

This survey was conducted by Brightwater in October 2004. A selection of over 500 companies were surveyed which ranged from SME businesses and blue chip organisations. These figures are anticipated to reflect market rates for the year to October 2005.



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# Salary Survey 2005



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# Science & Pharmaceutical

Job Title	Dublin €	Cork €	Regional €
<b>Quality</b>			
QA / QC Manager	50,000 - 65,000	55,000 - 60,000	45,000 - 55,000
QA / QC Supervisor	35,000 - 45,000	35,000 - 43,000	31,000 - 40,000
QA / QC Analyst 1-3 years	25,000 - 30,000	24,000 - 28,000	22,000 - 27,000
QA / QC Analyst 3+ years	34,000 - 38,000	30,000 - 35,000	30,000 - 34,000
QA Technicians	18,000 - 24,000	17,000 - 22,000	17,000 - 21,000
Validation Manager	45,000 - 60,000	45,000 - 55,000	42,000 - 50,000
Validation Engineer 1-3 years	28,000 - 34,000	26,000 - 32,000	25,000 - 30,000
Validation Engineer 3+ years	34,000 - 45,000	32,000 - 45,000	30,000 - 42,000
Analytical Chemist 1-3 years	25,000 - 33,000	24,000 - 30,000	20,000 - 28,000
Analytical Chemist 3+ years	34,000 - 38,000	30,000 - 36,000	25,000 - 35,000
Laboratory Technicians	18,000 - 25,000	17,000 - 23,000	16,000 - 22,000
Documentation Officer	25,000 - 30,000	23,000 - 27,000	20,000 - 26,000
Documentation Engineer	30,000 - 40,000	30,000 - 35,000	25,000 - 32,000
Microbiology Analyst 1-3 years	25,000 - 30,000	24,000 - 28,000	22,000 - 27,000
Microbiology Analyst 3+ years	32,000 - 38,000	28,000 - 35,000	26,000 - 34,000
Health and Safety Officer	25,000 - 34,000	23,000 - 30,000	20,000 - 30,000
Environmental Officer	25,000 - 32,000	24,000 - 30,000	18,000 - 26,000
<b>Regulatory and Compliance</b>			
Regulatory Affairs Manager	50,000 - 60,000	45,000 - 55,000	42,000 - 53,000
Regulatory Affairs Specialist	45,000 - 55,000	40,000 - 50,000	38,000 - 48,000
Regulatory Affairs Officer	30,000 - 40,000	25,000 - 38,000	25,000 - 35,000
Compliance Manager	40,000 - 55,000	40,000 - 52,000	35,000 - 50,000
Compliance Officer	25,000 - 40,000	25,000 - 38,000	25,000 - 35,000
<b>Materials</b>			
Materials Manager	50,000 - 60,000	45,000 - 55,000	40,000 - 50,000
Master Scheduler	40,000 - 50,000	38,000 - 48,000	35,000 - 45,000
Buyer / Planner 1-3years	25,000 - 35,000	24,000 - 30,000	20,000 - 28,000
Buyer / Planner 3+ years	32,000 - 42,000	30,000 - 40,000	28,000 - 38,000
<b>Production</b>			
Production Manager	45,000 - 60,000	45,000 - 55,000	40,000 - 52,000
Production Supervisor	35,000 - 45,000	35,000 - 40,000	34,000 - 38,000
Pharmaceutical Engineering Manager	45,000 - 60,000	42,000 - 56,000	40,000 - 50,000
Production Engineer	30,000 - 40,000	28,000 - 35,000	25,000 - 34,000
Chemical Engineer 1-3 years	30,000 - 37,000	27,000 - 35,000	25,000 - 33,000
Chemical Engineer 3+ years	35,000 - 55,000	30,000 - 50,000	30,000 - 48,000
Production Operatives	18,000 - 25,000	17,000 - 23,000	16,000 - 23,000

# Insurance

Job Title	1 - 3 Years	3 - 5 Years	5 - 10+ Years
<b>Underwriting</b>			
<b>Underwriting Manager</b>			
Dublin €	32,000 - 45,000	45,000 - 54,000	54,000 - 68,000
Regional €	29,000 - 33,000	32,000 - 38,000	38,000 - 48,000
Belfast £	30,000 - 35,000	35,000 - 42,000	43,000 - 50,000
<b>Developmental Underwriter</b>			
Dublin €	35,000 - 38,000	38 - 43,000	43,000 - 62,000
Regional €	28,000 - 33,000	33 - 37,000	37,000 - 42,500
Belfast £	20,000 - 25,000	25,000 - 30,000	35,000 - 40,000
<b>Underwriter</b>			
Dublin €	28,000 - 32,000	32 - 37,000	37,000 - 55,000
Regional €	26,000 - 30,000	31 - 33,000	33,000 - 48,000
Belfast £	20,000 - 24,000	25,000 - 28,000	28,000 - 32,000
<b>Assistant Underwriter</b>			
Dublin €	20,000 - 23,000	23 - 26,000	27,000 - 34,000
Regional €	19,000 - 21,000	21 - 23,500	23,500 - 26,000
Belfast £	12,000 - 14,000	14,000 - 17,000	17,000 - 20,000
<b>Reinsurance Administrator</b>			
Dublin €	23,000 - 28,000	28,000 - 32,000	32,000
<b>Reinsurance Underwriter</b>			
Dublin €	35,000 - 42,000	43,000 - 58,000	60,000
<b>Captive Manager</b>			
Dublin €	48,000 - 56,000	56,000 - 68,000	68,000

## Northern Ireland

The Northern Ireland economy continues to perform well against the backdrop of international recovery. Unemployment levels are at a twenty five year low with the majority of opportunities coming from the thriving construction and service sector. Unfortunately there has been a slight decline in the manufacturing sector, but on a more positive note, Northern Ireland manufacturing output is out performing the UK. Northern Ireland operating costs are highly competitive and much lower than the rest of the mainland and Europe, attracting even more foreign investment. With one of Europe's youngest populations, a highly academic and skilled workforce, foreign investors can recruit staff that are known for their strong work ethic and low levels of absenteeism. The outlook for 2005 remains positive.

# Insurance

Job Title	1 - 3 Years	3 - 5 Years	5 - 10+ Years
<b><u>Servicing</u></b>			
<b>Business Development Executive*</b>			
Dublin €	27,000 - 33,000	33,000 - 38,000	40,000 - 58,000
Regional €	22,000 - 26,000	27,000 - 32,000	32,000 - 44,000
Belfast £	18,000 - 24,000	25,000 - 30,000	31,000 - 35,000
<b>Corporate Servicing Executive</b>			
Dublin €	28,000 - 33,000	32,000 - 37,000	37,000 - 48,000
Regional €	24,000 - 26,000	25,000 - 35,000	35,000 - 42,500
Belfast £	18,000 - 24,000	25,000 - 30,000	31,000 - 35,000
<b>Account Handler</b>			
Dublin €	22,000 - 26,000	26,000 - 34,000	34,000 - 43,000
Regional €	21,000 - 23,000	28,000 - 30,000	28,000 - 41,000
Belfast £	15,000 - 18,000	19,000 - 23,000	24,000 - 27,000
<b>Personal Lines</b>			
Dublin €	19,000 - 23,000	23,000 - 29,000	29,000 - 35,000
Regional €	18,000 - 22,000	22,000 - 27,000	26,000 - 31,000
Belfast £	12,000 - 14,000	15,000 - 17,000	18,000 - 22,000
<b><u>Claims</u></b>			
<b>Claims Management</b>			
Dublin €	32,000 - 41,000	42,000 - 54,000	54,000 - 78,000
Regional €	29,000 - 39,000	39,000 - 43,000	43,000 - 56,000
Belfast £	20,000 - 25,000	25,000 - 34,000	35,000 - 40,000
<b>Senior Claims Handler</b>			
Dublin €	28,000 - 32,000	32,000 - 38,000	39,000 - 48,000
Regional €	25,000 - 28,000	28,000 - 33,000	32,000 - 40,000
Belfast £	20,000 - 24,000	25,000 - 28,000	28,000 - 32,000
<b>Claims Handler</b>			
Dublin €	20,000 - 22,000	23,000 - 30,000	31,000 - 38,000
Regional €	18,000 - 19,000	23,000 - 27,000	27,000 - 34,000
Belfast £	15,000 - 18,000	19,000 - 23,000	24,000 - 27,000
* Excluding Commission & Bonuses			

2004 has seen a particularly positive upsurge in the demand and supply of technically equipped business development consultants across both sides the Life and Pensions and General sides of the business. Wealth Management is also the latest exposure sought after with remits to include giving property, investments and financial engineering advice.

This is set to continue well into 2005 and thereafter with a vision of a buoyant but competitive market ahead of us.



## Science & Pharmaceutical

Job Title	Dublin €	Cork €	Regional €
<b>Research and Development</b>			
Process Chemist 1-3years	25,000 - 35,000	24,000 - 32,000	22,000 - 30,000
Process Chemist 3+ years	34,000 - 38,000	31,000 - 37,000	30,000 - 35,000
Development Chemist 1-3 years	27,000 - 35,000	23,000 - 33,000	22,000 - 31,000
Development Chemist 3 years +	34,000 - 38,000	30,000 - 37,000	30,000 - 35,000
R&D Engineers	30,000 - 40,000	30,000 - 38,000	27,000 - 35,000
R&D Technicians	18,000 - 24,000	17,000 - 23,000	16,000 - 22,000
Phd Development Chemist	30,000 - 40,000	27,000 - 38,000	25,000 - 35,000
Process Development Manager	45,000 - 65,000	43,000 - 60,000	40,000 - 55,000

Demand for scientific professionals, particularly within the pharmaceutical sector has remained high in 2004. The growth and development of the Irish Pharmaceutical sector has been achieved off the back of a world-class manufacturing base, which has meant a continued demand for candidates with experience in the traditional manufacturing functions of Quality, Production and Supply Chain. There has also been an increase in demand for candidates with specialised skills in validation, technology transfer, process engineering and regulatory affairs, with individuals with these skills able to command relatively higher salaries.

Growth in 2004 has reflected a trend towards a more research-based economic model, with investment being channelled towards R&D and product innovation. There has been significant growth in the biotech and biopharmaceutical sector, with a good number of specialty companies reaching more advanced levels of development. This has created a greater need for highly specialised individuals. There are skill shortages in a number of areas. However demand is quite high for individuals with experience of clinical research and drug development.

## Human Resources

Job Title	Dublin €	Regional €	Belfast - £
HR Director	80,000 - 135,000	68,000 - 115,000	40,000 - 68,000
Organisational Development	50,000 - 65,000	38,000 - 55,000	22,000 - 28,000
Compensation & Benefits Manager	42,000 - 58,000	36,000 - 50,000	22,000 - 27,000
HR Manager	45,000 - 65,000	36,000 - 55,000	22,000 - 27,000
Recruitment Manager	40,000 - 60,000	34,000 - 51,000	23,000 - 36,000
Industrial / Employee Relations Mgr.	40,000 - 50,000	34,000 - 43,000	21,000 - 24,000
Training & Development Manager	40,000 - 50,000	34,000 - 43,000	21,000 - 25,000
HR Generalist	35,000 - 42,000	30,000 - 36,000	16,000 - 19,000
HR Officer / Assistant	26,000 - 35,000	23,000 - 30,000	12,000 - 16,000
Recruitment Consultant	25,000 - 31,000	22,000 - 26,000	11,000 - 14,000
Training Officer / Coordinator	26,000 - 32,000	22,000 - 27,000	11,000 - 14,000
HR Administrator	22,000 - 29,000	19,000 - 25,000	12,000 - 15,000
HR Graduate	18,000 - 23,000	15,000 - 19,000	9,000 - 10,000

Typical benefits: HR professionals may get performance related bonuses, pension, health insurance and educational support. In multi-nationals and blue chip organisations, a car / car allowance and share options may be offered. In the Financial Services / Banking sector, a mortgage, car loan and life assurance may be offered at preferential rates.

Movement within the HR market has markedly increased in the last 12 months. A renewed confidence is felt in the sector, witnessed by the number of contract, permanent or interim management positions available. While new opportunities are there for HR professionals wanting to make a move, however, there is significant competition for positions at all levels. Salaries are noted to be relatively static but brackets have broadened again as responsibilities are widened and some job titles become interchangeable.

# Information Technology

Job Title	Min €	Mid €	Upper €
<b>IT Permanent</b>			
CEO / MD	83,000	94,000	124,000
Chief Technology Officer (CTO)	64,000	85,000	115,000
Operations / IT Manager	70,000	80,000	90,000
Engineering / Development Manager	65,000	73,000	85,000
Technical Architect	62,000	72,000	82,500
Programme Manager	65,000	84,000	95,000
Project Manager	40,000	52,000	65,000
QA/Test Manager	45,000	55,000	65,000
Senior Engineer / Technical Team Lead	45,000	55,000	65,000
Software Engineer / Developer	25,000	38,000	48,600
Database Administrator	25,000	40,000	60,000
GUI Developer	24,000	32,000	48,000
Multimedia Designer	22,000	32,000	46,500
Business Analyst / Consultant	35,000	48,000	60,000
Technical Publications Manager	45,000	55,000	60,000
Technical Writer/Editor	25,000	44,000	55,000
Localisation Engineer	25,000	40,000	45,000
QA / Test Engineer	22,000	36,000	42,000
Systems Analyst	28,000	35,000	45,600
Network / Technical Support Engineer	23,000	32,000	45,000

Job Title	Mid € (daily)	Upper € (daily)
<b>IT Contract</b>		
Interim Manager / Consultant	-	500 - 900
ERP Technical Consultant	275 - 350	400 - 700
ERP Functional Consultant	300 - 400	400 - 900
Database Analyst / Architect	275 - 375	375 - 550
Business Intelligence / Datawarehousing Consultant	300 - 400	400 - 800
Programme Manager	350 - 500	500 - 1,000
Project Manager	250 - 350	350 - 500
Business Analyst	250 - 325	325 - 500
Software Engineer/Developer	250 - 300	300 - 450
GUI Developer	250 - 350	350 - 500
QA / Test Engineer	175 - 200	200 - 375
Network / Technical Support Engineer	175 - 200	200 - 350
Localisation Engineers	150 - 175	175 - 300
Technical Writer/Editor	150 - 250	250 - 400
Database Administrator	150 - 225	225 - 450
DTP / Documentation Specialist	130 - 250	250 - 350
Multimedia Designer	130 - 250	250 - 450

Typical Benefits include: Health Insurance -VHI plan B Options or Bupa Health Manager; bonus from 10% to 30% (based on company, team and individual performance); contributory pension average 7%; educational support ranging from €1,000 to €5,000 p.a.; Share options; Employee Share Purchase Plan at 15% discount of market rate.

Signs overall for the Technology market are positive. The number of open vacancies increased by 40% from Q4 in 2003. This is a real sign that the market has picked up considerably, with a clear increase in demand for both J2EE and .Net skills. The contract market peaked in Q2 of 2004 while demand grew for permanent hires. Although the number of job requisitions increased overall, employers remain price-sensitive, meaning that salary is an important deciding factor for the hiring manager.

Contract rates have experienced a move away from pro-rated annual salary in leaner times, to daily rates - although rates have improved only marginally. There is predominant activity in the Professional services market with demand for technical consultants and implementation staff. Demand has increased regionally, particularly in Cork with green-field start-ups such as McAfee and IDA activity focused on areas outside of Dublin. We have seen a tightening of the candidate market whereby there is competition for senior technical staff. Turnaround of applicants is a key consideration here, and average time to hire has reduced from 60 to 45 working days.

## Legal

Job Title	Dublin €	Regional €	Belfast - £
<b>Private Practice</b>			
Senior Salaried Partner	130,000 - 200,000	95,000 - 130,000	60,000 - 80,000
Salaried Partner	90,000 - 120,000	80,000 - 95,000	43,000 - 58,000
Solicitor 6-7 years*	62,000 - 88,000	54,000 - 71,000	32,000 - 39,000
Solicitor 4-5 years*	55,000 - 70,000	45,000 - 58,000	25,000 - 32,000
Solicitor 2-3 years*	44,000 - 59,000	40,000 - 47,000	22,000 - 25,000
Newly Qualified Solicitor	38,000 - 45,000	34,000 - 40,000	18,000 - 20,000
Company Secretary (2-4 years)	34,000 - 46,000	25,000 - 34,000	18,000 - 24,000
Company Secretary (1-2 years)	25,000 - 33,000	21,000 - 27,000	12,000 - 18,000
Legal Executive/Paralegal	27,000 - 36,000	23,000 - 30,000	12,000 - 16,000
<b>In-House</b>			
Head of Legal - Large Organisation	110,000 - 140,000	90,000 - 110,000	54,000 - 62,000
Head of Legal - Small Organisation	80,000 - 110,000	69,000 - 88,000	36,000 - 51,000
Senior Transactional Lawyer	80,000 - 120,000	66,000 - 95,000	35,000 - 46,000
Legal Advisor 6-7 years	77,000 - 83,000	55,000 - 68,000	30,000 - 37,000
Legal Advisor 4-5 years	56,000 - 71,000	45,000 - 58,000	24,000 - 31,000
Legal Advisor 2-3 years	45,000 - 60,000	41,000 - 45,000	22,000 - 24,000
Newly Qualified Solicitor	37,000 - 44,000	34,000 - 38,000	17,000 - 20,000
Company Secretary (2-4 years)	33,000 - 44,000	24,000 - 32,000	18,000 - 23,000
Company Secretary (1-2 years)	24,000 - 32,000	20,000 - 26,000	13,000 - 17,000
Legal Executive/Paralegal	25,000 - 36,000	20,000 - 28,000	12,000 - 15,000
Legal Graduate	19,000 - 22,000	16,000 - 18,000	8,000 - 11,000

Typical benefits: these may include performance related bonus, pension, health insurance, car allowance, company car, study package and share options. Many firms will pay bonuses to Solicitors according to their annual billings which can substantially increase the overall salary.

The Legal recruitment market has experienced a healthy growth in 2004, particularly in the latter half of the year. Demand for good Lawyers has increased substantially in sectors such as Property, Banking, Funds, Corporate Finance and Employment. In-house Legal Counsel positions are becoming increasingly attractive options for Lawyers seeking a move from practice. The forecast for 2005 is certainly positive depicting slight salary increases in the lucrative sectors.

## Executive

Job Title	Dublin €	Regional €	Belfast - £
<b>Industry</b>			
Managing Director (T/O >10m)	160,000 - 230,000	120,000 - 180,000	100,000 - 170,000
Managing Director (T/O <10m)	95,000 - 130,000	85,000 - 110,000	65,000 - 90,000
Finance Director (T/O > 10m)	120,000 - 170,000	85,000 - 105,000	55,000 - 85,000
Finance Director (T/O <10m)	85,000 - 110,000	65,000 - 85,000	45,000 - 65,000
Head of Major Function	80,000 - 120,000	70,000 - 100,000	50,000 - 75,000
<b>Financial Services</b>			
Managing Director	110,000 - 180,000	-	75,000 - 100,000
Head of Major Function	100,000 - 150,000	-	55,000 - 80,000
Head of Finance	85,000 - 110,000	-	45,000 - 70,000
Head of Operations	80,000 - 125,000	-	40,000 - 60,000

Typical Benefits: benefits for Executive level roles will typically include a bonus in excess of 15% which relates to both company and individual performance. Other benefits will include relocation expenses, company car/allowance, pension, healthcare, life assurance, mortgage subsidy, share options, share of profits, professional and club subscriptions.

The Executive market in Industry has not seen any substantive salary changes on last year. Turnover is low and roles are increasingly sector specific. On the Financial Services side, we have noticed a marked shortage of senior bankers in areas such as Property, Securitisation and Project Finance so that attractive salaries are on offer to suitably experienced individuals.



# Engineering & Construction

Job Title	Belfast £
Electronic Design Engineer	26,000 - 32,000
Mechanical Design Engineer	26,000 - 30,000
E & M Maintenance Engineer	20,000 - 24,000
E & M Maintenance Technician	16,000 - 20,000
Service Engineer	18,000 - 25,000
Quality Engineer	20,000 - 25,000
Process Engineers	22,000 - 27,000
Manufacturing Engineer	20,000 - 25,000
Senior Commissioning Engineer	30,000 - 35,000
Commissioning Engineer	25,000 - 30,000
Architect	20,000 - 40,000
Architectural Technician	20,000 - 40,000
Civil Engineer	20,000 - 30,000
Structural Engineer	20,000 - 30,000
Site Foreman	20,000 - 26,000
Site Manager	25,000 - 32,000
Contracts Manager	30,000 - 40,000
Planners	25,000 - 32,000
Senior Quantity Surveyor	30,000 - 40,000
Quantity Surveyor	20,000 - 30,000
Junior Quantity Surveyor	15,000 - 20,000
Senior Estimator	30,000 - 45,000
Estimators	20,000 - 30,000
Senior Building Surveyor	30,000 - 40,000
Building Surveyor	20,000 - 30,000
Junior Building Surveyor	15,000 - 20,000
Building Services Engineer	25,000 - 30,000
Graduate Structural Engineer	Up to 20,000
Graduate Civil Engineer	Up to 20,000

Typical benefits: benefits will include healthcare, car, car allowance, fuel allowance and pension. In addition to these benefits, some positions may carry bonuses, this will depend on individual & company performance.

The Construction and Engineering market is still very buoyant. This is a direct result of the growing numbers of Building and Industrial contracts being taken on by firms within Northern Ireland. Recruitment for professional and non professional in the field of Construction continues to grow. The Manufacturing sector in engineering has seen a slight decrease with the main focus shifting away from the Telecom & Electronic engineering sector. Demand outweighs candidate availability which will continue into 2005.

# Accountancy - Industry & Commerce

Job Title	Dublin €	Regional €	Belfast £
Finance Director > 10m	110,000 - 155,000	75,000 - 95,000	45,000 - 60,000
Finance Director < 10m	80,000 - 110,000	60,000 - 75,000	37,000 - 50,000
Finance Controller > 10m	80,000 - 120,000	45,000 - 55,000	32,000 - 40,000
Finance Controller < 10m	65,000 - 75,000	58,000 - 68,000	28,000 - 34,000
Treasury Accountant	50,000 - 62,000	49,000 - 52,000	25,000 - 30,000
Internal Auditor	45,000 - 55,000	40,000 - 45,000	25,000 - 30,000
Systems Project Accountant	55,000 - 65,000	40,000 - 55,000	25,000 - 32,000
Finance Analyst	50,000 - 60,000	40,000 - 50,000	25,000 - 30,000
Financial Accountant	48,000 - 58,000	45,000 - 50,000	24,000 - 28,000
Management Accountant	48,000 - 52,000	45,000 - 50,000	24,000 - 28,000
Cost Accountant	45,000 - 50,000	39,000 - 46,000	22,000 - 26,000
Newly Qualified Accountant	45,000 - 47,000	35,000 - 41,000	21,000 - 26,000
Credit Control Manager	32,000 - 40,000	30,000 - 34,000	22,000 - 30,000
Accounts Payable Manager	39,000 - 45,000	32,000 - 39,000	18,000 - 22,000
Business Analyst	45,000 - 55,000	40,000 - 48,000	-
Payroll Manager	35,000 - 50,000	29,000 - 45,000	16,000 - 20,000
Part Qualified 1-3 years	32,000 - 38,000	27,000 - 33,000	13,000 - 16,000
Ass. Management Accountant	32,000 - 38,000	30,000 - 33,000	18,000 - 22,000
Ass. Financial Accountant	32,000 - 38,000	28,000 - 34,000	16,000 - 19,000
Accounts Payable Team Leader	37,000 - 39,000	30,000 - 35,000	14,000 - 18,000
Ass. Cost Accountant	35,000 - 38,000	30,000 - 36,000	16,000 - 18,000
Credit Controller	23,000 - 32,000	20,000 - 28,000	13,000 - 18,000
Payroll Administrator	22,000 - 31,000	20,500 - 27,000	13,000 - 16,000
Accounts Receivable	22,000 - 30,000	19,000 - 26,000	12,000 - 14,000
Accounts Payable	19,000 - 28,000	17,000 - 25,000	12,000 - 14,000
Trainee Account	17,000 - 25,000	15,000 - 23,000	11,000 - 14,000

Over the last twelve months there has been increase in roles both in qualified and part qualified in the FMCG, Software, Pharmaceutical and Construction industries, with a slight decrease in Manufacturing. There has proven a higher concentration in roles within Risk, Compliancy including Sarbannes Oxley and Internal Audit. The increase in employment in systems implementation and upgrades will also carry through to 2005. This slight shortfall of labour within these industries, provides for a greater bargaining power, allowing these individuals to command higher salaries. More industry movement is creating a knock-on effect and higher staff turnover.

Basic salaries have seen a steady increase, next year's projections are in the region of five to ten percent in all areas. The highest increase is again seen in the Dublin city center and surrounding areas. Although there has been a marked increase in rural salaries particularly those in the commuter belt. The average pension contribution has also increased, with average contribution for a financial controller being 7.5%. Individuals below this level can expect to achieve in the region of 6%. Company bonuses have also seen a slight increase with companies paying out on average between 10% to 15%. Allocation of payment is usually split 50:50 between company and personnel performance.

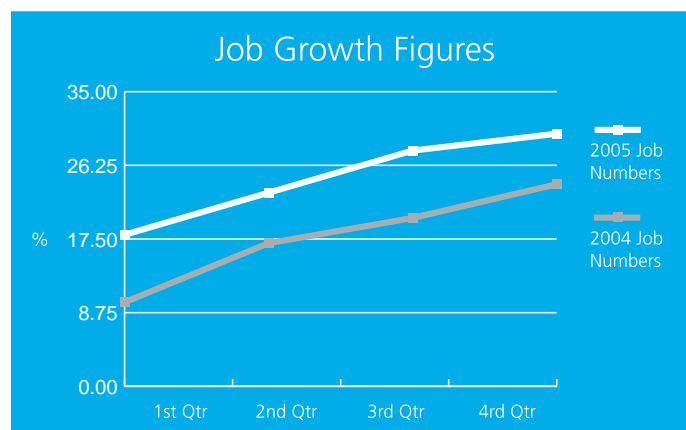
On the whole holiday entitlement has remained stable although some companies have opted for special days such as birthdays and flexi-time. Other benefits in kind are free or subsidised canteen, length of service awards, shares, professional fees, sports & social club and employee discounted share purchase as well as teleworking.

Motivations for changing role are still a combination of increase in package; promotional opportunities; commute to work and quality of life factor. See page 15 for Northern Ireland commentary.

# Accountancy - Temporary / Contract

Job Title	Annual Salary (Fixed term contracts) €	Temporary Hourly Rates €
Interim Manager/Financial Director	80,000 - 125,000	71.00 - 112.00
Financial Controller	60,000 - 75,000	53.50 - 66.50
Financial Accountant	50,000 - 60,000	44.50 - 66.50
Management Accountant	50,000 - 55,000	44.50 - 49.50
Cost Accountant	45,000 - 55,000	40.00 - 49.50
Regulatory Accountant	45,000 - 55,000	40.00 - 49.50
Financial Analyst	50,000 - 65,000	44.50 - 58.00
Credit Analyst	45,000 - 50,000	40.00 - 44.50
Systems Accountant	50,000 - 65,000	44.50 - 58.00
Project Accountant	50,000 - 65,000	44.50 - 58.00
Newly Qualified Accountant	40,000 - 45,000	35.50 - 40.00
Fund Accountant	45,000 - 50,000	40.00 - 44.50
Part Qualified Accountant	30,000 - 38,000	26.50 - 33.50
Internal Auditor	48,000 - 60,000	42.50 - 53.50
Credit Controller	23,000 - 30,000	20.50 - 26.50
Payroll Junior	22,000 - 25,000	20.00 - 22.50
Payroll Senior	25,000 - 30,000	22.50 - 26.60
Pensions Payroll	22,000 - 28,000	20.00 - 25.00
Assistant Accountants	30,000 - 35,000	26.50 - 31.00
Loans Administrator	25,000 - 30,000	22.50 - 26.60
Reconciliations Clerk	23,000 - 28,000	20.50 - 25.00
Bookkeeper	28,000 - 35,000	25.00 - 31.00
Accounts Clerk	23,000 - 28,000	20.50 - 31.00
Accounts Payable	23,000 - 28,000	20.50 - 31.00
Accounts Receivable	23,000 - 28,000	20.50 - 31.00
Accounts Assistants	23,000 - 28,000	20.50 - 31.00

The hourly rates above include the temporary employee's pay, employer's PRSI, holiday pay, bank holiday pay, payroll charges and Brightwater's management fee.



This diagram charts the % increase in the number of temporary/contract jobs registered with Brightwater during 2004, using 2003 as the base figure. It also shows the anticipated number of jobs that will be registered during 2005 (based on forecasts from recruiters across various sectors).

The number of temporary and contract jobs continue to be on the increase and the forecast for 2005 is that this trend will continue. Contract salaries are on a par with permanent salaries; however, completion bonuses are being offered to enhance the overall package and to ensure continuity of personnel during the contract term. Completion bonuses range from 10% to 20% of the annual salary.

# Sales & Marketing

Service & Other Sectors	Base Range €	OTE Range €
Sales Director	60,000 - 120,000	81,000 - 162,000
Sales Manager	40,000 - 70,000	54,000 - 94,500
Key / National Account Manager	36,000 - 52,000	48,600 - 62,500
Field Sales Executive	28,000 - 39,000	37,800 - 49,000
Telesales Executive	19,000 - 28,000	22,800 - 34,000
Sales Support	17,000 - 26,000	N/A
<b>Marketing</b>		
Marketing Director	80,000 - 110,000	-
Marketing Manager	55,000 - 75,000	-
Marketing Assistant	25,000 - 33,000	-
Public Relations Manager	40,000 - 53,000	-
Public Relations Executive	23,000 - 32,000	-
Product / Brand Manager	48,000 - 55,000	-
Category Manager	40,000 - 54,000	-
Category Analyst	30,000 - 38,000	-

Typical benefits: benefits for sales professionals will include fully expensed company car, commission, bonus, laptop, travel expenses, medical insurance and pension. Marketing professionals can receive bonuses of between 10 and 15%, car / car allowance (at senior level) and mobile phone.

Recruitment volume has steadily increased over the last 12 months, and has been based on both replacement of existing staff (72%) and creation of new roles (28%) - a healthy indicator.

With more roles available and less candidates to choose from, the basics of supply & demand have come into force, with many companies now focusing more on sales aptitude rather than specific product knowledge.

Sectors that have not been seen to recruit in some time are now engaging in focused recruitment drives - in particular all areas of telecommunications.

Suitably experienced IT sales candidates remain highly in demand, as always. Due to the technical knowledge required for the more senior positions, many roles are taking between 3 & 6 months to fill.

Pharmaceutical sales recruitment remains stable, with staffing issues being addressed by widening the net and hiring sales focused science & chemistry graduates.

Marketing recruitment remains low volume, and is about 18 months behind the general economy. With the abundance of suitably qualified candidates, companies can pick and choose from the best when recruiting for marketing roles. Candidates face stiff competition & a tough challenge to enter marketing, or move at the junior to mid level in this area. Category Management and Marketing Management remain two areas where recruitment has been relatively stable, with marketing assistant and all areas of PR being the rarest roles of all.

2005 looks to be an interesting year. If general trends continue, recruiting good sales people can only become more difficult, with each sector facing its own particular challenges. Basic salaries are set to rise by 5-10% in reviews for the year, and it is expected that candidates moving roles will be able to command 10 - 15% of an increase if they have a demonstrated ability to exceed target. Economic indicators and general confidence indicate that 2005 will be another year of stable, sustainable growth - good news for all.

# Sales & Marketing

Job Title	Base Range €	OTE Range €
<b>IT Sales</b>		
Sales Director (T/O > 50m)	100,000 - 120,000	180,000 - 250,000
Sales Director (T/O < 50m)	80,000 - 100,000	160,000 - 200,000
Sales Manager (T/O > 50m)	50,000 - 80,000	80,000 - 100,000
Sales Manager (T/O < 50m)	40,000 - 70,000	60,000 - 90,000
Senior Software Sales	60,000 - 90,000	120,000 - 180,000
Senior Hardware Sales	50,000 - 70,000	100,000 - 140,000
Senior Solution Sales	50,000 - 65,000	100,000 - 130,000
Senior Account Manager	45,000 - 55,000	70,000 - 80,000
Account Manager	30,000 - 45,000	55,000 - 70,000
Channel Manager	35,000 - 55,000	60,000 - 78,000
Field Sales Executive	30,000 - 40,000	65,000 - 80,000
Inside Sales	23,000 - 28,000	35,000 - 40,000
Telemarketing	17,000 - 23,000	25,000 - 30,000
Sales Support	17,000 - 25,000	-
<b>FMCG Sales</b>		
Sales Director (T/O > 50m)	90,000 - 120,000	130,000 - 180,000
Sales Director (T/O < 50m)	65,000 - 85,000	100,000 - 120,000
National Sales Manager	60,000 - 80,000	72,000 - 96,000
National Accounts Manager	55,000 - 70,000	66,000 - 84,000
Sales Manager	40,000 - 58,000	44,000 - 63,000
Key Accounts Manager	45,000 - 50,000	54,000 - 60,000
Field Sales	26,000 - 43,000	28,600 - 47,300
Retail Operations Advisor	35,000 - 40,000	38,500 - 44,000
Van Sales	25,000 - 28,000	27,500 - 30,000
Merchandiser	18,000 - 25,000	19,800 - 27,500
Telesales	20,000 - 25,000	22,000 - 27,500
Sales Support	22,000 - 24,000	-
<b>Pharmaceutical Sales</b>		
Sales Director (T/O > 50m)	100,000 - 140,000	180,000 - 220,000
Sales Director (T/O < 50m)	70,000 - 120,000	100,000 - 150,000
Sales Manager	55,000 - 70,000	75,000 - 90,000
Product Manager	38,000 - 56,000	45,600 - 67,000
Field Sales (2-5 years exp)	35,000 - 50,000	42,000 - 60,000
Field Sales (1-2 years exp)	28,000 - 34,000	30,800 - 37,000



# Accountancy - Public Practice

Job Title	Dublin €	Regional €	Belfast £
Audit Partner	130,000 - 185,000	90,000 - 160,000	45,000 - 80,000
Audit Director	85,000 - 115,000	75,000 - 105,000	45,000 - 80,000
Senior Manager - Audit	64,000 - 80,000	50,000 - 60,000	35,000 - 45,000
Risk Manager	62,000 - 72,000	48,000 - 58,000	30,000 - 40,000
Corporate Finance Manager	58,000 - 65,000	46,000 - 56,000	28,000 - 35,000
Audit Manager (2 year PQE)	52,000 - 62,000	42,000 - 50,000	26,000 - 32,000
Corporate Finance Executive	46,000 - 54,000	40,000 - 46,000	22,000 - 30,000
Audit Supervisor (1 year PQE)	48,000 - 54,000	42,000 - 48,000	24,000 - 28,000
Company Secretarial (2-4 years exp)	35,000 - 45,000	28,000 - 40,000	18,000 - 28,000
Audit Senior - Top 4	42,000 - 48,000	38,000 - 45,000	22,000 - 26,500
Audit Senior - General Practice	36,000 - 42,000	35,000 - 40,000	18,000 - 25,000
Company Secretarial (< 2 years exp)	27,000 - 35,000	24,000 - 30,000	15,000 - 20,000
Audit Semi-Senior	22,000 - 26,000	18,000 - 23,000	12,000 - 18,000
Audit Junior	17,000 - 22,000	16,000 - 20,000	9,000 - 12,000
Graduate ACA contract	15,000 - 22,000	14,000 - 19,000	8,000 - 11,000

## Taxation

Job Title	Dublin €	Regional €	Belfast £
Tax Partner	150,000 - 220,000	90,000 - 160,000	80,000 - 120,000
Head of Tax - Industry / FS	130,000 - 170,000	110,000 - 140,000	70,000 - 110,000
Tax Director - Practice	90,000 - 135,000	65,000 - 95,000	50,000 - 80,000
Senior Tax Manager	65,000 - 85,000	55,000 - 80,000	40,000 - 60,000
VAT Manager	60,000 - 80,000	55,000 - 75,000	35,000 - 50,000
Capital Taxes Manager	65,000 - 85,000	55,000 - 75,000	40,000 - 50,000
Tax Manager	55,000 - 70,000	45,000 - 55,000	40,000 - 60,000
Corporate Tax Senior / Consultant	40,000 - 47,000	34,000 - 38,000	20,000 - 28,000
Personal Tax Senior / Consultant	36,000 - 44,000	30,000 - 37,000	20,000 - 26,000
Tax Assistant (2-3 years exp)	26,000 - 33,000	20,000 - 26,000	18,000 - 24,000
Tax Assistant (1-2 years exp)	20,000 - 26,000	15,000 - 20,000	14,000 - 18,000
Tax Trainee	19,000 - 21,000	14,000 - 18,000	8,000 - 14,000

Recruitment levels within practice have increased slowly but steadily throughout 2004. Demand for qualified audit staff has been strong throughout the year but as prevailing economic conditions have improved so other areas of professional practice have reacted with increased demands for staff. All our research suggests that this trend will continue for the foreseeable future.

So far salary levels which have seen relatively modest increases over the last 2 years have remained steady. However, as demand for high calibre tax and audit staff continues to rise into 2005, firms will be forced into paying higher salaries both in order to attract new employees and to retain existing ones.

# Accountancy - Financial Services

Job Title	Dublin €	Belfast £
<b>Financial Services - Accountancy</b>		
Financial Controller	55,000 - 80,000	30,000 - 45,000
Internal Audit Manager	60,000 - 75,000	30,000 - 45,000
Internal Auditor	40,000 - 60,000	25,000 - 30,000
Regulatory Accountant (4 years+ Experience)	55,000 - 70,000	25,000 - 40,000
Regulatory Accountant (1-4 years Experience)	30,000 - 55,000	-
Systems Accountant	50,000 - 70,000	25,000 - 40,000
Treasury Accountant	45,000 - 65,000	25,000 - 30,000
Senior Financial Analyst	42,000 - 62,000	25,000 - 35,000
Financial Analyst (1-3 years experience)	45,000 - 53,000	18,000 - 25,000
Senior Financial / Group Accountant	52,000 - 67,000	25,000 - 30,000
Financial / Mgt. Accountant (3 years experience +)	47,000 - 52,000	28,000 - 35,000
Financial / Management Accountant	42,000 - 47,000	25,000 - 28,000
Part-qualified Accounts Assistant (2-3 years exp)	30,000 - 38,000	18,000 - 24,000
Part-qualified Accounts Assistant (1-2 years exp)	25,000 - 32,000	15,000 - 18,000
Graduate	22,000 - 25,000	11,000 - 15,000
<b>Financial Services - Funds</b>		
Fund Accounting / Admin. Manager (3 years +)	50,000 - 65,000	-
Fund Accounting / Admin. Manager (1-3 years)	42,000 - 52,000	-
Fund Accounting Supervisor	38,000 - 43,000	-
Senior Fund Accountant (3 years + experience)	30,000 - 38,000	-
Fund Accountant (1 years + experience)	25,000 - 32,000	-
Fund Accountant / Administrator	21,000 - 25,000	-
<b>Transfer Agency / Shareholder Services</b>		
Shareholder Services Manager	44,000 - 55,000	-
Trustee Manager	25,000 - 35,000	-
Experience level: 2-3 years	27,000 - 35,000	-
Experience level: 1-2 years	25,000 - 28,000	-
Experience level: 0-1 year	22,000 - 23,000	-

Typical benefits: for financial services roles, benefits will include pension, healthcare and club subscriptions. In addition to these benefits, these positions may carry bonuses of between 10% and 50% depending on individuals and company performance.

Financial Services has made a strong recovery in the general accountancy area in 2004 and the signals are positive for that to continue into 2005. The majority of the movement is at the mid level, however there certainly will be more movement at the Senior end. Salaries in general have been static for the past two years so we should see a marked increase in basic salaries in 2005, due to an already evident short supply of strong candidates.

Once again we are seeing a large amount of activity in Internal Audit, Compliance and Risk as a result of Sarbanes Oxley and Basel II ensuring that candidates with specific experience in these areas are being paid a premium. In the Fund Accounting sector growth is consistent, again the majority of the opportunities are at the mid level pushing salaries in this area upwards.

# Banking

Job Title	Dublin €	Belfast £
<b>Management</b>		
Senior Lending Manager	70,000 - 100,000	45,000 - 65,000
Corporate Lending Manager	55,000 - 75,000	30,000 - 45,000
Private Banking Manager	50,000 - 70,000	25,000 - 45,000
Business Development Manager	45,000 - 65,000	25,000 - 45,000
Operations Manager	60,000 - 100,000	26,000 - 45,000
Risk Manager	60,000 - 100,000	26,000 - 45,000
<b>Mid Management</b>		
Leasing Sales Manager	44,000 - 55,000	25,000 - 35,000
Senior Credit Analyst	44,000 - 50,000	25,000 - 35,000
Senior Corporate Lender	44,000 - 50,000	26,000 - 35,000
Assistant Private Banking Manager	35,000 - 47,000	22,000 - 26,000
Senior Commercial Lender	44,000 - 50,000	22,000 - 26,000
Operations Supervisor	40,000 - 53,000	-
Pensions / Investments Consultants	35,000 - 48,000	20,000 - 35,000
Insurance Sales	25,000 - 50,000	-
Risk Analyst	38,000 - 45,000	20,000 - 35,000
Credit Analyst	38,000 - 45,000	22,000 - 35,000
Corporate Lender	38,000 - 45,000	22,000 - 26,000
Commercial Lender	33,000 - 45,000	22,000 - 26,000
Leasing Sales Executive	28,000 - 35,000	15,000 - 20,000
Junior Credit Analyst	23,000 - 28,000	15,000 - 20,000
Loans / Credit Administrator	20,000 - 28,000	15,000 - 20,000
Graduate	22,000 - 25,000	-
<b>Treasury</b>		
Head of Treasury	80,000 - 130,000	45,000 - 80,000
Senior Dealer	65,000 - 80,000	-
Treasury Operations Manager (Back Office)	55,000 - 65,000	30,000 - 45,000
Senior Corporate Sales	50,000 - 68,000	30,000 - 45,000
Treasury Dealer	40,000 - 50,000	-
Treasury settlements - Assistant Manager	40,000 - 47,000	-
Junior Corporate Sales	33,000 - 45,000	18,000 - 25,000
Treasury Settlements Supervisor	30,000 - 35,000	-
Treasury Settlements	23,000 - 28,000	-
<b>Stockbroking</b>		
Institutional Equity Sales	80,000 - 100,000	-
Corporate Bond Sales	80,000 - 100,000	-
Private Client Portfolio Manager	40,000 plus commissions	-
Junior Stockbroker	25,000 plus commissions	-
Equity Analyst	35,000 - 60,000	-
Bond Analyst	35,000 - 60,000	-
Equity Settlements	23,000 - 30,000	-
Corporate Actions	25,000 - 35,000	-
<b>Compliance (across all banking sectors)</b>		
Compliance Manager > 3 years	55,000 - 80,000	-
Compliance Manager < 3 years	45,000 - 55,000	-
Compliance Officer	35,000 - 45,000	-
Compliance Officer - < 2 years	to 35,000	-

Typical benefits: these will apply with bonuses of between 10% - 100% paid depending on individuals and company performance

While opportunities within Banking were steady during the earlier half of 2004, renewed confidence in the markets resulted in a higher demand for banking candidates in the last quarter. Examples of specialised sector growth are: Risk Management, Corporate Banking and Fund Administration. Despite the demand for candidates with specialist skills, modest salary increments will prevail in 2005.