26,000

### Legal Support

	DUBLIN €	REGIONAL €
Practice Manager	50,000 - 65,000	35,000 - 55,000
Office Manager	45,000 - 60,000	35,000 - 50,000
Legal PA	35,000 - 50,000	32,000 - 40,000
Legal Secretary	28,000 - 45,000	28,000 - 35,000
Legal Administrator	22,000 - 30,000	22,000 - 27,000
Audio Typist	25,000 - 30,000	22,000 - 26,000

**“Legal secretaries at every level are in high demand and are a scarce commodity, which is driving up salary levels and remuneration packages.”**

## BUSINESS SUPPORT - TEMPORARY

2015 has been another very stimulating year for temporary and contract recruitment in business support across all industries, with significant and continuing growth within SMEs and multinationals in both the private and public sector..

The momentum for temporary and contract staff has increased during the latter half of 2015 and we forecast this will continue into 2016. This upsurge has been driven by project related recruitment, namely in the financial services industry, coupled with the ubiquitous requirement for maternity leave cover and the marked increase in clients recruiting temporary staff to cover for holiday and sick leave. This momentum is further driven by the choice of a significant number of clients to continue to favour the more cautious option of hiring on a temporary or contract basis in the first instance with a view to permanency.

The most notable observation for 2015, is the pace at which candidates are securing roles. As a result of the continued optimism in the market, candidates now have a variety of vacancies to choose from and if they are immediately available they are being taken on straight away. Therefore, we are advising clients that they need to speed up their recruitment timelines in order to secure their desired candidate.

Overall general rates of pay and basic salaries have remained similar with some increases of between 2% and 4%. Conventionally, benefits and remuneration packages have not applied to temporary and contract roles, however, this year we have seen benefits such as healthcare and performance related bonus being awarded to some longer term contracts. Completion bonuses at the end of contracts to ensure that candidates remain for the duration of their contracts are now common place. We expect these trends to continue into 2016 as recruitment grows and the high calibre, highly skilled talent pool decreases and contracts.

Our prediction for 2016 is for continued buoyancy and growth in the temporary and contract market across all areas of business support.

### Temporary & Contract

	DUBLIN € p/h	REGIONAL € p/h
Office Manager	16.00 - 32.00	14.00 - 30.00
Project Manager	20.00 - 35.00	18.00 - 32.00
Project Administrator	14.00 - 20.00	12.00 - 18.00
Senior PA / Executive Assistant	17.00 - 25.00	15.00 - 25.00
Junior PA / Executive Assistant	14.00 - 18.00	12.00 - 16.00
Receptionist (3-5 years' exp.)	11.00 - 15.00	10.00 - 15.00
Senior Administrator	13.00 - 16.00	12.00 - 15.00
Administrator	11.00 - 14.00	10.00 - 14.00
Team Secretary	13.00 - 16.00	12.00 - 15.00
Medical Secretary	13.00 - 15.00	12.00 - 15.00
Legal Secretary	14.00 - 19.00	12.00 - 18.00
Legal Administrator	11.00 - 14.00	10.00 - 13.00
Audio Typist	12.00 - 15.00	10.00 - 14.00
Customer Service Manager	18.00 - 30.00	16.00 - 28.00
Customer Service Representative	11.00 - 14.00	10.00 - 13.00
Multilingual Customer Service Representative	12.00 - 16.00	10.00 - 16.10
Sales Administrator	12.00 - 16.00	10.00 - 14.00
Data Entry Administrator	9.00 - 12.00	9.00 - 11.00

The above hourly rates are candidate's pay and are exclusive of employer's PRSI, holiday pay, payroll charges and Brightwater's management fees.

**“Our prediction for 2016 is for continued buoyancy and growth in the temporary and contract market across all areas of business support.”**

## RETAIL

2015 has been a positive year for retail, with growth predominating across most retail categories, however, a full recovery is still some time away. With the economy on an upward trajectory, Christmas 2015 is also widely predicted to be the best performing Christmas in the last seven years, which reflects an increase in consumer confidence and spending.

One of the key growth areas this year has been the homewares sector, which has been propelled by the hive of activity in the property and renting market. The premium product/luxury category has also seen a rise in recruitment activity, which indicates that there is still a market for these high end goods, predominantly in the jewellery category.

E-commerce offerings including online and mobile channels continue to be paramount to all retailers and this coupled with embracing emergent payment technologies, remain the key focus of their sales and marketing strategy and investment. This is driven by the diverse shopping demands of Irish consumers and the growing popularity of online shopping.

In relation to salaries, on the whole they have remained relatively stable, with staff being incentivised through bonus payments and commission structures. However, the one notable change is the increase in minimum wage from €8.65 to €9.15, which will be introduced in 2016. This increase of 50 cent has been met with a mixed reaction, candidates are understandably delighted with the increase, but the reaction from some retailers is not in the same vein. This rise in labour costs in addition to increases in insurances costs and rent could potentially mean that some retailers have to close their doors.

**“The one notable change is the increase in minimum wage from €8.65 to €9.15, which will be introduced in 2016.”**

### Head Office

	DUBLIN €	REGIONAL €
Operations Manager	55,000 - 80,000	50,000 - 80,000
Senior Buyer	55,000 - 70,000	50,000 - 65,000
Buyer	40,000 - 60,000	40,000 - 50,000
Assistant Buyer	30,000 - 40,000	27,000 - 38,000
Buying Administrator	24,000 - 30,000	23,000 - 28,000

### Grocery Multiples

	DUBLIN €	REGIONAL €
Area Manager	70,000 - 90,000	70,000 - 90,000
Store Manager	60,000 - 80,000	55,000 - 70,000
Assistant Manager	35,000 - 50,000	30,000 - 45,000
Department / Section		
Manager	28,000 - 38,000	25,000 - 28,000
Supervisor	25,000 - 30,000	22,000 - 28,000
Cashier	22,000 - 26,000	20,000 - 25,000

### Non-Grocery Multiples

	DUBLIN €	REGIONAL €
Area Manager	70,000 - 90,000	70,000 - 90,000
Store Manager	55,000 - 80,000	55,000 - 70,000
Assistant Manager	40,000 - 50,000	40,000 - 50,000
Department / Section		
Manager	30,000 - 40,000	30,000 - 35,000
Supervisor	25,000 - 30,000	25,000 - 28,000
Cashier	22,000 - 26,000	21,000 - 25,000

### Symbol Groups / Forecourt

	DUBLIN €	REGIONAL €
Area Manager	60,000 - 75,000	60,000 - 75,000
Retail Operations Advisor	55,000 - 65,000	55,000 - 65,000
Store Manager	40,000 - 60,000	40,000 - 60,000
Assistant Manager	30,000 - 45,000	30,000 - 45,000
Retail Assistant	21,000 - 25,000	20,000 - 25,000

### Electrical / Pharmaceutical / Telecoms

	DUBLIN €	REGIONAL €
Area Manager	55,000 - 70,000	50,000 - 65,000
Store Manager	40,000 - 55,000	40,000 - 55,000
Assistant Manager	28,000 - 35,000	28,000 - 35,000
Retail Assistant	21,000 - 26,000	20,000 - 25,000

### Fashion - High Street

	DUBLIN €	REGIONAL €
Area Manager	60,000 - 80,000	60,000 - 80,000
Cluster Manager	40,000 - 60,000	40,000 - 60,000
Store Manager	28,000 - 45,000	28,000 - 45,000
Regional Visual		
Merchandiser	24,000 - 35,000	30,000 - 40,000
Visual Merchandiser	24,000 - 32,000	23,000 - 30,000
Assistant Manager	25,000 - 30,000	23,000 - 30,000
Supervisor / Sales		
Manager	22,000 - 28,000	22,000 - 26,000
Head Cashier	22,000 - 30,000	22,000 - 26,000

### Department Stores

	DUBLIN €	REGIONAL €
Area Manager	60,000 - 85,000	60,000 - 85,000
Store Manager	45,000 - 70,000	45,000 - 70,000
Assistant Manager	35,000 - 48,000	30,000 - 40,000
Department Manager	30,000 - 40,000	25,000 - 35,000
Concession Manager	28,000 - 35,000	25,000 - 32,000
Brand Manager	28,000 - 35,000	28,000 - 35,000
Visual Merchandiser	28,000 - 32,000	25,000 - 32,000
Full-time Sales		
Consultant	18,000 - 26,000	18,000 - 24,000
Part-time Sales		
Consultant	10.00 p/h	10.00 p/h

### Showroom Sales

	DUBLIN €	REGIONAL €
Area Manager	40,000 - 55,000	40,000 - 55,000
Showroom Manager	30,000 - 45,000	30,000 - 45,000
Design Consultant	26,000 - 30,000	26,000 - 30,000
Showroom Consultant	22,000 - 26,000	20,000 - 26,000
Counter Sales Consultant	18,000 - 23,000	18,000 - 22,000

## SALES

In the last 12 months, we have seen a market that is continuing to thrive with immense positivity in sales recruitment across all industries, most notably in technology and FMCG. Confidence has certainly soared in the market for both candidates and employers alike. We have seen a shift from caution and risk adversity to more confident decision making and as candidates are keener to move and employers are snapping them up, it's an exciting time in the sales sector.

With many candidates taking the opportunity to further their education since the downturn, there is now an increased demand for candidates that have an industry or discipline related degree or diploma. As a result, salaries (basic and/or commission) have increased, especially for junior / entry level roles.

The surge in growth across all industries will indicate that 2016 will see companies taking on additional headcount, in particular, for business development and account management roles. As companies are strategically leveraging their revenue from existing customers and also pushing in to new and emerging markets, these roles will significantly increase. Extensive knowledge of CRMs and business commercial tools coupled with marketing, online and social media awareness are all key skills that most employers will continue to expect.

Remuneration will continue to focus on overall package including basic salary and commission. We predict that 2016 will see this becoming more competitive in order to attract the best talent. Excellent candidates are demanding more from their overall remuneration packages. Typical benefits and allowances will continue to be attractive, including company car or car allowance, health and pension. In addition to this we are seeing that companies who offer flexible hours, flexible holidays and other options like working from home and compressed hours, will be more attractive in this competitive marketplace.

Overall, the war on talent will continue on into 2016 with the demand for experience and a proven track record in sales continuing to be essential criteria for hiring. Companies will find challenging times ahead, both in attraction and retention of seasoned and commercial talent as more options are being presented to candidates due to market growth and confidence.



## ICT

	DUBLIN BASE €	DUBLIN OTE €	REGIONAL BASE €	REGIONAL OTE €
Sales Manager	60,000 - 85,000	90,000 - 150,000	50,000 - 75,000	70,000 - 100,000
Business Development Manager	60,000 - 80,000	80,000 - 120,000	45,000 - 65,000	55,000 - 80,000
Business Development Executive	40,000 - 60,000	60,000 - 110,000	35,000 - 45,000	40,000 - 50,000
Client Services Manager	60,000 - 80,000	70,000 - 95,000	40,000 - 55,000	50,000 - 65,000
Technical Sales Executive	40,000 - 60,000	60,000 - 100,000	33,000 - 48,000	40,000 - 60,000
Inside Sales / Telesales Team Leader	30,000 - 40,000	40,000 - 80,000	35,000 - 42,000	35,000 - 55,000
Inside Sales / Telesales Executive	25,000 - 35,000	35,000 - 60,000	25,000 - 35,000	35,000 - 50,000

## FMCG

	DUBLIN BASE €	DUBLIN OTE €	REGIONAL BASE €	REGIONAL OTE €
Commercial Manager	80,000 - 100,000	95,000 - 120,000	60,000 - 90,000	70,000 - 115,000
Area / Regional Manager	65,000 - 80,000	80,000 - 110,000	55,000 - 75,000	65,000 - 95,000
National Account Manager	60,000 - 75,000	70,000 - 90,000	50,000 - 70,000	60,000 - 80,000
Key Account Manager	45,000 - 60,000	55,000 - 75,000	40,000 - 55,000	50,000 - 65,000
Customer Account Manager	45,000 - 60,000	55,000 - 75,000	35,000 - 50,000	40,000 - 55,000
Territory Sales Rep	28,000 - 45,000	35,000 - 55,000	28,000 - 40,000	35,000 - 50,000
Field Sales Rep	28,000 - 40,000	35,000 - 50,000	25,000 - 35,000	30,000 - 45,000
Van Sales Rep	25,000 - 35,000	30,000 - 45,000	23,000 - 32,000	28,000 - 36,000
Merchandiser	22,000 - 28,000	24,000 - 40,000	18,000 - 24,000	20,000 - 26,000

## B2B

	DUBLIN BASE €	DUBLIN OTE €	REGIONAL BASE €	REGIONAL OTE €
National Sales Manager	70,000 - 90,000	85,000 - 120,000	60,000 - 80,000	70,000 - 100,000
Regional Sales Manager	60,000 - 75,000	70,000 - 100,000	50,000 - 70,000	60,000 - 100,000
Sales & Marketing Manager	55,000 - 80,000	65,000 - 95,000	50,000 - 65,000	55,000 - 75,000
Key Account Manager	40,000 - 55,000	45,000 - 65,000	40,000 - 55,000	45,000 - 60,000
Client Services Manager	60,000 - 80,000	70,000 - 95,000	40,000 - 55,000	45,000 - 60,000
Business Development Manager	40,000 - 60,000	50,000 - 75,000	35,000 - 55,000	40,000 - 60,000
Business Development Executive	35,000 - 50,000	45,000 - 60,000	25,000 - 40,000	30,000 - 45,000
Field Sales Executive	30,000 - 40,000	35,000 - 55,000	25,000 - 35,000	30,000 - 45,000
Inside Sales / Telesales Team Leader	30,000 - 40,000	40,000 - 70,000	25,000 - 35,000	30,000 - 45,000
Inside Sales / Telesales Executive	25,000 - 35,000	35,000 - 50,000	20,000 - 28,000	23,000 - 35,000

**“With sales professionals coming from IT backgrounds in short supply, we envisage that this will continue to be a very competitive market.”**



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