



THE BRIGHTWATER  
GROUP

SALARY SURVEY 2012

# BRIGHTWATER *Executive*



There is no doubt that the market has improved on the jobs front. Of course, we are talking an improvement from the drastic situation of 2009, to an improvement in 2010 and on into 2011. The best thing to improve a jobs market is confidence. Confidence means that people are optimistically looking to the future of their businesses and planning for growth. Of course there isn't universal optimism at the moment, and how can there be?

However, what we have is the next best thing and that is stability. Management can plan again with some surety and this confidence was reflected in quarterly figures where from April - June 2011 the numbers working in Ireland increased on January - March (1,804,200 to 1,821,300). This was the first growth in employment since quarter one 2008, with particularly strong growth in Dublin.

As you will see from the salary survey, salaries are beginning to rise again, but with some sectors performing better than others. Surprising areas of growth have been in things like Financial Services and Pharmaceuticals, with Information Technology continuing its long boom. Construction and related industries continue to suffer, but even these appear to be bottoming out.

I believe we will continue to see slow but steady growth for the next while, before the austerity measures run their course and the tiger roars again!

*D. Bloch*

Managing Director



## Contents.

EXECUTIVE	04
ACCOUNTANCY / FINANCE	08
Accountancy - Temporary & Contract	08
General Accountancy	09
Banking	10
Banking & Funds - Temporary & Contract	12
Accountancy - Financial Services	14
Fund Services	15
Public Practice & Taxation	16
PROFESSIONAL SERVICES	17
Legal	17
Insurance	18
Sales & Marketing	20
Human Resources	24
TECHNICAL SERVICES	25
Supply Chain & Logistics	25
Engineering & Operations	26
Engineering & Construction	27
Information Technology	28
Science & Pharmaceutical	32
SUPPORT	35
Office Support	36
Retail	38

Despite the continually changing landscape of 2011 which has presented considerable challenges for SMEs through to larger corporates, we have seen a higher percentage of businesses (versus this time last year) showing encouraging signs of some green shoots, be it through re-diversification, re-structuring, entering of new international markets or via M&As. There have also been a number of new and existing market entrants establishing European

headquarters which has not always been widely published and leads to encouraging signs for the market and economy.

Executive salaries have fluctuated significantly throughout the last few years. Key executives stand or fall with their company's profits and pay fluctuation has been the norm. In 2011 we saw a normalisation in pay, and we see this stability continuing through 2012.

## FINANCIAL SERVICES

*Banking / Funds / Aviation Leasing / Insurance*

Job Title	€
CEO / Managing Director	250,000 – 600,000
Chief Operating Officer	120,000 – 200,000
Chief Risk Officer	120,000 – 180,000
Chief Financial Officer / Financial Director	100,000 – 160,000
Corporate Finance Director	110,000 – 160,000
Treasury Director	110,000 – 150,000
Head of a Major Function	100,000 – 145,000
Head of Compliance	85,000 – 155,000
Underwriting Manager	100,000 – 175,000
Head of Claims	100,000 – 170,000
Captive Manager	90,000 – 145,000
Chief Actuary	150,000 – 300,000
Senior Actuary / Pricing Specialist	120,000 – 200,000
Investment Director	110,000 – 185,000
Fund / Financial Reporting Director	95,000 – 115,000
Director of Sales & Marketing	90,000 – 125,000



## PROFESSIONAL SERVICES

*Public Practice / Taxation / Legal / HR*

Job Title	€
Partner (Salaried)	100,000 – 250,000
Director	75,000 – 150,000
Head of Tax (In-House)	90,000 – 200,000
Head of Legal / Compliance (In-House)	120,000 – 160,000
Business Partner to CEO / COO / CFO	90,000 – 125,000
Head of HR	70,000 – 140,000

## SALES & MARKETING

*ICT / FMCG / Pharmaceutical & Scientific / Commercial / B2B / Services*

Job Title	€
CEO	95,000 – 160,000
COO	90,000 – 130,000
CFO / Financial Director	90,000 – 170,000
Commercial Director	80,000 – 120,000
Sales Director	75,000 – 120,000
Marketing Director	75,000 – 120,000
Business Development Director	80,000 – 120,000

## TECHNICAL SERVICES

*Science & Pharmaceutical / Supply Chain & Logistics / Engineering*

Job Title	€
Director of Operations	85,000 – 120,000
General Manager	80,000 – 110,000
Director of Quality	90,000 – 120,000
Head of Supply Chain	80,000 – 120,000
Plant Director	70,000 – 100,000

## INFORMATION TECHNOLOGY

Job Title	€
COO	90,000 – 120,000
CIO	90,000 – 180,000
Head of IT	85,000 – 110,000
Chief Technical Officer	80,000 – 130,000
Programme Director	85,000 – 120,000



*“The overall sense we are getting is one of cautious optimism. Companies are being sensible and in general are looking at slight increases for key personnel.”*

**Brightwater**  
recruitment specialists



This is our 13th annual salary survey and one of the most interesting to compile so far. Whilst conducting the survey we have found that companies are diligently watching what's going on within their sector and are keen to hear what their competitors are doing in relation to pay reviews and salaries in general. The overall sense we are getting is one of cautious optimism. Companies are being sensible and in general are looking at slight increases for key personnel.

Some companies still have a number of staff members that they feel are 'overpaid' in the current market and where this applies they are freezing their salaries to try and bring them in line with the market rate.

We are seeing a return of bonuses this year but nothing like those that were paid out during the boom. Sales staff are being rewarded on their sales growth and not necessarily seeing it in their basic salary. Not surprisingly, contract roles are on the increase and these salaries are on par with permanent salaries, however, completion bonuses have made a return.

Finance roles in general are increasing and modest increments are being offered at review time. As the IT market is still candidate led, salaries are increasing in this space at a slightly higher rate than in other areas.

Overall, things are moving again, albeit at a modest pace. It has been encouraging to hear our clients projecting growth again in 2012 and budgeting for new hires.

*M Fleming*

Deputy Managing Director



## ACCOUNTANCY

### TEMPORARY & CONTRACT

#### Qualified

Job Title	Dublin € p/a	Dublin € p/h	Regional € p/a	Regional € p/h
Financial Director	90,000 – 160,000	74.40 – 137.00	80,000 – 140,000	66.00 – 115.70
Financial Controller	75,000 – 130,000	62.00 – 107.00	70,000 – 110,000	57.00 – 90.00
Finance Manager	60,000 – 85,000	49.60 – 70.00	55,000 – 70,000	62.00 – 70.00
Financial Accountant	45,000 – 60,000	37.00 – 49.60	40,000 – 55,000	33.00 – 45.50
Management Accountant	45,000 – 60,000	37.00 – 49.60	40,000 – 55,000	33.00 – 45.50
Project Accountant	55,000 – 75,000	45.50 – 62.00	50,000 – 65,000	41.35 – 54.00
Cost Accountant	45,000 – 65,000	37.00 – 54.00	40,000 – 55,000	33.00 – 35.50
Financial Analyst	45,000 – 65,000	37.00 – 54.00	40,000 – 55,000	33.00 – 45.50
Systems Accountant	60,000 – 80,000	49.60 – 66.00	50,000 – 70,000	41.35 – 57.00
Internal Auditor	45,000 – 65,000	37.00 – 54.00	40,000 – 60,000	33.00 – 49.60
Newly Qualified Accountant	45,000 – 50,000	37.00 – 41.35	40,000 – 45,000	33.00 – 37.00
Finalist	38,000 – 45,000	31.40 – 37.00	35,000 – 40,000	28.90 – 33.00

#### Part-Qualified

Job Title	Dublin € p/a	Dublin € p/h	Regional € p/a	Regional € p/h
Part-Qualified Accountant	35,000 – 42,000	28.90 – 34.72	30,000 – 35,000	24.80 – 28.90
Assistant Accountant	32,000 – 40,000	26.50 – 33.00	28,000 – 35,000	23.15 – 28.90
Bookkeeper	32,000 – 40,000	26.50 – 33.00	28,000 – 35,000	23.15 – 28.90
Accounts Assistant	25,000 – 32,000	20.70 – 26.50	23,000 – 28,000	19.30 – 23.15
Credit Controller	28,000 – 40,000	23.15 – 33.00	28,000 – 35,000	23.15 – 28.90
Payroll Administrator	28,000 – 35,000	23.15 – 28.90	25,000 – 35,000	20.67 – 28.90
Accounts Payable	25,000 – 32,000	20.70 – 26.50	23,000 – 28,000	19.30 – 23.15
Accounts Receivable	25,000 – 32,000	20.70 – 26.50	23,000 – 28,000	19.30 – 23.15

The above rates are client charge rates and are inclusive of the candidate's pay, employer's PRSI, holiday pay, payroll charges and Brightwater's management fee.

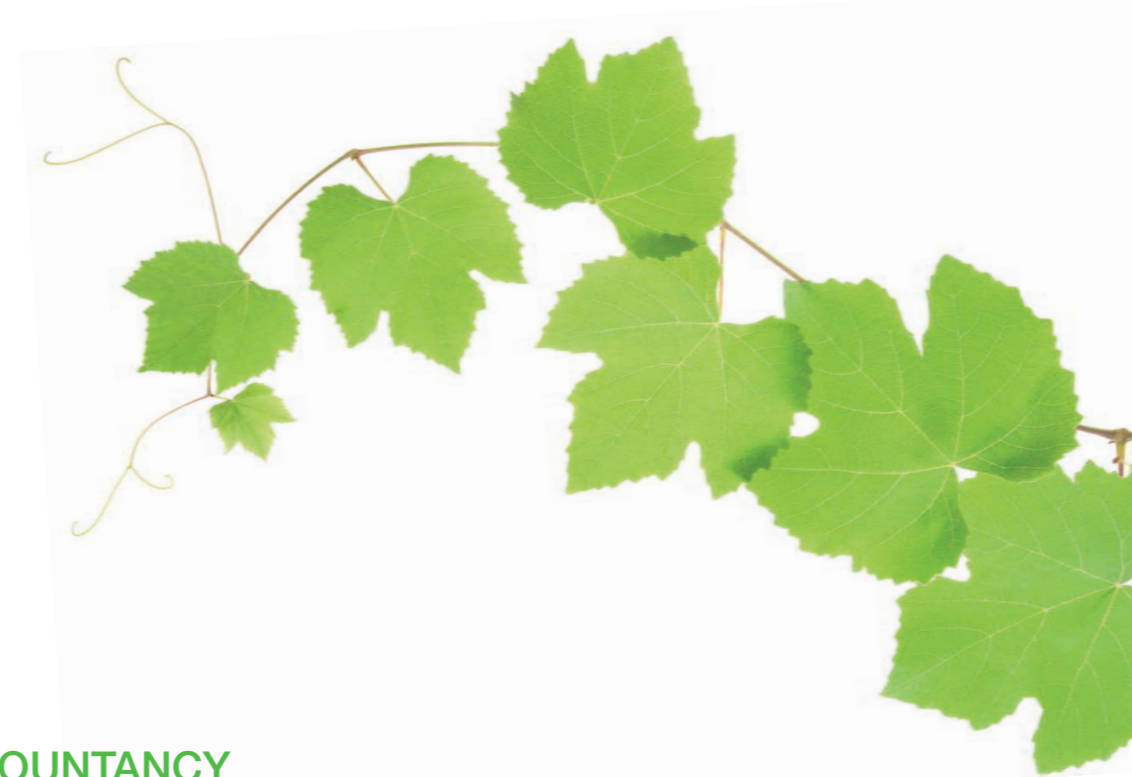
As with previous years, salaries for contract roles have been similar to those offered for permanent positions. Ireland has not followed the trend that has emerged in the UK where a premium is offered to contractors. What has happened here is that completion bonuses are being offered to ensure consistency during the contract term with the average completion bonus being 10%.

Salaries have remained consistent with last year with a slight increase for roles

that require niche skills and where candidate availability is limited. We have seen a 30% increase in the number of contract roles registered year on year and it is anticipated that this growth will continue during 2012. The average contract duration is between 9 and 11 months, however there has been a recent surge in requirements for candidates to fulfil assignments for three months.

The increase in roles has been across all levels from newly qualified accountants to Financial Controllers. There has

also been a slight increase in demand for Interim Finance Directors. Roles within the financial services sector have remained consistent throughout the year. We are finally starting to see SMEs recruiting again albeit at a modest pace and their requirements have typically been at the part qualified level. There have also been a number of roles for Finance Managers covering maternity leave within this space.



## GENERAL ACCOUNTANCY

#### Qualified

Job Title	Dublin €	Regional €
Financial Director >10m	90,000 – 170,000	80,000 – 130,000
Financial Director <10m	80,000 – 130,000	75,000 – 110,000
Financial Controller >10m	75,000 – 110,000	70,000 – 110,000
Financial Controller <10m	65,000 – 90,000	60,000 – 80,000
Finance Manager	60,000 – 85,000	55,000 – 70,000
Internal Audit Manager	65,000 – 90,000	65,000 – 90,000
Group Financial Accountant	45,000 – 60,000	40,000 – 55,000
Management Accountant	45,000 – 60,000	40,000 – 55,000
Project Accountant	55,000 – 75,000	50,000 – 65,000
Cost Accountant	45,000 – 65,000	40,000 – 55,000
Financial Analyst	45,000 – 65,000	40,000 – 55,000
Systems Accountant	60,000 – 80,000	50,000 – 70,000
Internal Auditor	45,000 – 65,000	40,000 – 60,000
Newly Qualified Accountant	45,000 – 50,000	40,000 – 45,000
Credit Control Manager	45,000 – 65,000	40,000 – 55,000
Accounts Payable Manager	45,000 – 65,000	40,000 – 55,000
Payroll Manager	45,000 – 65,000	40,000 – 55,000

#### Part-Qualified

Job Title	Dublin €	Regional €
Finalist	38,000 – 45,000	32,000 – 40,000
Part-Qualified Accountant (1-3 years' exp.)	35,000 – 42,000	30,000 – 35,000
Assistant Accountant	32,000 – 40,000	28,000 – 35,000
Bookkeeper	32,000 – 40,000	28,000 – 35,000
Accounts Assistant	25,000 – 32,000	23,000 – 28,000
Credit Controller	28,000 – 40,000	28,000 – 35,000
Payroll Administrator	28,000 – 35,000	25,000 – 35,000
Accounts Payable	25,000 – 32,000	23,000 – 28,000
Accounts Receivable	25,000 – 32,000	23,000 – 28,000

We have experienced a steady rise in accountancy recruitment throughout 2011. The majority of hiring is taking place in medium to large companies particularly the FMCG, pharmaceutical, food & drink and hi-tech industries. Smaller companies are recruiting with more caution as their sector begins to rebuild.

There have been marginal increases in salaries particularly for niche skills. Bonus payments have begun to reappear for the hard work completed during the past few years. This has been tied into individuals who have successfully added value to their companies. There is a continued concentration on commercial skills; increasing revenues not just cutting costs, system implementation and strong analytical experience.

The newly qualified market is beginning to grow where strong Audit Seniors emerging from their training contracts can expect a number of interesting offers. There has been an increased demand in Internal Auditor & Financial Analyst roles. Recruitment at part-qualified level remains steady with a strong demand for experienced Payroll Administration, Credit Control, and Assistant Accountants.

## BANKING

The majority of domestic banks are still experiencing recruitment embargoes, salary freezes and nominal bonuses or none at all. International banking institutions predicted positive changes for 2011 but this has been slow to happen, however for Q3 leading into Q4 we have witnessed some encouraging movement in the market and expect this to continue into 2012.

Candidates with credit restructuring, asset restructuring, compliance and operational/credit risk experience are still in high demand. This is driving professionals to pursue courses in these areas. There has also been an increase in the requirement for people with fraud and collections experience.

A small number of our clients will offer salary and bonus increases in 2012 on an individual basis instead of giving a fixed percentage across the board as seen in previous years.

In comparison to 2010 there has been an upswing in the number of banking professionals who are in full time permanent roles searching for new opportunities and making career moves.

This has resulted in a notable turnover in the market and an increase in job flow for replacement and/or newly created roles within companies. We have witnessed an increase of circa 12% in newly created roles in the market for permanent and fixed term contracts assignments versus 2010 figures and we envisage this positive trend to continue throughout 2012.

### Treasury

Job Title	Dublin €	Regional €
Head of Treasury	95,000 – 130,000	85,000 – 115,000
Senior Dealer	70,000 – 95,000	60,000 – 85,000
Operations Manager (Back Office)	60,000 – 90,000	55,000 – 80,000
Middle Office Manager	60,000 – 90,000	55,000 – 80,000
Dealer	45,000 – 75,000	40,000 – 70,000
Settlements – Assistant Manager	35,000 – 50,000	30,000 – 45,000
Business Analyst	40,000 – 60,000	35,000 – 50,000
Reconciliations & Payments Officer	25,000 – 35,000	23,000 – 31,000
Junior Trader	20,000 – 30,000	18,000 – 27,000

### Senior Management

Job Title	Dublin €	Regional €
Head of Credit	70,000 – 120,000	65,000 – 110,000
Head of Operations	80,000 – 120,000	70,000 – 105,000
Head of Lending	65,000 – 95,000	60,000 – 85,000
Head of Restructuring	90,000 – 110,000	80,000 – 100,000
Senior Risk Manager	65,000 – 95,000	60,000 – 85,000
Corporate Lending Manager	40,000 – 60,000	35,000 – 55,000
VC Manager	60,000 – 95,000	55,000 – 85,000
Portfolio Consultant (2-5 years' exp.)	55,000 – 85,000	50,000 – 75,000
Senior Equity Analyst	65,000 – 100,000	55,000 – 90,000

### Mid Management

Job Title	Dublin €	Regional €
Senior Credit Analyst	50,000 – 75,000	45,000 – 65,000
Credit Analyst	35,000 – 50,000	32,000 – 45,000
Corporate Lender	30,000 – 45,000	27,000 – 40,000
Commercial Lender	30,000 – 45,000	27,000 – 40,000
Restructuring Specialist	30,000 – 50,000	27,000 – 45,000
Market Risk Analyst	35,000 – 55,000	32,000 – 50,000
Equity Analyst	40,000 – 65,000	36,000 – 60,000
Credit Risk Analyst	35,000 – 50,000	32,000 – 45,000
Operations Supervisor	40,000 – 55,000	35,000 – 50,000
Loans / Credit Administrator	25,000 – 35,000	23,000 – 32,000
Bancassurance Advisor	25,000 – 35,000	23,000 – 32,000
Graduate	24,000 – 28,000	23,000 – 25,000

### Compliance (across all banking sectors)

Job Title	Dublin €	Regional €
Head of Compliance	85,000 – 120,000	75,000 – 105,000
Compliance Manager (5-7 years' exp.)	65,000 – 85,000	60,000 – 75,000
Compliance Manager (3-5 years' exp.)	30,000 – 45,000	27,000 – 40,000
Compliance Officer (1-3 years' exp.)	50,000 – 75,000	45,000 – 65,000
Operational Risk Officer / Business Continuity Manager	35,000 – 50,000	32,000 – 45,000
AML Officer	28,000 – 42,000	25,000 – 37,000
Fraud Risk Manager	55,000 – 80,000	50,000 – 70,000
Fraud Risk Officer	28,000 – 50,000	25,000 – 45,000

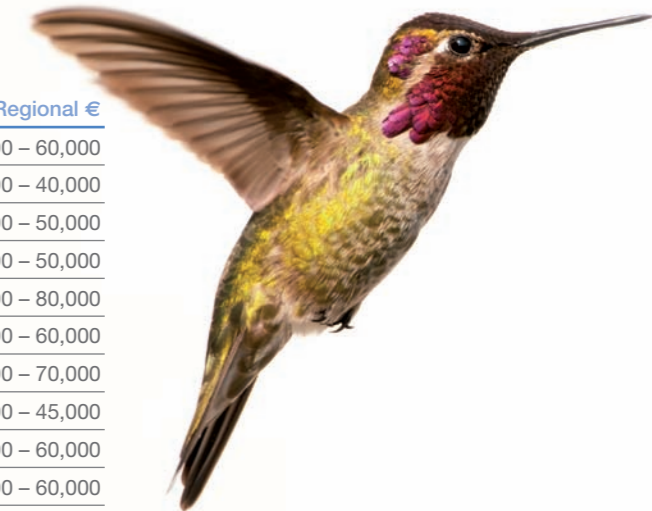
### Financial Services – Sales & Marketing

Job Title	Dublin €	Regional €
Banking Sales Manager	50,000 – 70,000	45,000 – 60,000
Banking Sales Executive	30,000 – 45,000	27,000 – 40,000
Wealth Manager	35,000 – 55,000	32,000 – 50,000
Financial Advisor	30,000 – 55,000	27,000 – 50,000
Senior Portfolio Manager	70,000 – 90,000	60,000 – 80,000
Portfolio Manager	50,000 – 70,000	45,000 – 60,000
Stockbroker	50,000 – 80,000	45,000 – 70,000
Junior Stockbroker	28,000 – 50,000	25,000 – 45,000
FX Sales Trader	45,000 – 70,000	40,000 – 60,000
Equity / Bond Sales Trader	45,000 – 75,000	40,000 – 60,000
Pension / Investment Sales	30,000 – 60,000	27,000 – 55,000
Head of Marketing	70,000 – 110,000	60,000 – 100,000
Marketing Manager	50,000 – 70,000	45,000 – 65,000
Marketing Executive	30,000 – 45,000	27,000 – 40,000
PR Manager	45,000 – 75,000	40,000 – 70,000
PR & Communications Executive	35,000 – 45,000	32,000 – 40,000
Mortgage & Life Sales Manager	38,000 – 60,000	35,000 – 55,000
Mortgage & Life Sales Executive	30,000 – 45,000	27,000 – 40,000
Bancassurance Advisor	25,000 – 35,000	23,000 – 32,000

### Leasing - Aviation

This sector has experienced some positive growth this year. With healthy projections for new aircraft orders over the next 2 - 4 years, this reflects some notable movement in the market with an increase in newly created positions. Bonuses remained strong for 2011 and 2012 is predicted to range from 10% - 20% for junior to mid level management with senior and front office professionals getting between 45% - 100% bonus level, often uncapped.

Job Title	Dublin €	Regional €
Corporate Finance Director	100,000 – 160,000	100,000 – 140,000
Commercial Manager	80,000 – 95,000	80,000 – 90,000
Senior Sales Manager	150,000 – 220,000	110,000 – 180,000
Senior Aircraft Trader	110,000 – 155,000	95,000 – 140,000
Contracts Manager	85,000 – 145,000	80,000 – 130,000
Contracts Executive	60,000 – 85,000	55,000 – 75,000
Commercial Analyst	70,000 – 85,000	55,000 – 75,000
Technical Leasing Support	45,000 – 70,000	45,000 – 60,000
Finance / Business Analyst	50,000 – 75,000	45,000 – 65,000
Contract Administrator	35,000 – 55,000	35,000 – 50,000



## BANKING & FUNDS

### TEMPORARY & CONTRACT

#### Banking

Job Title	Dublin € p/a	Dublin € p/h	Regional € p/a	Regional € p/h
Senior Credit Manager	50,000 – 75,000	41.35 – 62.00	40,000 – 70,000	33.00 – 56.58
Credit Manager	40,000 – 60,000	33.00 – 50.00	35,000 – 55,000	28.90 – 45.50
Portfolio Manager	55,000 – 85,000	45.50 – 67.00	45,000 – 75,000	37.00 – 62.00
Credit Analyst	35,000 – 50,000	28.90 – 41.35	30,000 – 50,000	24.80 – 41.35
Lending / Credit Executive	35,000 – 45,000	28.90 – 37.00	30,000 – 40,000	24.80 – 33.00
Lending Administrator	25,000 – 35,000	20.67 – 28.90	25,000 – 35,000	20.67 – 28.90
Compliance Manager	65,000 – 85,000	53.75 – 67.00	60,000 – 80,000	50.00 – 66.16
Compliance Officer	35,000 – 45,000	28.90 – 37.00	30,000 – 40,000	24.80 – 37.00
AML / KYC Specialist	30,000 – 40,000	24.80 – 33.00	25,000 – 35,000	20.67 – 28.90
Risk Manager	65,000 – 95,000	53.75 – 75.00	55,000 – 85,000	45.50 – 67.00
Risk Analyst	35,000 – 55,000	28.90 – 45.50	30,000 – 50,000	24.80 – 41.35
Project / Operations Manager	65,000 – 85,000	53.75 – 67.00	60,000 – 80,000	50.00 – 66.16
Business Analyst	45,000 – 65,000	37.00 – 53.75	40,000 – 55,000	33.00 – 45.50
Middle Office Manager	60,000 – 85,000	50.00 – 67.00	50,000 – 75,000	41.35 – 62.00
Treasury Manager	60,000 – 90,000	50.00 – 74.42	50,000 – 80,000	41.35 – 66.16
Settlements / Reconciliations / Payments Specialist	25,000 – 35,000	20.67 – 28.90	20,000 – 30,000	16.54 – 24.80

#### Funds

Job Title	Dublin € p/a	Dublin € p/h	Regional € p/a	Regional € p/h
Fund Accountant Manager	65,000 – 90,000	53.75 – 74.42	55,000 – 75,000	45.50 – 62.00
Fund Accountant Supervisor	45,000 – 65,000	37.00 – 53.75	35,000 – 55,000	28.90 – 45.50
Fund Accountant Team Leader	35,000 – 45,000	28.90 – 37.00	30,000 – 40,000	24.80 – 33.00
Fund Administrator	26,000 – 32,000	21.00 – 26.00	25,000 – 28,000	20.67 – 22.90

#### Trustee

Job Title	Dublin € p/a	Dublin € p/h	Regional € p/a	Regional € p/h
Trustee Manager	50,000 – 70,000	41.35 – 56.58	40,000 – 60,000	33.00 – 50.00
Trustee Administrator	30,000 – 45,000	24.80 – 37.00	25,000 – 35,000	20.67 – 24.80

#### Custody

Job Title	Dublin € p/a	Dublin € p/h	Regional € p/a	Regional € p/h
Custody Manager	50,000 – 70,000	41.35 – 56.58	40,000 – 60,000	33.00 – 50.00
Custody Administrator	30,000 – 45,000	24.80 – 37.00	25,000 – 35,000	20.67 – 24.80

#### Transfer Agency / Shareholder Services

Job Title	Dublin € p/a	Dublin € p/h	Regional € p/a	Regional € p/h
Transfer Agency / Shareholder Services Manager	55,000 – 80,000	45.50 – 66.16	45,000 – 70,000	37.00 – 56.68
Transfer Agency / Shareholder Services Administrator	35,000 – 55,000	28.90 – 45.50	25,000 – 35,000	20.67 – 28.90
Relationship Manager	45,000 – 65,000	37.00 – 53.75	35,000 – 55,000	28.90 – 45.50
Client Services Administrator	30,000 – 40,000	24.80 – 33.00	25,000 – 35,000	20.67 – 28.90
Compliance Manager	50,000 – 75,000	41.35 – 62.00	40,000 – 65,000	33.00 – 53.75
Compliance Administrator	30,000 – 40,000	24.80 – 33.00	25,000 – 35,000	20.67 – 28.90

The above rates are client charge rates and are inclusive of the candidate's pay, employer's PRSI, holiday pay, payroll charges and Brightwater's management fee.

Over 60% of new appointments in the Banking and Funds sectors in Ireland are being offered on a contract or temporary basis. Both industries have suffered from large redundancies, hiring freezes and salary and bonus cuts in the last 2 years. During 2010 both industries remained relatively stagnant but from the early part of 2011 there has been some steady growth.

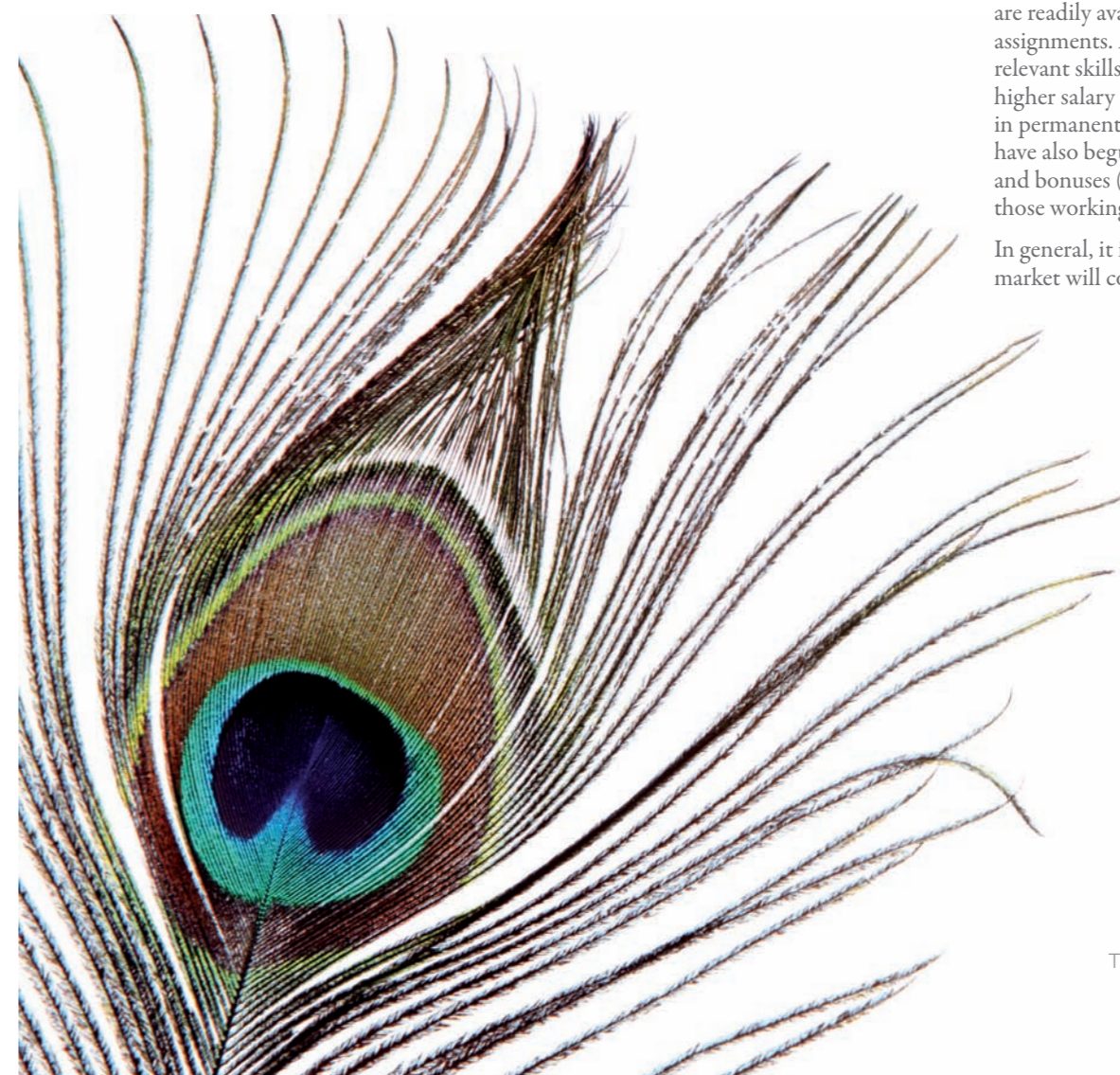
Firms are opting for this method of recruitment as it offers them greater flexibility, the opportunity to assess longer term hiring needs while preventing over hiring as the market continues to balance out. Professionals are also hired to cover maternity leave, holiday cover and to assist with specific projects.

Professionals with project management and business analysis skills have been in demand as firms see changes in systems and the automation of processes.

Professionals with experience in credit or asset restructuring, compliance, risk and collections are in demand for banking contracts or projects, while Funds Accountants, Transfer Agents and AML Specialists have been required for the funds industry.

Salaries remain competitive for temporary or contract professionals. With a shortage of some skills in the Irish market, firms are still finding it difficult to resource professionals who meet their requirements and who are readily available to commence assignments. As a result, those with the relevant skills can command a slightly higher salary rate than their colleagues in permanent employment. Some firms have also begun to offer more benefits and bonuses (completion bonus) to those working on contract.

In general, it is predicted that this market will continue to grow in 2012.



## ACCOUNTANCY FINANCIAL SERVICES

Since Q2 of 2011 there has been an evident upswing of hiring activity in the market. We are seeing banks, fund administrators and insurers hiring to replace leavers coupled with an encouraging creation of new roles which are transpiring through mergers, restructuring, increasing regulatory requirements and companies addressing new system migrations projects.

Notable activity has been witnessed across the insurance sector with an upsurge of Solvency II and financial reporting and actuarial hires to cater for the new proposed deadline by the regulator for January 2014.

Across funds we are seeing a small increase in hiring financial reporting professionals who are well versed in IFRS and US/UK GAAP technical disclosures across permanent and fixed term contracts along with new head count hires within internal audit.

In general, sentiment for 2012 is still cautious with some upcoming medium to large scale redundancies anticipated across the banking, funds and insurance sectors, however to balance that, there are some very good indicators of strong growth plans across other companies in these sectors.

Bonus levels predicted for 2012 are varying with the majority of organisations across insurance, funds, international banks and aircraft leasing sectors still proving positive from circa 8% - 15% up to mid management levels and north of this for senior management levels. Ensuring strong performers in the business are motivated and retained, in particular when considerably longer working hours have been expected over the last two years, is going to be the real challenge in this testing and turbulent economic climate.



### Qualified

Job Title	Dublin €	Regional €
Chief Financial Officer	110,000 – 160,000	100,000 – 135,000
Financial Director	90,000 – 150,000	85,000 – 110,000
Financial Controller	80,000 – 115,000	80,000 – 100,000
Finance Manager	70,000 – 85,000	65,000 – 78,000
Internal Audit Manager	75,000 – 90,000	70,000 – 82,000
Internal Auditor	50,000 – 65,000	50,000 – 60,000
Regulatory Reporting Manager (5-10 years' exp.)	70,000 – 95,000	65,000 – 85,000
Regulatory Accountant	55,000 – 70,000	50,000 – 65,000
Project Accountant	55,000 – 75,000	50,000 – 68,000
Systems Accountant (2-4 years' exp.)	55,000 – 75,000	50,000 – 68,000
Credit Control Manager	50,000 – 60,000	40,000 – 55,000
Treasury Accountant	50,000 – 70,000	48,000 – 65,000
Senior Financial Analyst	60,000 – 70,000	52,000 – 62,000
Financial / Business Analyst (1-3 years' exp.)	49,000 – 60,000	42,000 – 55,000
Senior Financial / Group Accountant (3-5 years' exp.)	60,000 – 70,000	58,000 – 68,000
Financial Accountant (3-5 years' exp.)	57,000 – 65,000	46,000 – 60,000
Financial Accountant (1-3 years' exp.)	50,000 – 58,000	42,000 – 55,000
Management Accountant (3-5 years' exp.)	55,000 – 65,000	45,000 – 58,000
Management Accountant (1-3 years' exp.)	50,000 – 58,000	45,000 – 54,000
Newly Qualified Accountant	47,000 – 52,000	40,000 – 47,000

### Part-Qualified

Job Title	Dublin €	Regional €
Part-Qualified Internal Auditor	32,000 – 38,000	25,000 – 30,000
Finalist Accountant	35,000 – 40,000	28,000 – 38,000
Part-Qualified Assistant Accountant (3-4 years' exp.)	30,000 – 38,000	26,000 – 35,000
Accounts Payable Administrator	25,000 – 32,000	22,000 – 28,000
Accounts Receivable Administrator	25,000 – 32,000	22,000 – 28,000
Part-Qualified Accounts Assistant (1-3 years' exp.)	25,000 – 30,000	22,000 – 28,000
Credit Controller (1-4 years' exp.)	25,000 – 38,000	21,000 – 34,000
Graduate	22,000 – 28,000	20,000 – 24,000

## FUND SERVICES

### Fund Services

Job Title	Dublin €	Regional €
Senior Fund Accounting Manager	65,000 – 90,000	55,000 – 80,000
Fund Accounting / Administration Manager (3-5 years' exp.)	45,000 – 65,000	35,000 – 55,000
Fund Accounting Supervisor / Team Leader	35,000 – 45,000	28,000 – 38,000
Senior Fund Accountant (2+ years' exp.)	30,000 – 45,000	25,000 – 35,000
Fund Accountant (1 year's exp.)	25,000 – 32,000	22,000 – 30,000
Fund Accountant / Administrator	25,000 – 30,000	22,000 – 28,000

### Shareholder Services

Job Title	Dublin €	Regional €
Head of Shareholder Services	85,000 – 110,000	75,000 – 100,000
Shareholder Services Manager	55,000 – 80,000	45,000 – 70,000
Senior Shareholder Services Administrator	35,000 – 55,000	28,000 – 38,000
Shareholder Services Administrator	25,000 – 35,000	22,000 – 28,000

### Trustee

Job Title	Dublin €	Regional €
Head of Trustee	85,000 – 110,000	75,000 – 100,000
Manager Level (1-3 years' exp.)	50,000 – 70,000	40,000 – 60,000
Senior Trustee Officer	30,000 – 45,000	25,000 – 35,000
Trustee Administrator	25,000 – 35,000	22,000 – 30,000

### Corporate Actions / Market Data

Job Title	Dublin €	Regional €
Manager	80,000 – 90,000	70,000 – 80,000
Senior Administrator	32,000 – 45,000	22,000 – 35,000
Market Data / Corporate Actions Administrator	25,000 – 35,000	20,000 – 30,000

### Custody

Job Title	Dublin €	Regional €
Head of Custody	85,000 – 110,000	75,000 – 100,000
Custody Manager	50,000 – 70,000	40,000 – 60,000
Senior Custody Administrator	35,000 – 45,000	25,000 – 35,000
Custody Administrator	25,000 – 35,000	20,000 – 30,000

### Client Services

Job Title	Dublin €	Regional €
Manager	65,000 – 90,000	55,000 – 80,000
Assistant Manager / Supervisor	45,000 – 65,000	35,000 – 55,000
Client Services Administrator	25,000 – 35,000	20,000 – 30,000

The funds industry in Ireland has experienced some major redundancies, hiring freezes and salary cuts in recent years. During 2010 and the earlier part of 2011, the volume of recruitment in the sector across all levels remained low. However since Q2 2011, there have been some positive trends noted in the market. While this is not comparable to previous years, it has indicated some new growth in the Irish funds industry.

Professionals with experience in project management, business analysis and compliance are in demand. The introduction of tighter regulations across the industry has seen AML/KYC Specialists commanding more competitive salary rates than their colleagues in Fund Accounting and Client Services. The larger international firms have been hiring across a variety of levels with the majority of opportunities coming up for professionals with 2 - 4 years' experience.

In general, firms are predicting nominal salary increases and hope to reintroduce bonuses in 2012. The smaller firms are slower to commit to such improvements but have noted some positive growth in business which they hope will reflect in the bonus pool for employees in 2012.

Similar to other businesses operating within the Irish financial services market, the funds industry has seen the majority of appointments being offered on a contract or temporary basis initially. Overall, the forecast for the industry in 2012 is positive.





## PUBLIC PRACTICE & TAXATION

### Public Practice

Job Title	Dublin €	Regional €
Partner	150,000 – 250,000	100,000 – 200,000
Director	80,000 – 150,000	75,000 – 100,000
Senior Manager	70,000 – 85,000	62,000 – 70,000
Manager	55,000 – 70,000	50,000 – 65,000
Company Secretary	40,000 – 60,000	35,000 – 55,000
Assistant Manager	45,000 – 53,000	40,000 – 50,000
Senior / Associate	38,000 – 48,000	32,000 – 42,000
Semi-Senior / Finalist	25,000 – 32,000	23,000 – 30,000
Audit Junior	20,000 – 25,000	18,000 – 23,000
Graduate ACA	18,000 – 22,000	16,000 – 20,000

2011 saw a significant recovery in recruitment activity across practice firms with specialist areas such as risk, audit and compliance being at the forefront of all activity. It has been some time since we have experienced such demand for skilled professionals with the Big 4 firms vying to attract the very best candidates. This demand within the Big 4 has very much been mirrored by Ireland's Top 20 practices both nationally and internationally.

Candidate shortage has posed a real issue for top firms this year. With this in mind, salary increases and bonuses have made a welcome return to the table for most firms. We anticipate that such changes will help alleviate this issue for 2012 as employers are prepared to consider remuneration in their attempt to attract accountancy professionals with sought after skill sets.

### Taxation

Job Title	Dublin €	Regional €
Tax Partner	150,000 – 250,000	100,000 – 200,000
Head of Tax – Industry / Financial Services	120,000 – 200,000	90,000 – 130,000
Tax Director	80,000 – 150,000	75,000 – 110,000
Senior Tax Manager	70,000 – 85,000	60,000 – 75,000
Tax Manager	55,000 – 70,000	50,000 – 65,000
Tax Senior	38,000 – 48,000	32,000 – 42,000
Tax Assistant (2-3 years' exp.)	26,000 – 36,000	23,000 – 30,000
Tax Assistant (1-2 years' exp.)	20,000 – 25,000	18,000 – 23,000
Tax Trainee	18,000 – 22,000	16,000 – 20,000

2011 has proven to be a more positive year than the previous three in the tax market. The practice market in particular has seen some growth in this area. The Top 10 firms have begun recruiting again and the Big 4 firms have a number of vacancies for candidates with specific expertise in corporate tax, financial services and transfer pricing.

2011 also saw a steady increase in industry roles for tax professionals. The roles however have been quite specific and have benefited candidates with experience within both corporate and international tax. One area that is seeing definite signs of improvement is within VAT/indirect tax. Due to the nature of expertise required, we expect to see this trend continuing well into 2012.

## LEGAL

### Practice

Job Title	Dublin €	Regional €
Salaried Partner	90,000 – 180,000	65,000 – 90,000
6-9 years' PQE	58,000 – 105,000	45,000 – 65,000
5 years' PQE	55,000 – 85,000	46,000 – 55,000
4 years' PQE	54,000 – 75,000	44,000 – 53,000
3 years' PQE	45,000 – 68,000	30,000 – 50,000
2 years' PQE	43,000 – 60,000	30,000 – 35,000
1 year's PQE	40,000 – 52,000	24,000 – 30,000
Newly Qualified Solicitor	27,000 – 47,000	24,000 – 26,000
Company Secretary Qualified	28,000 – 80,000	30,000 – 40,000
Company Secretary Part-Qualified	28,000 – 60,000	25,000 – 38,000
Legal Executive / Paralegal	25,000 – 50,000	20,000 – 28,000

There has been a slow but steady increase in the number of roles arising within practice. A greater number of newly qualified solicitors have been retained, particularly in the larger firms compared to previous years which is a positive development. This is a reflection of increasing levels of business particularly within litigation departments. There has also been a significant increase in the number of contract roles all of which have PQE levels ranging from specific purpose contracts to maternity leave cover.

Firms are continuing to make efforts on the practice development front in terms of developing more niche areas to attract new client bases. This has been done by existing fee earners adapting their skill sets to new areas but also by recruiting professionals experienced in such specialisms or even availing of potential merger opportunities.

Salary freezes have continued as many firms nationwide continue to weather the storm. However, there is also an awareness of the need to retain talent and accordingly small improvements

in salary have been implemented. The salary ranges outlined above will naturally vary depending on factors which include firm size and specialism. Additional benefits where applicable can include performance based bonus payments once particular targets are met, health insurance, annual travel passes, maternity benefit, pension contributions, annual suit allowance, car allowances and percentage commission on own generated sales.

### In-House

Job Title	Dublin €	Regional €
Head of Legal	120,000 – 160,000	80,000 – 120,000
Senior Lawyer	80,000 – 130,000	60,000 – 90,000
Legal Counsel	45,000 – 80,000	40,000 – 80,000
Funds Lawyer	45,000 – 95,000	N/A
Regulatory Lawyer	48,000 – 95,000	45,000 – 75,000
Company Secretary	45,000 – 85,000	25,000 – 55,000
Legal Executive	25,000 – 40,000	20,000 – 26,000

There is a continuing upward trend in terms of the number of in-house opportunities arising. Legal requirements for businesses are more onerous than ever in addition to there being significant growth in certain sectors. Accordingly, prospective employers are cognizant of the fact that undertaking routine legal work in-house can significantly reduce and control legal spend.

As a reflection of the current climate, roles have tended to be more specialist in nature and typically require previous relevant practical experience. There has also been an increasing requirement in terms of an applicant's ability to complete work involving multiple jurisdictions.

Salary reductions and freezes have also been widespread in relation to

in-house roles. Additional benefits on offer include pension contributions, car allowances, health cover and share option schemes. The preference of legal professionals to move to in-house legal counsel roles is expected to continue into 2012 due to the marked increase in the availability of these roles.

## INSURANCE

The Insurance sector in Ireland in 2011 has had mixed fortunes with some companies and areas appearing to be stagnant or even shrinking while others have grown.

Consumers of insurance like all things are now far more likely to shop around than in previous years, particularly for their personal lines insurance. This has meant reduced premiums and subsequently companies and brokers have needed to reduce their costs in this area. Added to this, a smaller number of online companies/brokers have been consolidating in the market therefore driving smaller players out. This has led to an over supply of experienced personal lines and claims candidates and reduced salaries in this area.

Another area that we have observed shrinking further has been the domestic pensions market with some companies withdrawing from Ireland altogether and rolling their books of business into TPAs. Again, this consolidation has led to an over supply of experienced administrators and a fall in salaries.

On the positive side, the focus on driving down costs by companies within Ireland, the UK and worldwide has meant that the Irish TPA companies have had an excellent year and grown both in size and head count across all business areas.

In addition to these, those companies that are based in Ireland but service markets worldwide have in many cases

grown through 2011 meaning that demand for candidates with UK/ international market experience has remained high and salaries buoyant.

Increased scrutiny by the regulator has seen a surge in demand for compliance and risk professionals especially those with Solvency II experience which is driving up salaries across these disciplines.

Finally, continuing the trend from 2010, candidates with specialist technical skills such as Actuaries, Risk Modellers and Quantitative Analysts within insurance are in short supply and salaries have risen again in 2011.

### International

Job Title	€
Captive Manager (10+ years' exp.)	80,000 – 110,000
Captive Manager (5+ years' exp.)	50,000 – 80,000
Captive Manager (1-5 years' exp.)	35,000 – 50,000
Reinsurance Underwriter (10+ years' exp.)	100,000 – 140,000
Reinsurance Underwriter (5+ years' exp.)	60,000 – 90,000
Reinsurance Claims (5+ years' exp.)	50,000 – 80,000
Reinsurance Claims (1-5 years' exp.)	35,000 – 40,000

### General Insurance

Job Title	€
Underwriting Manager (10+ years' exp.)	85,000 – 120,000
Underwriting Manager (5+ years' exp.)	70,000 – 90,000
Underwriting Manager (3-5+ years' exp.)	50,000 – 70,000
Underwriter – General (5-10 years' exp.)	50,000 – 70,000
Underwriter – General (1-5 years' exp.)	28,000 – 45,000
Underwriter – Life (5-10 years' exp.)	50,000 – 80,000
Underwriter – Life (1-5 years' exp.)	35,000 – 45,000
Trainee Underwriter (1-3 years' exp.)	25,000 – 35,000

### Life & Pensions

Job Title	€
Life, Pensions & Investments Consultant (10+ years' exp.)	65,000 – 85,000
Life, Pensions & Investments Consultant (5-10 years' exp.)	40,000 – 65,000
Life, Pensions & Investments Consultant (1-5 years' exp.)	27,000 – 40,000
Life & Pensions Administrator (5+ years' exp.)	30,000 – 35,000
Life & Pensions Administrator (1-5 years' exp.)	23,000 – 30,000

### General Broking

Job Title	€
Corporate Broker (10+ years' exp.)	70,000 – 100,000
Corporate Broker (5-10 years' exp.)	40,000 – 65,000
Corporate Broker (1-5 years' exp.)	25,000 – 40,000
Account Handler (5-10 years' exp.)	33,000 – 40,000
Account Handler (1-5 years' exp.)	25,000 – 32,000
Personal Lines (5-10 years' exp.)	25,000 – 30,000
Personal Lines (1-5 years' exp.)	22,000 – 25,000

### Claims

Job Title	€
Head of Claims	65,000 – 90,000
Senior Claims Handler (5-10 years' exp.)	35,000 – 55,000
Claims Handler (3-5 years' exp.)	27,000 – 35,000
Claims Handler (1-3 years' exp.)	23,000 – 26,000

### Key Specialist Areas

Job Title	€
Quantitative / Business Analyst	40,000 – 65,000
Compliance Manager	50,000 – 75,000
Compliance Assistant	35,000 – 55,000
Solvency II Specialist	65,000 – 120,000
Risk Manager	45,000 – 75,000

### Actuarial

Job Title	€
Chief Actuary	140,000 – 300,000
Pricing Specialist	90,000 – 110,000
Life Actuary Qualified	85,000 – 110,000
Life Actuary Part-Qualified	40,000 – 80,000
Pensions Actuary Qualified	90,000 – 130,000
Pensions Actuary Part-Qualified	30,000 – 60,000
Non Life / Reporting Actuary Qualified	80,000 – 110,000
Non Life / Reporting Actuary Part-Qualified	30,000 – 55,000



## SALES & MARKETING

Sales and Marketing in 2011 remained an employers' market but certainly in the latter half of the year there was a notable shortage of skilled sales and marketing professionals on the move at most levels. Attrition levels continued to be very low in 2011 and this is predicted to continue into 2012.

Companies' selection processes were mainly focused on industry knowledge and experience, especially in the more technical sectors. This trend is likely to continue into 2012. Sectors with challenges in talent attraction are primarily ICT and FMCG. This is mainly due to the shortage of candidates who are willing to move.

Basic salaries have dropped in these sectors which is leaving it difficult to attract the level of experience required by employers. This should encourage salaries to increase relatively next year to compete with the employed market or it will mean that employers will need to reduce their essential selection criteria.

### ICT Sales

Job Title	Dublin € Base	Dublin € OTE	Regional € Base	Regional € OTE
Country Manager	100,000 – 130,000	130,000 – 180,000	90,000 – 120,000	110,000 – 150,000
Sales Director (T/O >50m)	90,000 – 120,000	120,000 – 180,000	90,000 – 120,000	120,000 – 180,000
Sales Director (T/O <50m)	80,000 – 100,000	100,000 – 140,000	80,000 – 100,000	100,000 – 140,000
Sales Manager	60,000 – 80,000	80,000 – 120,000	60,000 – 80,000	80,000 – 120,000
Channel Manager	55,000 – 75,000	65,000 – 90,000	55,000 – 75,000	65,000 – 90,000
Business Development Manager (3+ years' exp.)	55,000 – 70,000	70,000 – 100,000	55,000 – 70,000	70,000 – 100,000
Key Account Manager (5-10 years' exp.)	50,000 – 70,000	60,000 – 85,000	50,000 – 70,000	60,000 – 85,000
Corporate Account Manager (3-5 years' exp.)	50,000 – 65,000	60,000 – 80,000	50,000 – 65,000	60,000 – 80,000
Commercial Account Manager (2+ years' exp.)	40,000 – 50,000	48,000 – 60,000	40,000 – 50,000	48,000 – 60,000

### FMCG Sales

Job Title	Dublin € Base	Dublin € OTE	Regional € Base	Regional € OTE
Country Manager	90,000 – 130,000	110,000 – 155,000	90,000 – 120,000	110,000 – 150,000
Business Unit Manager	75,000 – 90,000	90,000 – 110,000	75,000 – 90,000	90,000 – 110,000
National Sales Manager	65,000 – 90,000	80,000 – 110,000	65,000 – 90,000	80,000 – 110,000
National Account Manager	60,000 – 80,000	72,000 – 96,000	60,000 – 80,000	72,000 – 96,000
Area Sales Manager	50,000 – 65,000	60,000 – 80,000	50,000 – 65,000	60,000 – 80,000
Key Account Manager	45,000 – 60,000	50,000 – 66,000	45,000 – 60,000	50,000 – 66,000
Territory Sales Rep / Account Manager (3-5 years' exp.)	30,000 – 40,000	36,000 – 48,000	30,000 – 40,000	36,000 – 48,000

In 2011, Internal Sales, National Account Managers, Key Business Developers and Digital/Online candidates were in demand and this is set to continue into 2012. Language skills are continuing to be in demand at all levels with the strong emergence from the domestic to international/export markets. Marketing roles have a huge emphasis on digital/online/social media experience.

Salaries will see stability with a stronger emphasis on bonus/commission structures. Companies offering benefits are still in the multinational space but as the indigenous market starts to grow, it will need to compete in this space in order to attract the right talent for their organisations.

All in all, sales and marketing candidates are moving for career

prospects and attractive compensatory commission structures and overall package, not only base salary.

Candidates on the move will continue to look for stable, secure and growing companies and are less likely to make risky career moves.

### ICT Marketing

Job Title	Dublin €	Regional €
Marketing Director	85,000 – 120,000	85,000 – 120,000
Marketing Manager	60,000 – 85,000	55,000 – 80,000
Product Manager	60,000 – 75,000	60,000 – 75,000
Senior Marketing Executive (5+ years' exp.)	50,000 – 65,000	45,000 – 60,000
Marketing Executive (2-5 years' exp.)	35,000 – 50,000	35,000 – 50,000
PR / Communications Manager (5+ years' exp.)	70,000 – 90,000	65,000 – 80,000
PR / Communications Manager (3-5 years' exp.)	50,000 – 75,000	50,000 – 75,000
Marketing Analyst	45,000 – 60,000	45,000 – 60,000
Account Manager	40,000 – 50,000	35,000 – 45,000
Business Development Executive	30,000 – 40,000	30,000 – 40,000
Account Executive	28,000 – 35,000	28,000 – 35,000
Field Sales Executive	28,000 – 35,000	28,000 – 35,000
Inside Sales Executive	24,000 – 30,000	22,000 – 30,000

### FMCG Marketing

Job Title	Dublin €	Regional €
Marketing Director	85,000 – 120,000	80,000 – 120,000
Marketing Manager	60,000 – 90,000	55,000 – 85,000
Account Director	65,000 – 80,000	65,000 – 80,000
Account Manager	40,000 – 65,000	35,000 – 55,000
Marketing Executive (5-10 years' exp.)	50,000 – 65,000	45,000 – 60,000
Marketing Executive (3-5 years' exp.)	30,000 – 50,000	30,000 – 50,000
Brand Manager (5+ years' exp.)	55,000 – 75,000	50,000 – 70,000
Brand Manager (1-5 years' exp.)	40,000 – 55,000	40,000 – 50,000
Category Manager (5+ years' exp.)	50,000 – 65,000	50,000 – 65,000
Category Manager (1-5 years' exp.)	35,000 – 50,000	35,000 – 50,000
Marketing Analyst	40,000 – 55,000	40,000 – 55,000
Assistant Category Manager	30,000 – 40,000	30,000 – 40,000
Field Sales Rep	25,000 – 33,000	24,000 – 32,000
Van Sales Rep	22,000 – 28,000	22,000 – 28,000
Merchandiser	20,000 – 26,000	20,000 – 26,000





### Commercial / B2B / Services Marketing

Job Title	Dublin €	Regional €
Marketing Director	80,000 – 100,000	75,000 – 100,000
Marketing Manager	55,000 – 80,000	50,000 – 75,000
Senior Marketing Executive (5-10 years' exp.)	45,000 – 60,000	40,000 – 55,000
Marketing Executive (3-5 years' exp.)	35,000 – 45,000	32,000 – 40,000
Senior Product / Brand Manager (5-10 years' exp.)	55,000 – 75,000	55,000 – 70,000
Product / Brand Manager (3-5 years' exp.)	42,000 – 55,000	40,000 – 55,000
PR Communications Manager	45,000 – 60,000	40,000 – 55,000
Marketing Analyst	35,000 – 45,000	35,000 – 45,000

### Marketing

Job Title	Dublin €	Regional €
Marketing Executive	32,000 – 40,000	30,000 – 38,000
Marketing Assistant	22,000 – 30,000	22,000 – 25,000
Assistant Brand Manager	30,000 – 40,000	30,000 – 35,000
PR / Communications Executive	25,000 – 35,000	25,000 – 30,000
Category Executive / Analyst	28,000 – 35,000	25,000 – 30,000

### Commercial / B2B / Services Sales

Job Title	Dublin € Base	Dublin € OTE	Regional € Base	Regional € OTE
Sales Director	80,000 – 120,000	95,000 – 150,000	70,000 – 120,000	80,000 – 140,000
National Sales Manager	80,000 – 100,000	90,000 – 120,000	70,000 – 90,000	80,000 – 100,000
Regional Sales Manager	65,000 – 80,000	85,000 – 110,000	60,000 – 80,000	75,000 – 100,000
Sales Manager	45,000 – 70,000	55,000 – 90,000	45,000 – 60,000	60,000 – 80,000
Business Development Manager	45,000 – 65,000	55,000 – 90,000	40,000 – 60,000	50,000 – 85,000
Key Account Manager	45,000 – 60,000	50,000 – 66,000	40,000 – 55,000	45,000 – 62,000
Senior Sales (5-10 years' exp.)	40,000 – 50,000	60,000 – 80,000	40,000 – 50,000	60,000 – 75,000
Mid – Senior level Sales (3-5 years' exp.)	28,000 – 40,000	38,000 – 60,000	26,000 – 40,000	36,000 – 55,000
Account Manager	30,000 – 40,000	36,000 – 50,000	30,000 – 40,000	36,000 – 50,000
Business Development Executive	30,000 – 35,000	45,000 – 55,000	28,000 – 35,000	40,000 – 55,000
Field Sales Executive	25,000 – 30,000	35,000 – 45,000	25,000 – 30,000	35,000 – 45,000
Inside Sales / Telesales Executive	22,000 – 28,000	25,000 – 45,000	20,000 – 26,000	24,000 – 40,000

### Sales Support

Job Title	Dublin € Base	Dublin € OTE	Regional € Base	Regional € OTE
Account Coordinator	25,000 – 32,000	27,000 – 34,000	25,000 – 30,000	25,000 – 32,000
Sales Administrator (>3 years' exp.)	25,000 – 30,000	N/A	22,000 – 30,000	N/A
Sales Administrator (<3 years' exp.)	20,000 – 25,000	N/A	20,000 – 22,000	N/A

“All in all, Sales & Marketing candidates are moving not only for salary but for career prospects, attractive compensatory commission structures and overall package.”





## HUMAN RESOURCES

Although the market has continued to be slow during 2011 for Human Resources professionals seeking a move, there has been a marked increase in the demand for HR expertise in change management, communications, employee & industrial relations, organisational development and reward/remuneration.

The HR market has been dominated by interim roles or fixed term contracts, rather than permanent positions. On a positive note, these positions have appeared to focus on plans to expand, consolidate and develop the business.

HR positions have become more specialist in the last year with further demand for experts in the areas of compensation & benefits/reward, recruitment, talent management, internal communications and employment law. While there have been limited opportunities for learning & development/training professionals, we have seen an increase in specialised technical training roles within the IT, financial services and pharmaceutical sectors.

Another observation in the last year is the stronger demand for HR professionals who have experience outside of Ireland, either of UK legislation, EMEA-wide exposure or interaction and knowledge of US operations.

A positive impact of the recession on the HR profession is that it has made individuals more commercial, ensuring that they add value by having more of a focus on costs than ever before. Those who have continued to develop their careers have done so by ensuring that they are playing a valuable role in the business. This should mean that there will be an increased demand on HR as the economy starts to grow again.

With regards to salaries, there has not been a further decline over the last year

### Generalist HR

Job Title	Dublin €	Regional €
HR Director / Head of HR	75,000 – 140,000	70,000 – 120,000
Senior HR Manager	70,000 – 80,000	60,000 – 75,000
HR Manager / HR Business Partner	50,000 – 75,000	50,000 – 70,000
HR Generalist / HR Advisor	35,000 – 50,000	32,000 – 45,000
HR Officer	28,000 – 35,000	26,000 – 32,000
HR Administrator	24,000 – 30,000	23,000 – 29,000
HR Graduate	20,000 – 25,000	20,000 – 25,000

### Learning & Development

Job Title	Dublin €	Regional €
Learning & Development Director	80,000 – 100,000	N/A
Learning & Development Manager	55,000 – 75,000	50,000 – 70,000
Training Specialist	35,000 – 55,000	30,000 – 50,000
Training Officer / Coordinator	26,000 – 38,000	24,000 – 35,000

### Compensation & Benefits / Reward / Recruitment

Job Title	Dublin €	Regional €
Compensation & Benefits / Reward Manager	65,000 – 100,000	65,000 – 100,000
Compensation & Benefits / Reward Specialist	45,000 – 70,000	45,000 – 70,000
Recruitment Manager	45,000 – 65,000	40,000 – 55,000
Recruitment Specialist	32,000 – 45,000	30,000 – 40,000
Recruitment Coordinator	23,000 – 32,000	23,000 – 30,000

### Key Specialist Areas

Job Title	Dublin €	Regional €
Organisational Development Manager / Change Manager	60,000 – 80,000	55,000 – 75,000
Industrial Relations (IR) / Employee Relations (ER) Manager	50,000 – 80,000	45,000 – 80,000
Communications Specialist	40,000 – 70,000	35,000 – 65,000

although HR generalists at all levels are flexible in salary expectations in order to gain experience. Salaries have become more competitive and attractive for the specialist HR skill-sets. However it can

be difficult for entry level graduates at the moment even though the option of unpaid internships has become popular with employers.

## SUPPLY CHAIN & LOGISTICS

### Supply Chain

Job Title	€
Supply Chain Director	80,000 – 120,000
Supply Chain Manager	70,000 – 90,000
Supply Chain Analyst	40,000 – 60,000
Head of Procurement	70,000 – 100,000
Procurement / Purchasing Manager	55,000 – 75,000
Procurement / Purchasing Specialist	35,000 – 50,000
Commodity / Category Manager	50,000 – 70,000
Vendor Manager	50,000 – 70,000
Materials Manager	50,000 – 70,000
Inventory Manager	45,000 – 55,000
Inventory Analyst	30,000 – 40,000
Planning Manager	55,000 – 75,000
Master Scheduler	50,000 – 65,000
Demand Planner	35,000 – 50,000
Supply Planner	35,000 – 50,000
Production Planner	35,000 – 50,000
Buyer / Planner	40,000 – 55,000
Senior Buyer	40,000 – 50,000
Buyer	30,000 – 40,000

### Logistics

Job Title	€
Director of Operations	80,000 – 120,000
Plant / Operations Manager	60,000 – 80,000
Logistics Manager	50,000 – 65,000
Logistics Coordinator	28,000 – 40,000
Order Management Team Lead	30,000 – 40,000
Order Management Executive	28,000 – 35,000
Warehouse Manager	50,000 – 65,000
Warehouse Supervisor	35,000 – 45,000
Stock Control Manager	30,000 – 38,000
Inventory Controller	25,000 – 35,000
Transport / Distribution Manager	50,000 – 65,000
Transport Supervisor	35,000 – 45,000
Freight Forwarder	28,000 – 35,000



Over 2011, most of the recruitment in the Supply Chain function has originated from the pharmaceutical and food manufacturing sectors. Strategic procurement professionals with a strong business/commercial acumen have been in high demand as companies turn their attention to profitability and cost savings. Multinationals in particular are ready to pay 10% - 15% extra for candidates with specific degrees or Masters. We expect this trend to continue into 2012. The back-end of supply chain remains stagnant with salary increases unlikely.

Another strong focus has been on demand planning. Gone are the days of exaggerated sales forecasts - companies are looking for planners who are able to technically and strategically analyse but also question trends. 2012 should see a knock on effect from this with a renewed focus on material management, inventory control and supply chain analysis.

With head counts still being closely monitored, 2011 has also seen an increased demand for senior candidates on a short to mid-term basis. This has been particularly true for merging companies integrating their manufacturing and supply chain functions where specialist candidates with SAP expertise are highly sought after.



## ENGINEERING & OPERATIONS

**2011** has been a steady year for Manufacturing with a slight increase in staffing levels at the higher end.

With increased developments in Lean Manufacturing and a push towards cost reductions, people with high skill levels and specialised experience are still in demand. Many large multinational companies across the food and pharmaceutical/medical device sector are experiencing growth, albeit at a slower rate than before.

There has been a drive towards “best practice” production and people who are able to add value to an organisation, from a production or cost perspective, can still be difficult to find. *Cost* and *value* are now key words in any manufacturing environment.

When hiring, companies want to be 100% sure that the individual will add value and as a result the recruitment process can take longer than usual. Their ‘perfect’ candidate is not always readily available but companies are reluctant to compromise and will wait for their ideal candidate.

### *Production & Manufacturing*

Job Title	€
General Manager	80,000 – 110,000
Operations Manager	60,000 – 85,000
Production Manager	40,000 – 60,000
Engineering Manager	55,000 – 80,000
Maintenance Manager	45,000 – 70,000
Process Improvement Manager	50,000 – 80,000
NPD Manager	45,000 – 60,000
Technical Manager	45,000 – 70,000
Quality Manager	40,000 – 65,000
H&S Manager	35,000 – 65,000
Project Manager	45,000 – 65,000
Design Manager	45,000 – 70,000
Project Engineer	30,000 – 55,000
Lean Six Sigma Engineer	40,000 – 60,000
Process Improvement Engineer	30,000 – 50,000
Process Engineer	30,000 – 55,000
Design Engineer	30,000 – 45,000
Quality Engineer	30,000 – 40,000
Health & Safety Engineer	25,000 – 45,000
Environmental Engineer	30,000 – 45,000
NPD Technologist	30,000 – 45,000
QA / QC Technician	28,000 – 40,000
Commissioning / Validation Engineer	40,000 – 60,000
Controls / Automation Engineer	40,000 – 55,000
Maintenance Engineer	30,000 – 45,000
Maintenance Technician	28,000 – 40,000

### *Technical Services*

Job Title	€
Service Manager	40,000 – 55,000
Service Engineer	30,000 – 40,000
Facilities Manager	35,000 – 55,000
Facilities Technician	28,000 – 35,000

## ENGINEERING & CONSTRUCTION

The decline in the Engineering and Construction sector has been well documented over the last year and overall 2011 was not a good year for the industry. Activity has continued to fall and we are now entering our fifth year of turmoil.

The housing sector has remained weak and the latest figures have shown the sharpest contraction for the last sixteen months.

In general, project activity is at a very low level with many contractors and consultants having to compete for the low supply of work that is available. Cost is a major issue with contractors and consultants having to operate at very low margins.

Staffing levels have been hugely affected with large amounts of redundancies across all sectors of engineering. Salaries have also been reduced as a result however, the majority of cuts were already in place from 2010. This year, it has been about having projects on line to maintain staff levels.

Overall the outlook for the sector in 2012 is not overly optimistic. With cuts in capital spending and predicted future cuts, many people are now looking farther afield to secure employment.

### *Design*

Job Title	€
Project Director	70,000 – 80,000
Design Manager	60,000 – 70,000
Project Manager	55,000 – 70,000
Quantity Surveyor	35,000 – 60,000
Civil Engineer	30,000 – 55,000
Structural Engineer	28,000 – 40,000
Mechanical Engineer	30,000 – 40,000
Electrical Engineer	30,000 – 40,000
Building Services Engineer	30,000 – 40,000
Roads / Highway Engineer	30,000 – 40,000
Building Surveyor	28,000 – 40,000
Water / Wastewater Engineer	30,000 – 45,000
Geotechnical Engineer	30,000 – 40,000
Environmental Engineer	30,000 – 45,000
CAD Technician	25,000 – 30,000

### *Build*

Job Title	€
Project Manager	50,000 – 65,000
Project Engineer	30,000 – 45,000
Contracts Manager	50,000 – 70,000
Site Manager	35,000 – 55,000
Site Engineer	30,000 – 40,000
Site Foreman	25,000 – 30,000
Senior Quantity Surveyor	50,000 – 65,000
Quantity Surveyor	30,000 – 50,000
Senior Estimator	45,000 – 60,000
Estimator	28,000 – 35,000
Electrical Engineer	25,000 – 40,000
Mechanical Engineer	25,000 – 40,000
Health & Safety Manager	40,000 – 60,000
Health & Safety Officer	25,000 – 35,000
M&E Coordinator	35,000 – 45,000
M&E Engineer	30,000 – 40,000
Senior Resident Engineer	45,000 – 55,000
Resident Engineer	35,000 – 45,000
Roads / Highways Engineer	30,000 – 40,000





## INFORMATION TECHNOLOGY

### PERMANENT

#### *Executive*

Job Title	Dublin €	Regional €
Chief Technical Officer	90,000 – 130,000	80,000 – 110,000
Operations Manager	70,000 – 90,000	65,000 – 85,000
Head of IT Function	85,000 – 110,000	75,000 – 90,000

#### *Software Development*

Job Title	Dublin €	Regional €
Engineering / Development Manager	75,000 – 90,000	65,000 – 85,000
Senior Engineer / Technical Team Lead (J2EE / .NET)	65,000 – 75,000	60,000 – 70,000
Oracle Applications Consultant (Technical / Functional)	60,000 – 75,000	60,000 – 70,000
Mainframe Developer	40,000 – 50,000	35,000 – 45,000
Creative Manager	55,000 – 70,000	50,000 – 60,000
Interactive Designer	45,000 – 60,000	40,000 – 55,000
Usability Engineer	45,000 – 65,000	40,000 – 55,000
C / C++ Developer	35,000 – 65,000	30,000 – 60,000
C# Engineer	35,000 – 65,000	30,000 – 60,000
J2EE Developer	35,000 – 65,000	30,000 – 60,000
.Net Developer	35,000 – 65,000	30,000 – 60,000
Web Services Developer	35,000 – 65,000	30,000 – 60,000
Database Developer (Oracle / SQL Server / Sybase)	35,000 – 60,000	30,000 – 60,000
Multimedia / Graphical / Web Designer	25,000 – 45,000	22,000 – 40,000
Technical Writer / Editor	20,000 – 40,000	20,000 – 40,000

We noted in our 2011 Salary Survey that the ICT sector was relatively healthy given the overall economic climate. This has remained the case and over 2011 we have seen salary levels continue to improve in many areas, particularly in software engineering disciplines. Ireland continues to attract investment from overseas technology companies and we have witnessed a number of US and UK based software houses of varying sizes set up European operations here in Ireland over 2011. Many cite favourable tax rates, availability of technical resources and a favourable time zone. Our indigenous software sector continues to be at the forefront of export led growth in the economy with many having significant success reaching out to overseas markets.

In software development disciplines which are in very high demand, for example J2EE and C#.Net, salary levels have improved by as much as 10%. There remains a problem with the scarcity of resources in many software engineering disciplines and the economic truth remains that when demand outstrips supply, costs rise. Candidates with strong web services development skills on an enterprise scale whether in Enterprise Java or Microsoft based development environments, have seen the biggest improvements in salaries. Experience with SaaS and cloud based development is additionally much sought after. Experienced C++/Linux Developers have many opportunities in the market as do PHP/MySQL Engineers. Candidates with Python development skills are also highly desired.

As noted in our 2011 survey, there remains a strong demand for experienced Data Warehousing and Business Intelligence development skills. Companies looking for Microsoft SSRS and SSIS skills are resourcing from a very small pool. As a result, salary levels have risen by about 10% in these areas.

Salary levels for IT Operations and Infrastructure Engineers have remained relatively stable. In last year's survey,

#### *System Analysis*

Job Title	Dublin €	Regional €
Business Systems Analyst / Consultant	45,000 – 65,000	40,000 – 60,000
QA / Test Manager	55,000 – 75,000	60,000 – 75,000
Principal Engineer / Systems Architect	70,000 – 110,000	65,000 – 100,000
Software Test / QA Engineer	35,000 – 60,000	30,000 – 55,000
Business Intelligence Consultant	45,000 – 70,000	40,000 – 65,000
Datawarehousing Consultant	50,000 – 75,000	45,000 – 65,000

#### *IT / Project Management*

Job Title	Dublin €	Regional €
Programme Manager	75,000 – 95,000	70,000 – 90,000
Senior Project Manager	70,000 – 85,000	65,000 – 80,000
Project Manager	60,000 – 70,000	55,000 – 65,000
Product Manager	65,000 – 75,000	60,000 – 70,000
Management Consultant	50,000 – 80,000	45,000 – 75,000

#### *Support / Administration*

Job Title	Dublin €	Regional €
Database Administrator (Oracle / SQL Server / Sybase)	40,000 – 70,000	35,000 – 65,000
Unix / Linux Administrator	40,000 – 65,000	35,000 – 60,000
Network / Systems Administrator	35,000 – 65,000	30,000 – 60,000
Network Engineer	35,000 – 65,000	30,000 – 60,000
Help Desk Support	20,000 – 35,000	18,000 – 30,000
Application Support Consultant	25,000 – 45,000	20,000 – 40,000

#### *Localisation*

Job Title	Dublin €	Regional €
Localisation Project Manager	35,000 – 50,000	35,000 – 40,000
Localisation Engineer	25,000 – 40,000	20,000 – 35,000
Localisation QA Engineer	25,000 – 40,000	20,000 – 35,000

#### *ERP Consultancy / Specialist Roles*

Job Title	Dublin €	Regional €
SAP Consultant (Functional / Technical)	50,000 – 70,000	50,000 – 70,000
SAP Basis Consultant	45,000 – 65,000	45,000 – 65,000
Oracle App (Functional / Technical)	50,000 – 70,000	50,000 – 70,000

we commented on the scarcity of positions in these areas, however, 2011 has seen a marked improvement in the number of opportunities on offer in this space. We expect 2012 will see some movement upwards for salary levels in administration and support related disciplines. All the signs are that demand is increasing.

Looking at the information collated from our survey contributors, Project Management and Business Analysis salary levels have improved by about 5%. In many cases where specific industry experience or product knowledge is being sought, we have seen increases of up to 10%. We expect salary levels for Project Managers and Business Analysts to improve further over 2012 as it is clear many companies are beginning to reinvest on project initiatives that have been put to the side over the last two to three years. Executive level salaries in the IT space remain significantly behind where they had been in the boom years. The presiding factor here is the lack of opportunity. There has been little movement at the top end of the market.

Looking at the figures, Permanent ERP salaries in the SAP and Oracle eBusiness arena have improved by about 8%. We have seen an under supply of candidates in this field.

Core benefits have remained consistent over the last year with the exception of a noticeable improvement in bonus payments. Many companies who responded to our survey intend to pay bonuses in 2011 with figures ranging from 8% - 15%. Many of these companies had moratoriums on bonuses for the last couple of years. Typical benefits on offer are DC pensions from 4% - 10%, healthcare benefits, life assurance and educational assistance.

We have seen slow but steady increments in salary levels across many IT disciplines in 2011, some areas have seen movement upwards more than others such as software engineering and business intelligence. We anticipate there will be further upward pressure on salaries in most disciplines in 2012.

## INFORMATION TECHNOLOGY

### CONTRACT

#### Executive

Job Title	Dublin € p/d	Regional € p/d
Interim IT Director / Consultant	450 – 550	400 – 550
Interim IT / Development Manager	400 – 500	375 – 500

#### Software Development

Job Title	Dublin € p/d	Regional € p/d
Engineering / Development Manager	375 – 500	350 – 450
Senior Engineer / Technical Team Lead (J2EE / .NET)	350 – 450	350 – 400
Oracle Applications Consultant (Technical / Functional)	400 – 500	400 – 500
Mainframe Developer	250 – 350	225 – 300
Creative Manager	300 – 400	275 – 375
Interactive Designer	275 – 375	225 – 350
Usability Engineer	250 – 350	225 – 325
C# Engineer	300 – 400	275 – 375
C / C++ Developer	300 – 375	250 – 350
J2EE Developer	300 – 400	275 – 375
.Net Developer	300 – 400	250 – 375
Web Services Developer	300 – 400	275 – 375
Database Developer (Oracle / SQL Server / Sybase)	300 – 400	275 – 375
Multimedia / Graphical / Web Designer	175 – 300	150 – 275
Technical Writer / Editor	150 – 250	150 – 250

#### System Analysis

Job Title	Dublin € p/d	Regional € p/d
Business Systems Analyst / Consultant	275 – 350	250 – 350
QA / Test Manager	275 – 375	250 – 350
Principal Engineer / Systems Architect	400 – 500	350 – 450
Software Test / QA Engineer	240 – 330	225 – 320
Business Intelligence Consultant	300 – 400	275 – 375
Data Warehousing Consultant	300 – 450	275 – 400

#### IT / Project Management

Job Title	Dublin € p/d	Regional € p/d
Programme Manager	400 – 500	375 – 500
Senior Project Manager	400 – 500	350 – 450
Project Manager	300 – 400	275 – 375
Product Manager	300 – 400	275 – 375
Management Consultant	300 – 400	275 – 375

The contract market for IT professionals continued to strengthen through 2011. While the improvements in rates available during 2010 were largely related to Software Developers, we have noticed a broader improvement across most disciplines in 2011. While developers have continued to see increases in rates available, we have seen upward pressure on rates across areas such as project management, business intelligence, QA and to a lesser degree in support/administration.

As more opportunities have become available, candidates have become increasingly confident to leave permanent roles and enter the contract market. We have found that candidates are starting to think about positive career development again, and are thinking outside of simply 'survival mode' in their current job. Many candidates are looking again at contracting to gain access to new technologies and new projects, and are more confident about the opportunities that may be available at the end of their contract.

The market for developers has continued to grow, and because of the significant shortage of experienced developers available for contracting, the upward pressure on rates has continued. Strong senior level developers are increasingly commanding up to €400 per day in Dublin, but there is upward pressure at all levels. Hiring talented developers on contract at present is proving difficult for many clients, and recruiters are often competing against multiple offers to secure a hire. Recruiters are increasingly looking abroad to increase the talent pool available, principally in countries like Spain, Portugal and India where salary levels are lower.

On the back of this, QA and Testing are busier with rates also being pushed upwards. The majority of Test roles are coming in at between €250 and €300 per day, but rates as high as €330 have been achieved for those with specialist skills.

On the support side, we have seen some improvement in the number of roles

becoming available within Helpdesk and Network & Systems Administration and rates on offer are increasing slightly. We have seen a slightly bigger push on rates on the database side with DBAs commanding between €300 and €400 per day.

Project Management roles have become more frequent and rates have increased throughout the year. Project Managers can command up to €400 per day, while Senior Project and Programme Managers are expecting €450 to €500. On the Business Analysis side, we have seen rates holding relatively steady, with average rates falling from €300 to €350 per day.

We are also seeing a high number of Business Intelligence and Data Warehousing roles available, with those candidates possessing niche skills experiencing strong increases in rates.

For 2012, we continue to expect upward pressure on rates for niche areas, but in general we don't anticipate rises to the degree we have seen this year. We expect more candidates to move into contracting as their confidence improves and the rates become more attractive. From the client perspective, increased competition to secure good people remains a significant challenge.



#### Support / Administration

Job Title	Dublin € p/d	Regional € p/d
Database Administrator (Oracle / SQL Server / Sybase)	300 – 400	275 – 375
Unix / Linux Administrator	300 – 400	275 – 375
Network / Systems Administrator	200 – 325	175 – 300
Network Engineer	200 – 325	175 – 300
Help Desk Support	125 – 200	115 – 175
Application Support Consultant	150 – 300	125 – 275

#### QA / Technical Writing / Localisation

Job Title	Dublin € p/d	Regional € p/d
Localisation Project Manager	200 – 325	175 – 275
Localisation Engineer	150 – 250	125 – 225
Localisation QA Engineer	150 – 250	125 – 225
Technical Writers	150 – 250	150 – 250

#### ERP Consultancy / Specialist Roles

Job Title	Dublin € p/d	Regional € p/d
SAP Consultant (Functional / Technical)	400 – 500	350 – 450
SAP Basis Consultant	300 – 400	300 – 400
Oracle Application	400 – 550	400 – 500





## SCIENCE & PHARMACEUTICAL

There have been more opportunities for sales roles this year in specialised therapeutic areas. We are seeing a demand for candidates with a minimum requirement of a science background, advanced nursing qualification and at least three years' industry experience. This would be in contrast to previous times when it was less difficult to embark on a career in the health, pharmaceutical and scientific industries. Salaries have levelled off since 2010

with many companies now capping basic salaries and incentivising their employees with performance related bonuses. This has continued the trend set in 2010 where companies are getting a higher calibre of candidate for their salary budget. The salaries for Marketing and Product Management in particular have decreased by up to 20%. We have also noted a large decrease in the number of permanent primary care roles, with companies opting to fill these on a contract basis only.

There has been a continued emergence of newly defined roles within the industry with market access roles continuing to become available.

In essence, the industry has gone through a turbulent change but some encouraging predictions for 2012 include the number of companies continuing to see Ireland as an opportunity for investment due to our talent pool and entering the Irish market to this end.

### Quality & Validation

Job Title	€
Director of Quality	90,000 – 120,000
Quality Manager	50,000 – 75,000
Qualified Person	70,000 – 90,000
QA / QC Supervisor	45,000 – 60,000
QA / QC Analyst (3+ years' exp.)	40,000 – 50,000
QA / QC Analyst (1-3 years' exp.)	28,000 – 40,000
Quality Engineer (3+ years' exp.)	40,000 – 55,000
Validation Manager	50,000 – 70,000
Validation Engineer (3+ years' exp.)	40,000 – 55,000
Validation Engineer (1-3 years' exp.)	25,000 – 38,000

### Regulatory

Job Title	€
Regulatory Affairs Manager	60,000 – 85,000
Senior Regulatory Affairs Officer	45,000 – 60,000
Regulatory Affairs Officer	30,000 – 45,000

### Analytical

Job Title	€
Laboratory Manager	45,000 – 65,000
Laboratory Supervisor	40,000 – 55,000
Analytical Chemist (3+ years' exp.)	40,000 – 55,000
Analytical Chemist (1-3 years' exp.)	30,000 – 40,000
Documentation Officer	22,000 – 28,000
Microbiology Analyst (3+ years' exp.)	35,000 – 45,000
Microbiology Analyst (1-3 years' exp.)	25,000 – 35,000

### Statistics

Job Title	€
Clinical Operations Manager	60,000 – 80,000
Clinical Research Officer	35,000 – 45,000
Clinical Data Manager	28,000 – 35,000

### Research & Development

Job Title	€
R&D Director	75,000 – 95,000
R&D Specialist	40,000 – 55,000
Process Chemist (3+ years' exp.)	45,000 – 55,000
Process Chemist (1-3 years' exp.)	35,000 – 45,000
Development Chemist (3+ years' exp.)	45,000 – 55,000
Development Chemist (1-3 years' exp.)	28,000 – 45,000
Formulations Scientist (3+ years' exp.)	45,000 – 55,000
Formulations Scientist (1-3 years' exp.)	28,000 – 40,000





*“The trend to hire temporary office support staff as a stop-gap has been pretty vibrant for the majority of 2011.”*

## Brightwater Support



The Office Support permanent recruitment market has remained fairly static for 2011 – we expect this trend to continue for the foreseeable future with little uplift. For those employers that are hiring across permanent office support roles, multitasking is the order of the day. Employers expect more “bang for their buck” and expect employees to take on more responsibilities – so flexibility and upskilling from an employee is what is required to ensure that they are keeping ahead of their competition.

However, the trend to hire temporary office support staff as a stop-gap has been pretty vibrant for the majority of 2011 and we absolutely see this trend continuing for 2012. Temporary staff to cover holidays and maternity leave offer the perfect solution to employers to test an employee’s all round skills and willingness to take on additional duties without the employer feeling the need to add to their head count until their overall business improves.

Notwithstanding this, there is a feeling of a little improvement across most sectors currently and should this optimism continue, we expect employment in the office support area to increase albeit slowly for the duration of 2012.

*B. McGrath*  
Director



## OFFICE SUPPORT

### TEMPORARY & CONTRACT

During the course of 2011 the requirement for temporary and contract Office Support staff has grown at a steady pace and has indeed increased month on month. The preference to employ staff on a temporary or contract basis over permanent is still prevalent, mirroring the uncertainty that has lingered in the Irish economy throughout the year.

Maternity leave cover has been ubiquitous and has accounted for a significant proportion of all contract recruitment. Maternity contracts have been mainly to cover executive assistant and reception roles.

On a positive note, the practice of taking in temporary staff to cover holidays and sick leave has returned to the market place, with cover being requested for anything from one day. This coupled with temporary staff taken on to cover project driven requirements has accounted for the increase in temporary staff being employed.

Salaries for temporary and contract staff have remained stable, with increases for high level project staff and Executive Assistants. We predict this trend will continue into 2012, with increases coming down the line as competition for high calibre staff continues to grow.

Job Title	Dublin € p/h	Regional € p/h
Office Manager	21.00 – 30.00	20.00 – 28.00
Office Junior	15.00 – 17.00	14.00 – 16.00
Senior PA / Executive Assistant	23.00 – 32.00	22.00 – 30.00
Personal Assistant	20.00 – 25.00	19.00 – 24.00
Receptionist (3-5 years' exp.)	18.00 – 21.00	17.00 – 20.00
Receptionist (0-2 years' exp.)	16.00 – 20.00	16.00 – 19.00
Project Coordinator	21.00 – 28.00	20.00 – 26.00
Administrator (3-5 years' exp.)	18.00 – 23.00	17.00 – 22.00
Administrator (0-2 years' exp.)	16.00 – 19.00	16.00 – 18.00
Team Secretary	18.00 – 22.00	17.00 – 21.00
Medical Secretary	20.00 – 24.00	19.00 – 22.00
Legal Secretary	21.00 – 25.00	20.00 – 23.00
Audio Typist	18.00 – 22.00	17.00 – 20.00
Customer Service Representative	17.00 – 21.00	16.00 – 20.00
Data Entry Administrator	15.00 – 19.00	15.00 – 18.00
Sales Administrator	18.00 – 25.00	17.00 – 23.00

*The above rates are client charge rates and are inclusive of the candidate's pay, employer's PRSI, holiday pay, payroll charges and Brightwater's management fee.*

## OFFICE SUPPORT

### PERMANENT

#### PA & Secretarial

Job Title	Dublin €	Regional €
Executive / CEO Assistant	40,000 – 50,000	35,000 – 45,000
Personal Assistant (>5 years' exp.)	32,000 – 40,000	30,000 – 38,000
Personal Assistant (3-5 years' exp.)	28,000 – 35,000	26,000 – 32,000
Personal Assistant (<3 years' exp.)	25,000 – 30,000	23,000 – 28,000
Secretary (>5 years' exp.)	30,000 – 35,000	28,000 – 32,000
Secretary (3-5 years' exp.)	27,000 – 33,000	24,000 – 28,000
Secretary (<3 years' exp.)	25,000 – 30,000	22,000 – 26,000
Team Secretary	26,000 – 35,000	23,000 – 30,000
Medical Secretary	26,000 – 35,000	23,000 – 30,000



## Legal Support

Job Title	Dublin €	Regional €
Legal PA	32,000 – 40,000	30,000 – 35,000
Legal Secretary (>5 years' exp.)	30,000 – 35,000	28,000 – 33,000
Legal Secretary (3-5 years' exp.)	28,000 – 32,000	26,000 – 30,000
Legal Secretary (<3 years' exp.)	24,000 – 28,000	23,000 – 27,000
Legal Administrator / Receptionist	22,000 – 26,000	22,000 – 25,000
Typist	24,000 – 28,000	22,000 – 25,000

## Office Administration

Job Title	Dublin €	Regional €
Office Manager (>5 years' exp.)	32,000 – 45,000	28,000 – 40,000
Office Manager (<5 years' exp.)	26,000 – 35,000	23,000 – 32,000
Senior Administrator (>3 years' exp.)	26,000 – 35,000	23,000 – 32,000
Administrator (<3 years' exp.)	22,000 – 28,000	20,000 – 25,000
Office Junior	20,000 – 23,000	18,000 – 21,000
Events Coordinator	20,000 – 27,000	20,000 – 25,000
Data Entry Operator	18,000 – 22,000	18,000 – 20,000
Filing / Archiving Clerk	18,000 – 22,000	18,000 – 20,000

## Office Support

Job Title	Dublin €	Regional €
Front Office Manager (>5 years' exp.)	28,000 – 35,000	28,000 – 35,000
Receptionist (>3 years' exp.)	23,000 – 28,000	23,000 – 28,000
Receptionist (<3 years' exp.)	20,000 – 25,000	20,000 – 25,000

## Facilities / Mailroom

Job Title	Dublin €	Regional €
General Services / Facilities Manager	40,000 – 65,000	35,000 – 50,000
General Services / Facilities Supervisor	28,000 – 35,000	28,000 – 32,000
General Services / Facilities Administrator	24,000 – 30,000	23,000 – 28,000

## Customer Service

Job Title	Dublin €	Regional €
Call Centre Manager	70,000 – 90,000	45,000 – 55,000
Customer Service Manager	32,000 – 45,000	30,000 – 38,000
Customer Services Team Lead	28,000 – 35,000	25,000 – 30,000
Customer Service Agent (>3 years' exp.)	24,000 – 28,000	22,000 – 26,000
Customer Service Agent (<3 years' exp.)	20,000 – 25,000	18,000 – 22,000
Bilingual Customer Service Agent	25,000 – 32,000	23,000 – 30,000
Sales Administrator	24,000 – 35,000	23,000 – 32,000
Order Entry Manager	28,000 – 32,000	23,000 – 28,000
Order Entry Clerk	18,000 – 25,000	18,000 – 22,000



After a gradual recovery and stabilisation of salaries for Office Support staff in 2010, this trend has carried through to 2011. We would envisage slight salary increases in 2012 across some sectors, with performance related bonuses continuing to play a key role in reviews.

The main growth area for 2011 has been for sales support or sales administration staff, especially those with SAP experience. This for the main has been in the FMCG industry. The healthcare, insurance and professional services financial services industries have also been recruiting in this area. When recruiting sales support staff, clients are not just looking for excellent administrators, but they are also looking for candidates with strong commercial acumen who can add value to the business. These sales support staff are incentivised by performance related bonuses and bonus schemes.

There has also been a rise in the recruitment of Project Administrators and Project Coordinators. Companies are willing to pay 10% to 15% extra for candidates with specific degrees.

Since Q2 2011, there are a number of new Executive Assistant roles being created at Director/CEO level, where candidates can command salaries in the €45,000 - €55,000 bracket. This is moving away from the trend during the course of 2009/2010 where Executive Assistants were supporting multiple Directors. Subsequently, there has been a move away from multi-disciplinary office staff at all levels and a creation of new positions.



## RETAIL

The Retail market again was challenging in 2011 with few new opportunities arising at most levels. 2012 will continue to be a competitive market for retailers. Most salaries remained unchanged but there is anticipation that bonuses and other incentives will pick up for 2012. Talent attraction in retail over the past twelve months has been difficult in specialist roles but with the confidence slowly beginning to return to the market, we will see a positive shift in this.

Salary packages within retail will differ depending on the sector. Multiples will continue to offer incentives with good benefits schemes, fashion will continue to emphasise salary on basics only and the telecom retail market will continue to be commission focused with a drive on incentives. The prediction for 2012 is that it will see some uplift in consumer spending but there will be very little change in the dynamics of the sector.

### Head Office

Job Title	Dublin €	Regional €
Operations Manager	55,000 – 80,000	55,000 – 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	28,000 – 40,000
Buying Administrator	22,000 – 28,000	20,000 – 26,000

### Grocery Multiples

Job Title	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 – 35,000
Supervisor	25,000 – 30,000	22,000 – 30,000
Cashier	22,000 – 26,000	20,000 – 25,000

### Non-Grocery Multiples

Job Title	Dublin €	Regional €
Area Manager	70,000 – 90,000	70,000 – 90,000
Store Manager	60,000 – 80,000	60,000 – 80,000
Assistant Manager	40,000 – 50,000	40,000 – 50,000
Department / Section Manager	30,000 – 40,000	30,000 – 40,000
Supervisor	25,000 – 30,000	25,000 – 30,000
Cashier	20,000 – 25,000	20,000 – 25,000

### Symbol Groups / Forecourt

Job Title	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	20,000 – 25,000	20,000 – 25,000

### Electrical / Pharmaceutical / Telecoms

Job Title	Dublin €	Regional €
Area Manager	55,000 – 70,000	55,000 – 70,000
Store Manager	40,000 – 55,000	40,000 – 55,000
Assistant Manager	28,000 – 35,000	28,000 – 35,000
Retail Assistant	20,000 – 26,000	18,000 – 24,000

### Fashion – High Street

Job Title	Dublin €	Regional €
Area Manager	60,000 – 80,000	60,000 – 80,000
Cluster Manager	40,000 – 60,000	40,000 – 55,000
Store Manager	28,000 – 45,000	28,000 – 40,000
Regional Visual Merchandiser	30,000 – 40,000	30,000 – 40,000
Visual Merchandiser	24,000 – 32,000	24,000 – 32,000
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

Job Title	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	28,000 – 40,000	25,000 – 35,000
Concession Manager	28,000 – 40,000	25,000 – 35,000
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 – 24,000	18,000 – 24,000
Part-time Sales Consultant	9.00 p/h	9.00 p/h

### Showroom Sales

Job Title	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 – 22,000	18,000 – 22,000



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