



**SALARY
SURVEY
2014**

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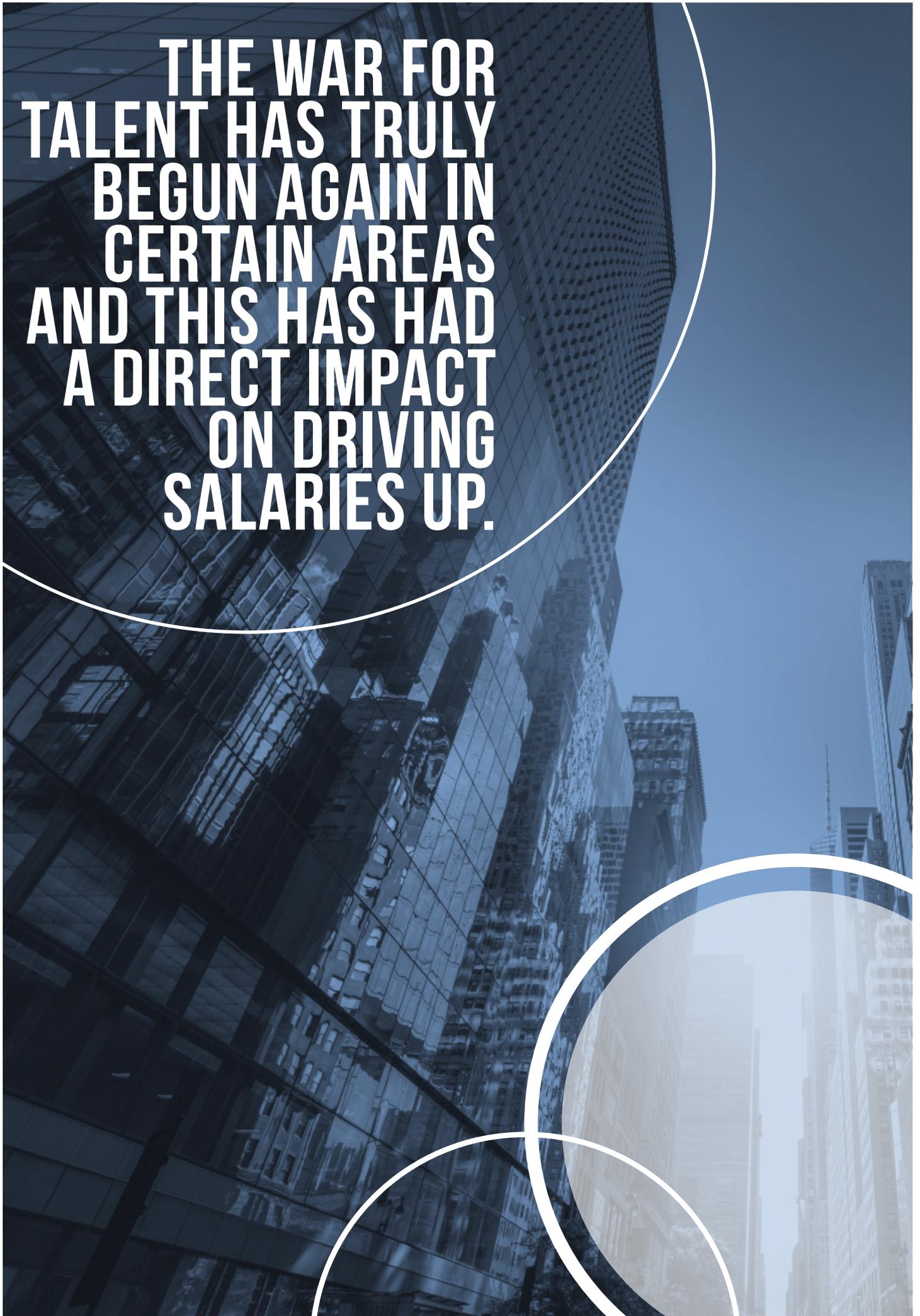


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SALARIES UP.**





MAIREAD FLEMING

Managing Director

The recruitment industry is certainly an interesting one and no more so than when we are assessing salaries and talent availability, and we have certainly seen these two go hand in hand this year! The war for talent has truly begun again in certain areas and this has had a direct impact on driving salaries up (although we are still not back to 2007 levels!). We have seen salaries increase by up to 10% in the IT space (mainly in software engineering) and for niche roles within financial services and banking. When replacing staff in these areas, companies are generally having to pay an uplift of 10% to 15% on the outgoing salary to attract these key individuals.

In other areas more modest increases are evident. Across finance and accountancy we are witnessing increases of between 2% and 5%. There is a slight resurgence in new jobs in the domestic engineering space, particularly in manufacturing roles, where we have seen a modest increase of between 2% and 6% but the real good news here is that new jobs are being created and we anticipate this to continue throughout 2014.

Benefits vary greatly from industry to industry but they are not the main driver for candidates – it is all about basic salaries and candidates would prefer to see the value of the benefit in their basic salary. That said, educational allowance

remains very important to candidates.

Bonus payments, generally linked to company and individual performance, are being paid within professional services and are wide ranging (5% to 20%). Sales professionals continue to be motivated and rewarded by bonus payments and companies are offering attractive commission and bonus structures to retain and attract new talent.

Having spoken to several hundred organisations to compile this survey, Brightwater's 15th annual salary survey shows salaries increasing (modestly), bonuses being paid and the attraction and retention of key talent challenging.





EXECUTIVE

On the whole 2013 has been a positive and encouraging year with a notable stabilisation in the market. This is coupled with positive sentiment that we are slowly but surely making strong inroads towards consistent quarterly trends of growth amongst SMEs through to the large multinationals.

In comparison to last year there has been an increase of circa 12% to 15% across senior management and executive level assignments being registered, in particular from Q2 of this year. With approximately 60% of new assignments due to attrition and the balance stemming from new role creation, including new company entrants to the market, this consistent month on month growth shows an optimistic trend. Based on initial feedback with many clients on projected head-count plans, this pattern will hopefully continue for 2014.

Most disciplines, in particular across sales & marketing, IT, pharmaceutical, engineering and accountancy have seen uplifts.

When going to market for new strategic hires, specialist market and sector intelligence has become paramount to employers to ease this transition, enabling them faster "value add" and return of investment. As a result, key positions can often take anywhere from two to six months to appoint successfully with both client and candidate seeing a more robust and thorough selection process. The competition for talent continues, with shortages still in the domestic market within digital, specialist engineering and IT skills.

Across financial services there has been a welcome growth in front and middle office roles. Within funds in particular, a strong demand exists for transfer agents, middle office, risk & audit and legal professionals with exceptional operational/regulatory risk understanding. With AIFMD compliant deadlines looming, talent attraction and retention in these areas is starting to heat up the market.

Aviation leasing has seen good growth with an increased demand for transactional lawyers, credit/risk and commercial sales professionals. All hires still prove to be very challenging and competitive to attract within this niche sector. With such trends and the anticipation of lessors increasing teams into 2014 as asset portfolios grow, this certainly would be a positive indicator for the industry.

Insurance and banking has been steady with compliance, risk, restructuring and developmental commercial insurance underwriting professionals still best

placed in terms of opportunities available in the market.

All in all, it does appear that a number of sectors are showing real signs of growth. Employers seem more positive with the future outlook. Equally, senior professionals considering a career move are more confident that the timing is now good in the market and will often have multiple job opportunities to consider. With more options, competition to attract the best senior candidates is now more evident and in some cases the 'sign on bonus' has made a comeback.

Financial Services

Banking, Investment & Funds Management / Administration

Job Title	€
Managing Director / CEO	185,000 – 385,000
Chief Operating Officer	150,000 – 250,000
Financial Director / CFO	115,000 – 185,000
Risk Director / Chief Risk Officer	100,000 – 180,000
Head of Audit	110,000 – 170,000
Head of Compliance	95,000 – 135,000
VP / Director / Head of Legal	135,000 – 200,000
Treasury Director	95,000 – 155,000
Corporate Finance Director	100,000 – 170,000
VP / Director – Credit / Restructuring	100,000 – 150,000
VP / Director – Wealth Management	85,000 – 125,000
VP / Director – Institutional	95,000 – 135,000
Investment Director – Chief Investment Officer	105,000 – 185,000
VP / Director – Funds / Financial Reporting / TA	95,000 – 165,000
VP / Director – Client Relationship Management	95,000 – 130,000
VP / Director – Trustee / Custodian	95,000 – 140,000
VP / Director – Middle Office	90,000 – 125,000
VP / Director – Portfolio Manager / Trading	95,000 – 145,000
Business Development / Commercial Director	85,000 – 145,000
Senior Operational Risk Manager	85,000 – 120,000
Head of a Major Function	100,000 – 175,000





Aviation Leasing

Job Title	€
MD / CEO	250,000 – 550,000
Chief Operating Officer	175,000 – 380,000
Chief Commercial Officer	160,000 – 350,000
Financial Director / CFO	130,000 – 250,000
Director of Risk / Chief Risk Officer	120,000 – 300,000
VP / Director / Head of Legal	130,000 – 250,000
VP / Director / Head of IT & Projects	125,000 – 175,000
VP / Director / Head of Technical & Asset Management	135,000 – 300,000
VP / Director / Head of Corporate Finance	115,000 – 280,000
VP / Head of Treasury Director	125,000 – 200,000
VP / Director / Head of Audit	110,000 – 130,000
VP / Director – Aircraft Trader	140,000 – 270,000
VP / Director of Sales	140,000 – 200,000
VP / Director – Contract / Transactional Portfolio Management	115,000 – 160,000
VP / Director – Tax	110,000 – 135,000

Insurance (Life / General / Captive / Reinsurance), Pension & Investments

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



General Management & Operations

Industry & Commerce, IT, Supply Chain, Logistics, Science & Pharmaceutical

Job Title	€
CEO	140,000 – 300,000
Managing Director >100 staff	120,000 – 150,000
Managing Director <100 staff	80,000 – 110,000
General Manager >100 staff	85,000 – 120,000
General Manager <100 staff	70,000 – 90,000
COO	120,000 – 250,000
Director of Operations	100,000 – 120,000
Head of Operations >100 staff	80,000 – 90,000
Head of Operations <100 staff	60,000 – 80,000

Accounting & Finance

Job Title	€
Chief Financial Officer	140,000 – 160,000
Group Financial Director	120,000 – 145,000
Financial Director T/O >10m	95,000 – 180,000
Financial Director T/O <10m	85,000 – 145,000
Group Financial Controller	85,000 – 120,000
Financial Controller T/O >10m	75,000 – 120,000
Financial Controller T/O <10m	70,000 – 110,000
Director of Internal Audit	100,000 – 140,000
Global Director of Tax	130,000 – 190,000
EMEA Tax Director	85,000 – 120,000
Director of Shared Services	110,000 – 175,000
Head of Risk / Compliance / Regulatory Affairs	85,000 – 160,000
Divisional Head	80,000 – 120,000

Sales & Marketing

Job Title	€
Commercial Director	90,000 – 150,000
Sales Director	85,000 – 140,000
Marketing Director	85,000 – 160,000
Communications Director	80,000 – 120,000
Business Development Director	80,000 – 125,000
Account Director	75,000 – 100,000

Professional Services

Human Resources

Job Title	€
HR Director / Head of HR	85,000 – 170,000
Organisational Development Director	80,000 – 140,000
Head of Reward	85,000 – 140,000
Learning & Development Director	80,000 – 120,000

Public Practice / Consulting

Job Title	€
Partner (Salaried)	120,000 – 180,000+
Director	85,000 – 130,000
Consulting Director	90,000 – 145,000

Legal

Job Title	€
Equity Partner	200,000 – 450,000+
Salaried Partner	80,000 – 250,000+
Senior Associate	80,000 – 120,000
Head of Legal (In-House) Global >100 lawyers	200,000 – 350,000+
Head of Legal (In-House) EMEA <25-50 lawyers	150,000 – 200,000+
Head of Legal (In-House) 3-25 lawyers	100,000 – 130,000
General Counsel	80,000 – 160,000
Senior Lawyer	80,000 – 135,000
Senior Legal & Compliance Officer	95,000 – 130,000



Information Technology

Job Title	€
Chief Technical Officer (CTO)	90,000 – 160,000
Chief Operations Officer (COO)	110,000 – 150,000
Chief Information Officer (CIO)	110,000 – 150,000
IT Director / Head of IT	90,000 – 135,000
Programme Director	90,000 – 125,000
Head of Professional Services	120,000+
Service Delivery Director	90,000+

Technical Services

Science & Pharmaceutical / Supply Chain & Logistics / Engineering

Job Title	€
Director of Supply Chain	80,000 – 150,000
Director of Procurement	80,000 – 150,000
Purchasing Director	90,000 – 120,000
Engineering Director	90,000 – 120,000
Project Director	95,000 – 125,000
Director of Regulatory Affairs	90,000 – 120,000
Director of Quality	80,000 – 110,000
Director of R&D	80,000 – 120,000
Manufacturing Director	85,000 – 130,000
Plant Director	120,000 – 140,000



ACCOUNTANCY

General

The last year has seen steady growth in the accountancy arena across Dublin and Leinster and according to a recent poll of financial directors and financial controllers, finance departments are planning to expand their teams throughout 2014. Overall, the perception in the market has been very positive.

We have noticed a marked increase in candidates registering with us as they want progression and growth and are no longer fearful of redundancy. Shared service centres, multinationals, FMCG, retail, hi-tech and pharmaceutical industries have all maintained steady growth in the last 12 months. For the first time in a number of years, we have placed commercial finance managers and financial controllers within the SME sector. A number of these placements have been with start-up companies who have managed to win funding for their entrepreneurial businesses. Within Munster and Connaught, the market has seen continued growth in the manufacturing, energy and pharmaceutical industries. This growth is predicted to continue throughout 2014.

Salaries have increased within the busier shared service centres, multinational, FMCG, retail, hi-tech and pharmaceutical sectors. Qualified candidates working within these industries who have trained within a Big 4 or Top 10 have seen the highest increases. Again, companies have paid a higher premium to candidates who have specific project skills with regard to large systems (SAP & Oracle) and technical skills such as IFRS and compliance. There is a strong preference for commercial managers/controllers compared to pure reporting. As the economy is getting back on its feet, decision makers expect their head of finance to commercially control their finances as they expand their business.

On average, there has been a steady increase in salaries from assistant accountant right through to financial director. Percentage increases have varied from sector to sector and across companies within sectors. The majority of companies polled have increased their salaries in the last 12 months. Most have or plan to pay out a percentage bonus this

QUALIFIED			
Job Title	Dublin €	Cork €	Regional €
Financial Controller T/O >10m	75,000 – 120,000	70,000 – 110,000	65,000 – 100,000
Financial Controller T/O <10m	70,000 – 110,000	65,000 – 105,000	60,000 – 100,000
Finance Manager	65,000 – 85,000	60,000 – 70,000	55,000 – 65,000
Internal Audit Manager	65,000 – 95,000	60,000 – 85,000	55,000 – 80,000
Group Financial Accountant	50,000 – 65,000	45,000 – 55,000	42,000 – 55,000
Management Accountant	50,000 – 65,000	45,000 – 55,000	42,000 – 55,000
Project Accountant	55,000 – 80,000	50,000 – 70,000	50,000 – 70,000
Cost Accountant	50,000 – 65,000	45,000 – 55,000	42,000 – 55,000
Financial Analyst	45,000 – 65,000	40,000 – 60,000	38,000 – 55,000
Systems Accountant	60,000 – 85,000	55,000 – 75,000	50,000 – 70,000
Internal Auditor	45,000 – 50,000	40,000 – 60,000	38,000 – 55,000
Financial Accountant	50,000 – 65,000	45,000 – 55,000	42,000 – 55,000
Newly Qualified Accountant	45,000 – 50,000	42,000 – 48,000	40,000 – 45,000
Credit Control Manager	45,000 – 65,000	40,000 – 60,000	40,000 – 55,000
Accounts Payable Manager	45,000 – 65,000	40,000 – 60,000	40,000 – 55,000
Payroll Manager	45,000 – 65,000	40,000 – 60,000	40,000 – 55,000

PART-QUALIFIED			
Job Title	Dublin €	Cork €	Regional €
Finalist	38,000 – 42,000	35,000 – 40,000	35,000 – 38,000
Part-Qualified Accountant (1-3 years' exp.)	35,000 – 40,000	30,000 – 35,000	30,000 – 35,000
Assistant Accountant	35,000 – 38,000	30,000 – 35,000	28,000 – 32,000
Book-keeper	30,000 – 35,000	28,000 – 32,000	26,000 – 32,000
Accounts Assistant	30,000 – 35,000	25,000 – 30,000	23,000 – 30,000
Credit Controller	32,000 – 38,000	28,000 – 34,000	26,000 – 32,000
Payroll Administrator	35,000 – 40,000	30,000 – 35,000	28,000 – 35,000
Accounts Receivable	28,000 – 32,000	23,000 – 26,000	23,000 – 26,000
Accounts Payable	28,000 – 32,000	23,000 – 26,000	23,000 – 26,000

year for qualified staff and some intend to do so for their part-qualified employees. The bonus percentage payment depends on seniority, performance of the company and division as well as the individual's performance. Health cover (employee

and family) and company pension contributions are also back as offerings. The norm for study leave varies greatly from company to company but the average is still a day per exam.





ACCOUNTANCY

Temporary & Contract

Overall 2013 has been a positive year for the temporary and contract accountancy market and we expect this to continue into 2014. There is not much change in the salary bands from 2013, however what we are noticing is that more candidates are able to command the mid to higher range of the bands, in particular those with niche skill-sets.

Contract recruitment within financial services remains strong. We have noticed that general financial services companies have gained momentum in recruiting contract accountancy staff, in particular the funds industry with roles such as financial reporting on the increase. As always, the insurance sector remains busy but we do not expect it to dominate the industry in 2014 as other areas are getting busier. Within industry, the PLCs and multinationals are expected to remain steady, with a slight increase of approximately 3% to 5% in salaries in 2014. SMEs are getting busier; while salaries are still at the lower end of the scale, they have recruited at both qualified and part-qualified level in 2013 and we expect this to continue throughout 2014. It is a great indicator for the market.

With the increased level of roles becoming available, the demand for strong candidates has also increased, thus leading to a more competitive market which in turn affects salaries. Commercial accountants, financial analysts, project accountants and candidates with Top 10 audit experience remain in high demand. Within financial services, accountants with strong reporting, IFRS and insurance experience continue to command higher salaries. We also expect further growth in the part-qualified accountancy

contract market with the number of short term temporary hires becoming more commonplace.

To conclude, we expect marginal increases to basic salaries in 2014. However, completion bonuses are becoming far more commonplace which ensure commitment to the contract duration. Also in some of the larger organisations, benefits may be offered for longer term contracts which continues to make contracting attractive to good candidates.

QUALIFIED

Job Title	Dublin € p/a	Cork € p/a	Regional € p/a
Financial Controller	75,000 – 120,000	70,000 – 110,000	65,000 – 100,000
Finance Manager	65,000 – 85,000	60,000 – 70,000	55,000 – 65,000
Internal Audit Manager	65,000 – 95,000	60,000 – 85,000	55,000 – 80,000
Project Accountant	55,000 – 80,000	50,000 – 70,000	50,000 – 70,000
Systems Accountant	60,000 – 85,000	55,000 – 75,000	50,000 – 70,000
Financial Analyst	45,000 – 65,000	40,000 – 60,000	38,000 – 55,000
Financial Accountant	50,000 – 65,000	45,000 – 55,000	42,000 – 55,000
Management Accountant	50,000 – 65,000	45,000 – 55,000	42,000 – 55,000
Internal Auditor	45,000 – 50,000	40,000 – 60,000	38,000 – 55,000
Newly Qualified Accountant	45,000 – 50,000	42,000 – 48,000	40,000 – 45,000
Credit Control Manager	45,000 – 65,000	40,000 – 60,000	40,000 – 55,000
Payroll Manager	45,000 – 65,000	40,000 – 60,000	40,000 – 55,000
Accounts Payable Manager	45,000 – 65,000	40,000 – 60,000	40,000 – 55,000

PART-QUALIFIED

Job Title	Dublin € p/a	Cork € p/a	Regional € p/a
Finalist	38,000 – 42,000	35,000 – 40,000	35,000 – 38,000
Part-Qualified Accountant	35,000 – 40,000	30,000 – 35,000	30,000 – 35,000
Bookkeeper	30,000 – 35,000	28,000 – 32,000	26,000 – 32,000
Assistant Accountant	35,000 – 38,000	30,000 – 35,000	28,000 – 32,000
Credit Controller	32,000 – 38,000	28,000 – 34,000	26,000 – 32,000
Payroll Administrator	35,000 – 40,000	30,000 – 35,000	28,000 – 35,000
Accounts Assistant	30,000 – 35,000	25,000 – 30,000	23,000 – 30,000
Accounts Payable	28,000 – 32,000	23,000 – 26,000	23,000 – 26,000
Accounts Receivable	28,000 – 32,000	23,000 – 26,000	23,000 – 26,000





ACCOUNTANCY

Financial Services

The Irish financial services market has enjoyed a steady uplift through 2013 and the feelings reported in the market are certainly promising more good news for 2014. Similar to last year, there are particular pockets of the market that have been busier than others for qualified accountants.

Whilst the insurance sector has continued to prove itself as being a steady area of the financial services market, the funds and asset management divisions have been growing and investing in the Dublin market again. The positive noises within the banking sector, compared to recent years, bode very well indeed for the overall market in 2014.

Specific areas of recent investment pertinent to qualified accountants across the financial services sector include internal audit, financial planning & analysis, regulatory reporting and systems/project accountants. This is a trend that has followed on from last year with a continued requirement for core finance roles of financial accountants, finance management and control.

We have certainly noticed more traction in the newly qualified to mid-level division of the market with companies making a concerted effort to promote from within where possible, thus creating new exciting opportunities for candidates at the more junior level in particular with leading multinational organisations.

To fill in the gaps, candidates with key skill-sets in niche areas such as team set-up, system implementation, specialist regulation knowledge and previous audit experience for the applicable business area have continued to be in demand. These candidates with strong soft skills as well as technical expertise are successfully demonstrating their potential value add to an interested employer. Instances of candidates having multiple offers on the table at the same time are recurring from pre-downturn days and reminding us that Dublin is a very attractive hub for investment.

There has not been a dramatic change in remuneration packages this year, with most clients planning to implement blanket 2% to 4% increases on base

salaries going forward. Like last year, specialist candidates have had success in negotiating to the upper end of a salary bracket on offer. Bonuses are still viewed as discretionary and performance related, but on the whole have continued to be paid out with up to 15% for mid level management and up to 20% for senior level management. The benefits package continues to include health & life insurance, pension, professional fees and in some instances gym and travel

expenses. Where budgets are a little tighter, but candidate performance is strong, softeners like extra annual leave have been evident, particularly at a junior level.

Our prediction for 2014 is continued growth in financial services. Strong multinational organisations continue to demand an excellent calibre of qualified accountants in the Irish market.

QUALIFIED

Job Title	Dublin €	Regional €
Chief Financial Officer	120,000 – 185,000	100,000 – 150,000
Financial Controller	70,000 – 110,000	65,000 – 100,000
Finance Manager	70,000 – 85,000	65,000 – 80,000
Internal Audit Manager	70,000 – 95,000	65,000 – 80,000
Internal Auditor	55,000 – 75,000	45,000 – 60,000
Financial Reporting Manager	70,000 – 85,000	60,000 – 70,000
Financial Reporting Accountant	60,000 – 75,000	45,000 – 55,000
Project Accountant	60,000 – 80,000	50,000 – 70,000
Treasury Accountant	50,000 – 65,000	40,000 – 55,000
Senior Financial Analyst	65,000 – 75,000	55,000 – 65,000
Financial Analyst	45,000 – 65,000	40,000 – 60,000
Senior Financial Accountant	65,000 – 75,000	55,000 – 65,000
Financial Accountant	45,000 – 65,000	40,000 – 60,000
Management Accountant	50,000 – 65,000	40,000 – 60,000
Newly Qualified Accountant	45,000 – 50,000	38,000 – 45,000

PART-QUALIFIED

Job Title	Dublin €	Regional €
Finalist	30,000 – 45,000	25,000 – 35,000
Assistant Accountant	32,000 – 40,000	30,000 – 38,000
Accounts Assistant	27,000 – 35,000	25,000 – 30,000
Accounts Payable Administrator	28,000 – 38,000	25,000 – 30,000
Accounts Receivable Administrator	28,000 – 38,000	25,000 – 30,000
Credit Controller	28,000 – 40,000	27,000 – 32,000
Graduate	18,000 – 25,000	18,000 – 22,000





**SPECIALIST
CANDIDATES
HAVE HAD
SUCCESS IN
NEGOTIATING TO
THE UPPER END
OF A SALARY
BRACKET ON
OFFER.**



PUBLIC PRACTICE

Over the past year, professional accountancy firms in the Top 10 and in particular the Big 4 have been building up talented workforces as the demands of their clients begin to grow again. They are focussing on key skills, and in particular the value a new recruit can bring to the business.

For the first time in a while, we have seen more movement from smaller and medium sized firms. These accountancy firms have been quiet over the past few years, maintaining a steady headcount. We are now seeing positive movement from both sides in this arena. Employers are hiring new staff to expand departments particularly in the areas of audit and corporate finance and jobseekers are beginning to regain confidence in the market and look externally for new opportunities.

In terms of demand for skills, there has been a shortage at the newly qualified

level in particular. This is not only due to some emigration but largely because graduate recruitment in 2009/2010 suffered large cuts. Therefore competition between firms for good newly qualified candidates has been heightened. This has resulted in the firms having to move quickly to interview when they see a candidate of interest. These candidates have had more options this year than their predecessors and it is up to the prospective firms to sell the benefits of joining them over their competition.

Areas of growth this year in public practice have been in line with recent trends. Corporate recovery and insolvency have been steadily growing across all sizes of firms from the Big 4 to the smaller firms. Candidates with the niche skills required for these roles have been able to command salaries of between 5% and 10% higher compared to their counterparts in audit at all levels from

part-qualified to senior management. We have also seen an expansion of many audit areas in Q3 and Q4 of 2013, this is certainly a positive sign as professional services firms are servicing new clients' needs and predict continued growth for the future across particular sectors. These major clients tend to be in the financial services and technology sectors along with many multinationals and shared service centres established in Ireland.

Our prediction for 2014 is that as confidence in the Irish economy gathers momentum, we are going to see continued growth in audit and advisory services and sustained demand for strong diverse candidates across all areas of practice. Strategic planning in order to attract the best candidates is going to be on the agenda for most accountancy practices this year as now is the time to build the teams who are going to drive the firms' success in the coming years.

<i>Job Title</i>	<i>Dublin €</i>	<i>Regional €</i>
Partner	120,000+	100,000+
Director	85,000 – 130,000	75,000 – 120,000
Senior Manager	70,000 – 90,000	60,000 – 75,000
Manager	55,000 – 70,000	50,000 – 65,000
Company Secretary	40,000 – 60,000	35,000 – 55,000
Assistant Manager	48,000 – 55,000	45,000 – 50,000
Senior / Associate	38,000 – 48,000	33,000 – 45,000
Audit Semi-Senior / Finalist	26,000 – 36,000	24,000 – 32,000
Audit Junior	23,000 – 26,000	21,000 – 24,000
Audit Trainee / Graduate	20,000 – 24,000	18,000 – 23,000





TAXATION

There has been a noticeable surge in momentum in the market for the past year, with the taxation sector continuing to recover and expand. Consequently, there has been a steady increase in demand across all sectors within practice, industry and financial services.

Amid significant global regulatory reform and the complexities associated with organisations striving to comply with changes to regulatory and legislative regimes, taxation is increasingly becoming the favoured profession within professional services. This is evident from the encouraging number of graduates undertaking the professional tax qualification and the various opportunities becoming available at entry level.

There has been an increase in opportunities within Big 4 and Top 20, particularly for tax professionals with expertise in corporate tax and financial services at senior level through to senior management level. There has also been an encouraging surge in recruitment activity within small to medium firms for professionals specialising in tax compliance.

With the increase in multinationals establishing themselves in the Irish market, particularly within the ICT sector, professionals with specific expertise and experience in niche areas such as tax risk management, international tax, transfer pricing and R&D are increasingly in demand to join their Group Tax functions.

As professionals continue to navigate their career path from tax practice to the corporate sector, correlating with the surge in opportunities continuing to arise within practice, there has been a distinct increase in competition between professional services firms to ensure they are as competitive as possible. A review of salaries, bonuses, benefits and opportunities to progress within taxation is necessary in order to compete not just with their practice counterparts but also with large industry and financial services organisations.

2014 should see continued optimism and growth in taxation across all industries owing to positive signs in the economy. With Ireland becoming an international hub for multinational organisations, professionals with specific expertise in areas such as foreign direct investment and transfer pricing will continue to be in high demand.

<i>Job Title</i>	<i>Dublin €</i>	<i>Regional €</i>
Tax Partner	120,000+	100,000+
Head of Tax – Industry / Financial Services	100,000 – 180,000	90,000 – 150,000
Tax Director	85,000 – 130,000	75,000 – 120,000
Tax Senior Manager	70,000 – 90,000	60,000 – 75,000
Tax Manager – Industry / Financial Services	60,000 – 80,000	50,000 – 70,000
Tax Accountant – Industry / Financial Services	45,000 – 60,000	35,000 – 55,000
Tax Manager	55,000 – 70,000	50,000 – 65,000
Tax Assistant Manager	48,000 – 55,000	45,000 – 50,000
Tax Senior	38,000 – 48,000	33,000 – 45,000
Tax Semi-Senior / Finalist	26,000 – 36,000	24,000 – 32,000
Tax Junior	23,000 – 26,000	21,000 – 24,000
Tax Trainee / Graduate	20,000 – 24,000	18,000 – 23,000





FUND ADMINISTRATION

The funds industry in Ireland has gone from strength to strength during the last year. We began to see an increased demand for candidates across fund accounting and investor services in late 2012 and this growth continued in 2013.

A number of the larger international firms had been tied to offering fixed term contracts in recent years but we have seen a large increase in the number of permanent roles coming onto the market in the last six or eight months.

Senior fund accountants or supervisors with 18 months to four to five years'

experience, specifically in hedge funds, are most in demand and therefore we have seen an increase in salaries at this level with a number of the key players competing for the same applicants.

Candidates with experience in new business development, on-boarding of new clients and migration of funds are also sought after. As business becomes more competitive, we have also noticed a number of firms looking to hire technically strong fund accountants with client service and business retention experience.

This was also a year where we saw a number of firms expanding their regional offices. Salaries tend to differ between areas but the majority of remote offices are offering salaries of 8% - 10% less than that on offer in Dublin.

The introduction of AIFMD in 2013 has not yet had a big impact on the market but industry experts have predicted an increase in demand for candidates with experience in trustee, custody and risk reporting. We have already begun to see an increase in demand for candidates with this type of experience as a number of firms look to build their teams ahead

FUND SERVICES

Job Title	Dublin €	Cork €	Regional €
Head of Fund Accounting (VP / Director)	95,000 – 165,000	90,000 – 120,000	90,000 – 120,000
Senior Manager Fund Accounting (VP)	75,000 – 95,000	65,000 – 85,000	65,000 – 85,000
Manager Fund Accounting (3-5 years' exp.)	55,000 – 75,000	50,000 – 65,000	50,000 – 65,000
Fund Accounting Assistant Manager / AVP (0-3 years' exp.)	45,000 – 55,000	40,000 – 50,000	40,000 – 50,000
Fund Accounting Supervisor / Team Leader	35,000 – 45,000	32,000 – 40,000	32,000 – 40,000
Senior Fund Accountant (2+ years' exp.)	28,000 – 35,000	26,000 – 32,000	26,000 – 32,000
Fund Accountant (1 year's exp.)	25,000 – 30,000	22,000 – 28,000	22,000 – 28,000
Fund Accountant / Administrator	22,000 – 28,000	22,000 – 26,000	22,000 – 26,000

INVESTOR SERVICES / TRANSFER AGENCY

Job Title	Dublin €	Cork €	Regional €
Head of Transfer Agency (VP / Director / SVP)	95,000 – 165,000	95,000 – 125,000	95,000 – 125,000
Transfer Agency Manager	50,000 – 80,000	40,000 – 60,000	40,000 – 60,000
Senior Transfer Agency Administrator	30,000 – 45,000	28,000 – 40,000	28,000 – 40,000
Transfer Agency Administrator	22,000 – 32,000	22,000 – 30,000	22,000 – 30,000

TRUSTEE

Job Title	Dublin €	Cork €	Regional €
Head of Trustee (VP / Director)	95,000 – 140,000	95,000 – 120,000	95,000 – 120,000
Manager Level	50,000 – 90,000	50,000 – 70,000	50,000 – 70,000
Senior Trustee Officer	35,000 – 50,000	30,000 – 40,000	30,000 – 40,000
Trustee Administrator	22,000 – 35,000	22,000 – 32,000	22,000 – 32,000



of their competitors. Typically candidates with two to four years' experience in this space are beginning to command 10% to 15% increases in their base salaries, with many facing counter offers if they look to move firms.

Overall salaries in the market have balanced out in comparison to recent years. In general, salaries are increasing from 3% to 8% depending on roles levels etc. We have also noticed that candidates are placing a big emphasis on the importance of their benefits package. Pension and health support are key and we have seen the majority of

firms re-introducing other benefits like educational support and club sub etc.

It is predicted that this growth will continue into 2014 as business in Ireland continues to grow. A number of international firms had migrated some functions to Europe and Asia in recent years but we have seen this trend being reversed again in the latter part of 2013.

Contract and temporary roles remain prevalent across the banking and funds sector in the last year, as predicted. We have seen changes in this space with the introduction of AWD this year; this

has meant that contract and temporary staff alike are now entitled to the same minimum benefits as their permanent counterparts. Within the funds industry there has been a rise in the amount of permanent hires; especially in fund accounting and trustee areas.

CORPORATE ACTIONS / PRICING

Job Title	Dublin €	Cork €	Regional €
Manager	45,000 – 60,000	40,000 – 55,000	40,000 – 55,000
Senior Administrator	32,000 – 45,000	28,000 – 36,000	28,000 – 36,000
Market Data / Corporate Actions Administrator	25,000 – 35,000	22,000 – 30,000	22,000 – 30,000
Pricing Specialist (3-5 years' exp.)	32,000 – 45,000	28,000 – 38,000	28,000 – 38,000
Pricing Specialist (0-3 years' exp.)	25,000 – 32,000	22,000 – 28,000	22,000 – 28,000

CUSTODY

Job Title	Dublin €	Cork €	Regional €
Head of Custody (VP / Director)	110,000 – 145,000	90,000 – 110,000	90,000 – 110,000
Custody Manager	50,000 – 90,000	45,000 – 70,000	45,000 – 70,000
Custody Supervisor	38,000 – 50,000	35,000 – 45,000	35,000 – 45,000
Senior Custody Administrator	28,000 – 38,000	26,000 – 36,000	26,000 – 36,000
Custody Administrator	22,000 – 30,000	22,000 – 28,000	22,000 – 28,000

CLIENT SERVICES

Job Title	Dublin €	Cork €	Regional €
Manager	50,000 – 70,000	45,000 – 65,000	45,000 – 65,000
Assistant Manager / Supervisor	35,000 – 50,000	30,000 – 45,000	30,000 – 45,000
Client Services Administrator	22,000 – 35,000	22,000 – 30,000	22,000 – 30,000





FUND ADMINISTRATION

Temporary & Contract

FUND SERVICES

<i>Job Title</i>	<i>Dublin € p/a</i>	<i>Regional € p/a</i>
Senior Manager Fund Accounting / VP (5+ years' exp.)	75,000 – 95,000	65,000 – 85,000
Manager Fund Accounting / AVP (3-5 years' exp.)	55,000 – 75,000	50,000 – 65,000
Fund Accounting Assistant Manager (0-3 years' exp.)	45,000 – 55,000	40,000 – 50,000
Fund Accounting Supervisor / Team Leader	35,000 – 45,000	32,000 – 40,000
Senior Fund Accountant (2+ years' exp.)	28,000 – 35,000	26,000 – 32,000
Fund Accountant (1 year's exp.)	25,000 – 30,000	22,000 – 28,000
Fund Accountant / Administrator	22,000 – 28,000	22,000 – 26,000

INVESTOR SERVICES / TRANSFER AGENCY

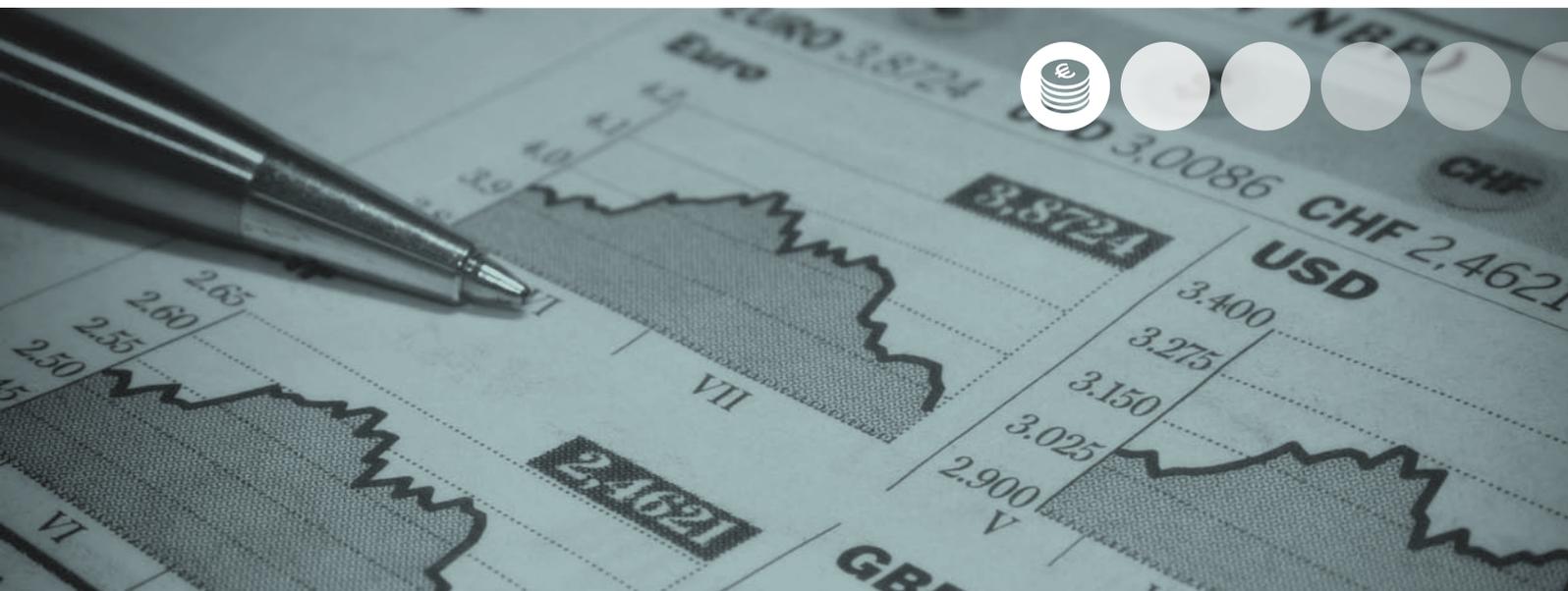
<i>Job Title</i>	<i>Dublin € p/a</i>	<i>Regional € p/a</i>
Transfer Agency Manager	50,000 – 70,000	40,000 – 60,000
Senior Transfer Agency Administrator	30,000 – 45,000	28,000 – 40,000
Transfer Agency Administrator	22,000 – 32,000	22,000 – 30,000

TRUSTEE

<i>Job Title</i>	<i>Dublin € p/a</i>	<i>Regional € p/a</i>
Trustee Manager	50,000 – 90,000	50,000 – 70,000
Senior Trustee Officer	35,000 – 50,000	30,000 – 40,000
Trustee Administrator	22,000 – 35,000	22,000 – 32,000

CORPORATE ACTIONS / PRICING

<i>Job Title</i>	<i>Dublin € p/a</i>	<i>Regional € p/a</i>
Senior Administrator	32,000 – 45,000	28,000 – 36,000
Market Data / Corporate Actions Administrator	25,000 – 35,000	22,000 – 30,000
Pricing Specialist	25,000 – 45,000	22,000 – 30,000



CUSTODY

<i>Job Title</i>	<i>Dublin € p/a</i>	<i>Regional € p/a</i>
Custody Manager	50,000 – 90,000	45,000 – 85,000
Custody Supervisor	38,000 – 50,000	35,000 – 45,000
Senior Custody Administrator	28,000 – 38,000	26,000 – 36,000
Custody Administrator	22,000 – 30,000	22,000 – 28,000

CLIENT SERVICES

<i>Job Title</i>	<i>Dublin € p/a</i>	<i>Regional € p/a</i>
Manager	50,000 – 70,000	45,000 – 65,000
Assistant Manager / Supervisor	35,000 – 50,000	30,000 – 45,000
Client Services Administrator	22,000 – 35,000	22,000 – 30,000



BANKING

Investment Banking / Investment Management

Following on from last year's salary survey it was predicted that there would be continued growth in specific areas of the banking industry. We have begun to see movement in salaries within investment banking, however salaries remain static within domestic/retail banks and hiring has continued to be on a contractual basis in this area.

With private outsourcing companies continuing to focus on debt restructuring and lending arrears, candidates with this type of experience are now highly sought after. Candidates who are meeting the Minimum Competency Code (MCC), which includes candidates who are APA or QFA qualified, are most in demand. There has been very little movement within retail banking for junior to mid-level candidates and any roles tend to be on a contract basis.

Within investment/international banking there has been growth and movement with new business being taken on in the Irish market. There has been an increase in front office positions with a focus on investments in particular. 2013 has also seen an increase in hiring across middle and back office functions as a result of new business and growth of front office positions. Vacancies within international/investment banking tend to be on the permanent side with some fixed term contract for project or maternity cover.

Across retail banking, salaries have remained stagnant and bonuses are generally not being paid. There were also cuts in benefits packages. There has been no view to replace educational assistance or healthcare to remuneration packages this year and this trend looks set to continue. There are still numerous firms going through rounds of redundancies within the retail sector; this is tending to affect middle to senior management level. There is also a tendency not to replace these staff members internally or externally. This has resulted in a large amount of candidates in the market with limited rehiring potential.

FRONT OFFICE

Job Title	Dublin €	Cork €	Regional €
Senior Trader	80,000 – 140,000	80,000 – 100,000	80,000 – 100,000
Trader	40,000 – 80,000	40,000 – 70,000	40,000 – 70,000
Trade Execution Manager	60,000 – 90,000	50,000 – 80,000	50,000 – 80,000
Trade Execution Dealer	30,000 – 50,000	25,000 – 40,000	25,000 – 40,000
Senior Portfolio Manager	90,000 – 120,000	70,000 – 110,000	70,000 – 110,000
Portfolio Manager	60,000 – 90,000	50,000 – 80,000	50,000 – 80,000
Senior Product Specialist	60,000 – 90,000	50,000 – 80,000	50,000 – 80,000
Product Specialist	40,000 – 60,000	35,000 – 55,000	35,000 – 55,000
Communications Specialist	40,000 – 60,000	35,000 – 55,000	35,000 – 55,000
Senior Investment Analyst	70,000 – 90,000	60,000 – 80,000	60,000 – 80,000
Investment Analyst	40,000 – 70,000	35,000 – 65,000	35,000 – 65,000
Equity Analyst (0-3 years' exp.)	25,000 – 35,000	22,000 – 32,000	22,000 – 32,000
Equity Analyst (3+ years' exp.)	35,000 – 60,000	30,000 – 50,000	30,000 – 50,000
Credit Analyst (0-3 years' exp.)	25,000 – 35,000	22,000 – 30,000	22,000 – 30,000
Credit Analyst (3+ years' exp.)	35,000 – 60,000	30,000 – 50,000	30,000 – 45,000
Fixed Income Analyst (0-3 years' exp.)	25,000 – 35,000	22,000 – 30,000	22,000 – 30,000
Fixed Income Analyst (3+ years' exp.)	35,000 – 60,000	30,000 – 50,000	30,000 – 45,000
Research Analyst (0-3 years' exp.)	20,000 – 30,000	20,000 – 28,000	20,000 – 28,000
Research Analyst (3+ years' exp.)	30,000 – 60,000	25,000 – 50,000	25,000 – 50,000

MIDDLE OFFICE

Job Title	Dublin €	Cork €	Regional €
Head of Middle Office	90,000 – 125,000	85,000 – 110,000	85,000 – 110,000
Middle Office Manager	50,000 – 70,000	45,000 – 60,000	45,000 – 60,000
Middle Office Analyst	30,000 – 50,000	25,000 – 45,000	25,000 – 45,000
Corporate Actions Manager	40,000 – 60,000	35,000 – 50,000	35,000 – 50,000
Corporation Actions Specialist	30,000 – 40,000	25,000 – 35,000	25,000 – 35,000
Pricing Manager	40,000 – 60,000	35,000 – 50,000	35,000 – 50,000
Pricing / Market Data Specialist	28,000 – 40,000	22,000 – 35,000	22,000 – 35,000
Trade Support Manager	40,000 – 60,000	35,000 – 50,000	35,000 – 50,000
Trade Support Specialist	30,000 – 40,000	25,000 – 35,000	25,000 – 35,000
Custody Manager	50,000 – 90,000	40,000 – 80,000	40,000 – 80,000
Custody Administrator	22,000 – 35,000	22,000 – 30,000	22,000 – 30,000





BACK OFFICE

Job Title	Dublin €	Cork €	Regional €
Cash Management Manager	40,000 – 60,000	35,000 – 50,000	35,000 – 50,000
Senior Cash Management	30,000 – 40,000	25,000 – 35,000	25,000 – 35,000
Cash Management Administrator	25,000 – 30,000	22,000 – 28,000	22,000 – 28,000
Settlements Manager	40,000 – 60,000	35,000 – 55,000	35,000 – 55,000
Senior Settlements Administrator	30,000 – 40,000	25,000 – 35,000	25,000 – 35,000
Settlements Administrator	25,000 – 30,000	22,000 – 28,000	22,000 – 28,000
Reconciliations Manager	40,000 – 60,000	35,000 – 50,000	35,000 – 50,000
Senior Reconciliations Administrator	30,000 – 40,000	28,000 – 35,000	28,000 – 35,000
Reconciliations Administrator	25,000 – 35,000	22,000 – 30,000	22,000 – 30,000
Payments Manager	40,000 – 60,000	35,000 – 50,000	35,000 – 50,000
Senior Payments Specialist	30,000 – 40,000	25,000 – 35,000	25,000 – 35,000
Payments Specialist	25,000 – 30,000	22,000 – 28,000	22,000 – 28,000

Across investment banking there has been a 3% to 8% rise in salaries, we are also noting the return of strong benefits packages. Most firms are now offering candidates educational assistance and health care, pension and bonus as standard. Bonuses are increasing in this area also due to winning new business. However, with AIFMD regulations there will be bonus implications to profit generating staff within these firms.

Overall, the banking industry has continued to grow and recover in the last year and we predict that this will continue in 2014. The main growth area will continue on the international side with the winning of new business while domestic banking will remain relatively stagnant but with opportunities for regulatory qualified candidates in areas of debt restructuring.

Compliance & Risk

(Across Banking, Investment / Asset Management / Fund Services)

COMPLIANCE

Job Title	Dublin €	Cork €	Regional €
Head of Compliance	90,000 – 135,000	85,000 – 115,000	85,000 – 115,000
Compliance Manager (5-7 years' exp.)	60,000 – 90,000	50,000 – 80,000	50,000 – 80,000
Compliance Manager (3-5 years' exp.)	45,000 – 60,000	40,000 – 55,000	40,000 – 55,000
Compliance Officer (1-3 years' exp.)	25,000 – 45,000	22,000 – 40,000	22,000 – 40,000

RISK

Job Title	Dublin €	Cork €	Regional €
Head of Risk	90,000 – 120,000	80,000 – 110,000	80,000 – 110,000
Risk Manager	60,000 – 90,000	50,000 – 80,000	50,000 – 80,000
Risk Officer	35,000 – 55,000	30,000 – 50,000	30,000 – 50,000
Quantitative Risk Manager	60,000 – 90,000	50,000 – 80,000	50,000 – 80,000
Quantitative Risk Analyst	35,000 – 60,000	35,000 – 55,000	30,000 – 55,000
Operational Risk Manager	60,000 – 90,000	50,000 – 80,000	50,000 – 80,000
Operational Risk Executive	35,000 – 60,000	30,000 – 55,000	30,000 – 55,000
Financial (Credit / Market / Liquidity Risk) Manager	60,000 – 90,000	50,000 – 80,000	50,000 – 80,000
Financial (Credit / Market / Liquidity Risk) Analyst	35,000 – 60,000	30,000 – 55,000	30,000 – 55,000
Risk Analyst	30,000 – 40,000	25,000 – 35,000	25,000 – 35,000
AML Officer	25,000 – 35,000	20,000 – 30,000	20,000 – 30,000
Fraud Risk Manager	40,000 – 60,000	35,000 – 55,000	35,000 – 55,000
Fraud Risk Officer	28,000 – 35,000	22,000 – 30,000	22,000 – 30,000





BANKING

Retail / Corporate / Private Banking

LENDING OPERATIONS

Job Title	Dublin €	Cork €	Regional €
Operations Manager	50,000 – 90,000	40,000 – 80,000	40,000 – 80,000
Restructuring Manager	50,000 – 90,000	40,000 – 80,000	40,000 – 80,000
Portfolio Manager (5+ years' exp.)	50,000 – 90,000	40,000 – 80,000	40,000 – 80,000
Portfolio Manager (0-5 years' exp.)	40,000 – 50,000	30,000 – 40,000	30,000 – 40,000
Credit Analyst (5+ years' exp.)	40,000 – 55,000	35,000 – 50,000	35,000 – 50,000
Credit Analyst (0-5 years' exp.)	25,000 – 40,000	22,000 – 35,000	22,000 – 35,000
Lending Arrears Team Leader	35,000 – 45,000	30,000 – 40,000	30,000 – 40,000
Lending Arrears Specialist	28,000 – 35,000	22,000 – 30,000	22,000 – 30,000
Collections Officer	25,000 – 35,000	22,000 – 30,000	22,000 – 30,000
Customer Service Executive	22,000 – 32,000	20,000 – 30,000	20,000 – 30,000

RETAIL BANKING

Job Title	Dublin €	Cork €	Regional €
Branch Manager	60,000 – 90,000	50,000 – 80,000	50,000 – 80,000
Retail Banking Team Leader	35,000 – 45,000	30,000 – 40,000	30,000 – 40,000
Senior Financial Advisor	50,000 – 60,000	40,000 – 50,000	40,000 – 50,000
Financial Advisor	35,000 – 50,000	30,000 – 40,000	30,000 – 40,000
Customer Service Executive	22,000 – 32,000	20,000 – 30,000	20,000 – 30,000

TREASURY

Job Title	Dublin €	Cork €	Regional €
Treasury Manager	60,000 – 90,000	50,000 – 80,000	50,000 – 80,000
Treasury Administrator	28,000 – 45,000	25,000 – 40,000	25,000 – 40,000
Settlements Administrator	22,000 – 35,000	20,000 – 30,000	20,000 – 30,000
Payments Specialist	22,000 – 35,000	20,000 – 30,000	30,000 – 30,000

PRIVATE BANKING

Job Title	Dublin €	Cork €	Regional €
Portfolio / Wealth Manager	60,000 – 80,000	50,000 – 70,000	50,000 – 70,000
Assistant Portfolio Manager	40,000 – 60,000	35,000 – 55,000	35,000 – 55,000
Client Service Executive	28,000 – 40,000	25,000 – 35,000	25,000 – 35,000





BANKING

Temporary & Contract

Contract and temporary roles have remained prevalent across the banking and funds sector in the last year, as predicted. We have seen changes in this space with the introduction of AWD this year; this has meant that contract and temporary staff alike are now entitled to the same minimum benefits as their permanent counterparts.

We have seen a constant demand across the board for temporary/contract staff

for project roles across domestic and international banking. These roles tend to be offered on a fixed term contract basis or a day rate with the majority getting extensions at the end of the contract. The domestic banks are continuing to hire graduate to mid-level candidates on long term contracts; these can be anything up to 24 months. Areas such as collections, customer service and back office roles are being offered on a temporary basis.

Within investment banking, we are seeing a demand for middle office and back office candidates on a fixed term contract basis. The majority of these roles tend to turn permanent. This is due to continued head-count freezes but with the take on of new business, it is thought that contractors in this space will be made permanent in 2014.



Investment Banking / Investment Management

FRONT OFFICE

Job Title	Dublin € p/a	Regional € p/a
Trade Execution Manager	60,000 – 90,000	50,000 – 80,000
Trade Execution Dealer	30,000 – 50,000	25,000 – 40,000
Portfolio Manager	60,000 – 90,000	50,000 – 80,000
Product Specialist	40,000 – 60,000	35,000 – 55,000
Communications Specialist	40,000 – 60,000	35,000 – 55,000
Investment Analyst	40,000 – 70,000	35,000 – 65,000
Equity Analyst	35,000 – 60,000	30,000 – 50,000
Credit Analyst	35,000 – 60,000	30,000 – 50,000
Fixed Income Analyst	35,000 – 60,000	30,000 – 50,000
Research Analyst	30,000 – 60,000	25,000 – 50,000

MIDDLE OFFICE

Job Title	Dublin € p/a	Regional € p/a
Middle Office Manager	50,000 – 70,000	45,000 – 60,000
Middle Office Analyst	30,000 – 50,000	25,000 – 45,000
Trade Support Manager	40,000 – 60,000	25,000 – 35,000

BACK OFFICE

Job Title	Dublin € p/a	Regional € p/a
Back Office Manager	50,000 – 70,000	45,000 – 60,000
Cash Management Administrator	25,000 – 30,000	22,000 – 28,000
Settlements Administrator	25,000 – 30,000	22,000 – 28,000
Reconciliations Administrator	25,000 – 35,000	22,000 – 30,000
Payments Specialist	25,000 – 30,000	22,000 – 28,000





Banking & Funds

RETAIL / CORPORATE / PRIVATE BANKING

<i>Job Title</i>	<i>Dublin € p/a</i>	<i>Regional € p/a</i>
Senior Credit Manager	50,000 – 90,000	45,000 – 80,000
Credit Manager	40,000 – 60,000	30,000 – 50,000
Portfolio Manager	40,000 – 60,000	30,000 – 50,000
Credit Analyst	30,000 – 50,000	25,000 – 45,000
Lending / Credit Executive	30,000 – 45,000	25,000 – 40,000
Project / Operations Manager	40,000 – 60,000	30,000 – 50,000
Business Analyst	35,000 – 60,000	30,000 – 50,000
Middle Office Manager	50,000 – 70,000	40,000 – 60,000
Treasury Manager	60,000 – 90,000	50,000 – 80,000
Settlements / Reconciliations / Payments Specialist	22,000 – 35,000	22,000 – 30,000



Compliance & Risk

(Across Banking, Investment / Asset Management / Fund Services)

COMPLIANCE

<i>Job Title</i>	<i>Dublin € p/a</i>	<i>Regional € p/a</i>
Compliance Manager	45,000 – 90,000	40,000 – 80,000
Compliance Officer	25,000 – 45,000	22,000 – 40,000

RISK

<i>Job Title</i>	<i>Dublin € p/a</i>	<i>Regional € p/a</i>
Risk Manager	60,000 – 90,000	50,000 – 80,000
Risk Officer	35,000 – 55,000	30,000 – 50,000
Risk Analyst	30,000 – 40,000	25,000 – 35,000
AML Officer	25,000 – 35,000	22,000 – 30,000

**WE HAVE SEEN
A CONSTANT
DEMAND
ACROSS THE
BOARD FOR
TEMPORARY
& CONTRACT
STAFF FOR
PROJECT ROLES.**





LEGAL

Practice

Brightwater's legal division has become increasingly busy which is a fantastic indicator of the level of confidence that has crept back into the legal market over the past four to six months in particular.

An extremely welcome development is an increasing number of permanent roles for junior legal professionals. They have had a tough time for the past few years in terms of being afforded quality post qualification experience. A large number of these roles continue to arise in the greater Dublin area but we are hopeful that this effect will begin to filter down to other regions of Ireland. These opportunities are mainly arising within litigation (particularly defence based work covering personal injuries, healthcare and professional indemnity), corporate, banking, finance and intellectual property.

In terms of salary levels, salary reviews have focused on individual and team performances when assessing potential increases. However, there are certain departments that seem to have experienced increases, in particular banking and litigation teams.

PRACTICE

Job Title	Dublin €	Regional €
Salaried Partner	80,000 – 250,000	65,000 – 145,000
6-9 years' PQE	65,000 – 150,000	50,000 – 90,000
5 years' PQE	57,000 – 92,000	48,000 – 70,000
4 years' PQE	48,000 – 90,000	40,000 – 65,000
3 years' PQE	35,000 – 80,000	33,000 – 50,000
2 years' PQE	35,000 – 72,000	28,000 – 38,000
1 year's PQE	30,000 – 65,000	24,000 – 36,000
Newly Qualified Solicitor	28,000 – 56,000	24,000 – 30,000
Company Secretary (5+ years' exp.)	38,000 – 95,000	35,000 – 70,000
Company Secretary (3-5 years' exp.)	30,000 – 55,000	35,000 – 50,000
Company Secretary (0-3 years' exp.)	25,000 – 45,000	25,000 – 38,000
Legal Executive / Paralegal	23,000 – 50,000	20,000 – 28,000

In-House

A wide range of in-house opportunities have continued to arise throughout the course of the past year at various levels and the continued interest and availability of suitably experienced legal professionals looking to make a move from practice to in-house has generally comfortably met these requirements (except for more niche areas such as funds). In the financial services sector, leading financial institutions, funds and

asset management companies and many life assurance companies have been to the forefront of recruiting in-house legal professionals. The technology sector also continues to grow at pace and attracts high calibre legal professionals. Language requirements are appearing more regularly on job specifications so we would certainly encourage continued up-skilling in this regard.

IN-HOUSE

Job Title	Dublin €	Regional €
Head of Legal	100,000 – 350,000+	95,000 – 140,000
Senior Legal Counsel	80,000 – 150,000	65,000 – 115,000
Junior Legal Counsel	45,000 – 75,000	40,000 – 60,000
Funds Lawyer	50,000 – 140,000	N/A
Legal & Compliance Officer	70,000 – 110,000	55,000 – 90,000
Company Secretary	50,000 – 120,000	50,000 – 90,000
Legal Administrator / Assistant	25,000 – 45,000	25,000 – 30,000





HUMAN RESOURCES

There has been noticeable positive movement in the human resources market over the last 12 months with more activity at all levels and a general feeling of confidence in contrast to the previous 12 month period. This movement has meant further demand for specialist HR skills and therefore some salary increases to attract the most qualified individuals in key areas.

These changes have been in particular in the specialist areas of reward/compensation & benefits, organisational development, change management, IR and recruitment/talent acquisition. This is predominantly within the larger multinationals (financial services and technology sector) or larger domestic organisations who are going through significant periods of change.

There has been a relative increase in the number of roles available outside of Dublin and a resulting nominal increase in salaries to close the gap between the wider Dublin area and other regions. This is partly led by the investment of multinational companies in these areas.

There is an ever widening salary bracket which is due to the disparity between certain industries, e.g. HR positions that have an international/European remit across multiple sites, in contrast to the indigenous SME market.

Generally we continue to see a healthy interim/contract market for HR professionals. There is not much of a premium on the salary on offer for those wishing to work on a project/interim basis but on a positive note, such assignments have tended to continue for longer with contract extensions being increasingly common.

Despite this positive outlook, it is still a competitive HR market for those seeking a new opportunity and familiarity with the specific industry sector is a key criteria for employers. Arguably, this should not be an issue for HR professionals' transferable skills but for the moment it seems to be an obstacle in many instances.

HR continues to be a challenging profession for third level graduates to enter and therefore more and more are focusing on gaining supplementary post-graduate qualifications. Although these can be helpful to secure an entry level role,

employers prefer that this is combined with clearly demonstrated HR work experience or an internship.

Overall there is a positive outlook for HR professionals, not least when one notices the dramatic increase in the

number of vacancies for experienced recruiters, resources and talent acquisition professionals. This is because a vast number of companies are growing and investing in Ireland which is hopefully an indicator of further growth for 2014.

GENERALIST HR

Job Title	Dublin €	Regional €
HR Director / Head of HR	85,000 – 170,000	70,000 – 120,000
HR Manager / HR Business Partner	50,000 – 90,000	50,000 – 80,000
HR Generalist / HR Advisor	35,000 – 50,000	32,000 – 45,000
HR Officer	28,000 – 35,000	26,000 – 34,000
HR Administrator	23,000 – 30,000	22,000 – 29,000
HR Graduate	20,000 – 26,000	20,000 – 26,000

LEARNING & DEVELOPMENT (L&D)

Job Title	Dublin €	Regional €
L&D Director / Head of L&D	80,000 – 120,000	80,000 – 120,000
L&D Manager	55,000 – 80,000	50,000 – 75,000
L&D / Training Specialist / Training Officer	35,000 – 55,000	30,000 – 50,000
L&D / Training Coordinator	25,000 – 36,000	24,000 – 34,000

REWARD / COMPENSATION & BENEFITS (C&B)

Job Title	Dublin €	Regional €
Head of Reward / C&B	85,000 – 140,000	N/A
C&B / Reward Manager	70,000 – 120,000	65,000 – 100,000
C&B / Reward Specialist	40,000 – 70,000	40,000 – 70,000

RECRUITMENT / TALENT ACQUISITION

Job Title	Dublin €	Regional €
Recruitment Manager	55,000 – 90,000	45,000 – 80,000
Recruitment Specialist	35,000 – 55,000	32,000 – 55,000
Recruitment Coordinator	23,000 – 36,000	23,000 – 32,000

OTHER KEY SPECIALIST AREAS

Job Title	Dublin €	Regional €
Organisational Development (OD) Director / Head of OD	80,000 – 140,000	N/A
OD Manager / Change Manager	65,000 – 100,000	60,000 – 90,000
Industrial Relations (IR) / Employee Relations (ER) Manager	50,000 – 100,000	45,000 – 100,000
Communications Specialist	40,000 – 90,000	35,000 – 80,000



INSURANCE

In putting together the salary survey for 2014, we are happy to report that the overall sentiment from the companies surveyed has been the most positive we have experienced for two or three years.

Broadly speaking, salaries have maintained their level or grown slightly, with none of the companies surveyed making pay cuts in the last 12 months. Approximately 25% of companies had pay rises across the board for all staff (inflationary rises of 1% to 2%) while the majority of the remaining rewarding key staff at various levels with increases also. As in recent years, those companies most likely to be rewarding staff with salary increases tended to be multinationals and tended to operate in international markets, but we were pleased to find a rising number of domestic businesses joining them.

The broking market though still being squeezed does appear to be experiencing 'green shoots' almost certainly being driven by an uplift in the economy as a whole. In particular, we found those brokers offering life insurance and financial advice have reported an increase in business as the public begin to look at their pensions and investments requirements while still ensuring they have the best value protection products also. This has seen a steady demand for qualified (QFA/CFP) financial advisers as well as sales support and administrators with salaries rising slightly in response. On the general insurance side, things are still a little tighter with most business growth coming from acquisitions and mergers, however the feeling is that with rates hardening (slightly) in both commercial and personal lines, things are set to improve here also.

Mirroring the broker market, we have also seen a steady demand from life insurance (as well as pensions and employee benefits) companies for experienced client services/administration staff to deal with increasing business. What is also clear is that more weight than ever is being attached to the professional qualifications (QFA, MIIPM, APA etc), with those candidates that have the qualifications being picked up first by employers and obtaining the highest salaries. On the general insurance

INTERNATIONAL

<i>Job Title</i>	€
Reinsurance Underwriting Manager	90,000 – 180,000
Reinsurance Underwriter	65,000 – 140,000
Reinsurance Underwriting Support (1-10 years' exp.)	30,000 – 55,000
Reinsurance Claims Manager (10+ years' exp.)	75,000 – 130,000
Reinsurance Claims (1-10 years' exp.)	35,000 – 65,000
Captive Account Manager / Senior Manager	70,000 – 140,000
Captive Underwriter / Insurance Manager (1-10 years' exp.)	35,000 – 55,000

INSURANCE COMPANY

<i>Job Title</i>	€
Commercial Underwriting Manager	80,000 – 120,000
Commercial Underwriter (5-10 years' exp.)	50,000 – 80,000
Commercial Underwriter (1-5 years' exp.)	30,000 – 50,000
Commercial Assistant Underwriter (1-3 years' exp.)	25,000 – 35,000
Personal Lines Manager	55,000 – 80,000
Personal Lines Underwriter	25,000 – 50,000
Personal Lines Executive	22,000 – 35,000
Life Underwriter	35,000 – 55,000
Life Pensions & Investments Operations Manager	55,000 – 75,000
Life Pensions & Investments Client Services Supervisor	35,000 – 45,000
Life Pensions & Investments Client Services Administrator	27,000 – 40,000
Group Pensions Administrator	35,000 – 45,000
Pensions Consultant	50,000 – 85,000
Broker Developer	40,000 – 65,000
Claims Technical	35,000 – 45,000
Claims Team Manager	45,000 – 75,000
Claims (1-10 years' exp.)	22,000 – 40,000





INSURANCE BROKING

Job Title	€
Senior Commercial Account Executive / Client Director (10+ years' exp.)	70,000 – 120,000
Commercial Account Executive (1-10 years' exp.)	35,000 – 55,000
Commercial Account Manager	27,000 – 40,000
Personal Lines Manager	35,000 – 45,000
Personal Lines Executive	22,000 – 35,000
Financial Adviser	30,000 – 50,000
Life Admin / Sales Support	27,000 – 35,000
Claims	22,000 – 30,000

KEY SPECIALIST AREAS

Job Title	€
Solvency II Specialist	55,000 – 70,000
Project Manager / Business Analyst	45,000 – 75,000
Compliance Manager	50,000 – 75,000
Compliance Assistant / Administrator	35,000 – 45,000
Risk Manager	55,000 – 85,000
Quantitative Analyst	45,000 – 65,000

ACTUARIAL

Job Title	€
Chief Actuary	120,000 – 300,000
Qualified Actuary (3-10 years' PQE)	70,000 – 100,000
Nearly / Newly Qualified Actuary	55,000 – 75,000
Part-Qualified Actuary	45,000 – 55,000
Trainee Actuary (grad level)	28,000 – 35,000

side, we have seen opportunities for commercial underwriters, particularly those with strong broker connections or niche technical skills. With some of the major domestic insurers putting a push on the broker channel, we have also seen a number of new broker developer roles being created.

Though oversight from the regulator and Central Bank remains as stringent as ever, we felt that the number of new compliance roles being created this year decreased compared to recent years. This is likely down to the fact that most companies have increased their compliance areas substantially over the last while and now feel they are well resourced in this space. Also with Solvency II's implementation date being pushed out, companies have more time to prepare so are under less pressure here.

Having said that, the number of people employed in compliance functions within the sector is higher than ever so natural attrition means that a steady demand for experienced compliance professionals is expected and salaries remain steady or have grown slightly in the last year.

A consequence of increased regulation has meant that it is more difficult, time consuming and expensive than in previous years for companies to establish captive insurance companies and this is one area where we are now seeing less opportunities.

Again for those professionals with very niche technical skill sets (actuaries, quantitative risk analysts, modellers etc), continued short supply of candidates with requisite skills in the market have meant that salaries for these individuals have continued to grow ahead of inflation.

It currently remains a competitive market, some companies have been growing, others have been shrinking or merging. Either way there is always demand for good people. If candidates have been able to stand apart, with a proven ability to grow business, to drive performance from teams or to find efficiencies and save money – then companies will want them for their business.

While we have had a tough few years of late, overall confidence for 2014 is better than it has been for some time.



SALES

2013 has seen a dramatic and positive rise in recruitment of sales personnel across all industries but especially within key industries such as manufacturing and FMCG. In the third quarter of 2013, we witnessed a steady growth across the domestic sales market with the SME market slowly gaining confidence calling for an increase in their sales force.

The last 12 months have also seen an upsurge in recruitment in the technology sector with Irish firms targeting European markets outside of the UK and Ireland.

This has led to a demand for multilingual candidates who have experience in inside sales, business development and selling cloud solutions software.

With the Irish economy expected to stabilise further in 2014, we expect an increase in demand for sales managers who can lead teams and drive business acquisitions from the front. The sales/ business development manager will play a key role to the SME sector during the course of 2014 targeting new markets and businesses.

Salaries remained steady throughout 2013 with slight increases for certain specialist roles, where there is a renewed focus on key competencies and experience. We see 2014 following a very similar trend with a focus on pushing boundaries with regards to on target earnings and benefit packages. This will be paramount to employers who want to retain current key employees.

ICT SECTOR

Job Title	Dublin € Base	Dublin € OTE	Regional incl. Cork € Base	Regional incl. Cork € OTE
Sales Director	85,000 – 140,000	115,000 – 220,000	75,000 – 150,000	100,000 – 190,000
Sales Manager	60,000 – 85,000	80,000 – 110,000	55,000 – 75,000	75,000 – 100,000
Channel Manager	60,000 – 75,000	70,000 – 90,000	55,000 – 65,000	65,000 – 80,000
Business Development Manager	50,000 – 70,000	75,000 – 100,000	45,000 – 65,000	65,000 – 90,000
Key Account Manager	55,000 – 60,000	65,000 – 70,000	50,000 – 55,000	55,000 – 65,000
Technical Sales Executive	35,000 – 50,000	50,000 – 65,000	30,000 – 45,000	45,000 – 60,000
Inside Sales / Telesales Team Leader	40,000 – 45,000	50,000 – 60,000	35,000 – 40,000	45,000 – 55,000
Inside Sales / Telesales Executive	32,000 – 40,000	50,000 – 60,000	25,000 – 35,000	45,000 – 55,000

FMCG SECTOR

Job Title	Dublin € Base	Dublin € OTE	Regional incl. Cork € Base	Regional incl. Cork € OTE
Sales Director	85,000 – 125,000	130,000 – 160,000	75,000 – 115,000	115,000 – 145,000
Business Unit Manager	75,000 – 90,000	90,000 – 110,000	65,000 – 80,000	80,000 – 100,000
National Sales Manager	70,000 – 85,000	80,000 – 110,000	65,000 – 75,000	70,000 – 100,000
National Account Controller	70,000 – 90,000	80,000 – 95,000	65,000 – 80,000	70,000 – 85,500
National Account Manager	60,000 – 80,000	75,000 – 95,000	55,000 – 70,000	65,000 – 85,000
Area Sales Manager	50,000 – 75,000	60,000 – 85,000	45,000 – 65,000	55,000 – 75,000
Key Account Manager	50,000 – 60,000	55,000 – 70,000	45,000 – 55,000	50,000 – 65,000
Customer Account Manager	45,000 – 60,000	55,000 – 70,000	40,000 – 55,000	50,000 – 65,000
Territory Sales Rep / Account Manager	30,000 – 45,000	40,000 – 55,000	25,000 – 40,000	35,000 – 50,000
Field Sales Rep	30,000 – 35,000	35,000 – 45,000	25,000 – 30,000	30,000 – 40,000
Van Sales Rep	25,000 – 30,000	32,000	20,000 – 25,000	29,000
Merchandiser	20,000 – 24,000	22,000 – 26,000	18,000 – 20,000	20,000 – 23,000





B2B SECTOR

<i>Job Title</i>	<i>Dublin € Base</i>	<i>Dublin € OTE</i>	<i>Regional incl. Cork € Base</i>	<i>Regional incl. Cork € OTE</i>
Sales Director	80,000 – 120,000	100,000 – 140,000	70,000 – 110,000	90,000 – 125,000
National Sales Manager	75,000 – 100,000	85,000 – 120,000	65,000 – 90,000	75,000 – 80,000
Regional Sales Manager	65,000 – 80,000	80,000 – 110,000	60,000 – 75,000	75,000 – 100,000
Sales & Marketing Manager	55,000 – 70,000	60,000 – 75,000	50,000 – 60,000	55,000 – 65,000
Key Account Manager	45,000 – 60,000	50,000 – 65,000	40,000 – 55,000	45,000 – 60,000
Client Services Manager	45,000 – 60,000	55,000 – 65,000	40,000 – 55,000	50,000 – 60,000
Business Development Manager	45,000 – 60,000	50,000 – 75,000	40,000 – 55,000	45,000 – 70,000
Business Development Executive	30,000 – 45,000	55,000 – 65,000	25,000 – 40,000	50,000 – 55,000
Field Sales Executive	30,000 – 38,000	40,000 – 50,000	25,000 – 35,000	35,000 – 45,000
Inside Sales / Telesales Team Leader	30,000 – 40,000	40,000 – 50,000	25,000 – 35,000	35,000 – 45,000
Inside Sales / Telesales Executive	28,000 – 35,000	30,000 – 35,000	25,000 – 32,000	25,000 – 30,000



MARKETING

The world of marketing is changing to the point where it is no longer seen as a cost centre for businesses but is now considered as a revenue generating function. More than ever, marketers are required to be commercially astute with P&L responsibilities.

Digital marketing will continue to be a key driver of growth in 2014 in the marketing sector. There is really no indication that the demand for digital marketing professionals will subside anytime soon. Companies are now building digital marketing teams, as opposed to just having one digital specialist in their marketing department. We are seeing new and more specialised roles coming onto the market such as community manager or e-mail marketing manager. Skills that are most in demand at this present moment are not surprisingly in the online area, requiring a strong knowledge of CMS, SEO and HTML.

If we take a look at industries individually, key areas in 2013 have been brand & category management for FMCG, campaign & communication for financial services and loyalty & retention for online services. However across sectors, we have seen an increasing demand for innovation specialists, i.e. experienced marketers with a strong insights background and some project management qualifications. Never before have marketing roles been so scientific or data driven, where some of the skill sets required are analytics, mathematics and statistics.

Salaries on the whole are similar to last year. They remain competitive in areas where specialist skill sets are in high demand – such as digital, loyalty, data analytics, insights, innovation and proposition development. What we have noticed is that performance related bonuses are becoming popular again. We expect that this will become commonplace in 2014, with the majority of organisations now recognising that it is important that bonuses are reintroduced in order to secure key staff.

TRADITIONAL MARKETING

Job Title	Dublin €	Regional €
Marketing Director	100,000 – 160,000	85,000 – 136,000
Marketing Manager	65,000 – 100,000	55,000 – 85,000
Marketing Executive (5+ years' exp.)	45,000 – 65,000	38,000 – 55,000
Marketing Executive (1-5 years' exp.)	25,000 – 45,000	23,000 – 38,000
Brand Manager (5+ years' exp.)	60,000 – 80,000	54,000 – 72,000
Brand Manager (1-5 years' exp.)	40,000 – 60,000	36,000 – 54,000
Activation / Trade Marketing Manager	35,000 – 50,000	32,000 – 45,000
Channel Marketing Manager	50,000 – 70,000	45,000 – 63,000
Customer Marketing Manager	50,000 – 70,000	45,000 – 63,000
Marketing / Brand Innovation Manager	60,000 – 80,000	54,000 – 72,000
Insights Manager	60,000 – 80,000	54,000 – 72,000
Product Manager (5+ years' exp.)	60,000 – 80,000	54,000 – 72,000
Product Manager (1-5 years' exp.)	40,000 – 60,000	26,000 – 54,000
Category Manager (5+ years' exp.)	60,000 – 80,000	54,000 – 72,000
Category Manager (1-5 years' exp.)	50,000 – 70,000	45,000 – 63,000
Category Executive	30,000 – 50,000	27,000 – 45,000
PR / Communications Manager	60,000 – 80,000	60,000 – 80,000
PR / Communications Executive	35,000 – 50,000	35,000 – 50,000
Marketing & Campaign Manager	60,000 – 80,000	60,000 – 80,000
Public Affairs Consultant	80,000 – 100,000	72,000 – 90,000
Media Advisor / Specialist	50,000 – 70,000	50,000 – 70,000
Events Manager	45,000 – 65,000	41,000 – 49,000
Events Executive	30,000 – 45,000	27,000 – 41,000
Sponsorship Manager	50,000 – 70,000	45,000 – 63,000
Sponsorship Executive	30,000 – 45,000	27,000 – 41,000
Fundraising Manager	50,000 – 70,000	45,000 – 63,000
Fundraising Executive	30,000 – 45,000	27,000 – 41,000

ONLINE / DIGITAL MARKETING

Job Title	Dublin €	Regional €
Online / Digital Marketing Manager	70,000 – 120,000	63,000 – 108,000
Online / Digital Marketing Executive	45,000 – 70,000	41,000 – 63,000
e-Commerce Manager	60,000 – 100,000	54,000 – 90,000
Digital Content Manager	50,000 – 70,000	45,000 – 63,000
Community Manager	40,000 – 60,000	36,000 – 54,000
Social Media Manager	60,000 – 80,000	54,000 – 72,000
Social Media Executive	35,000 – 50,000	32,000 – 45,000
SEO Specialist	35,000 – 50,000	32,000 – 45,000
PPC Specialist	35,000 – 50,000	32,000 – 45,000





HEALTHCARE SALES & MARKETING

HEALTH, PHARMACEUTICAL & SCIENTIFIC SALES

Job Title	Dublin € Base	Dublin € OTE	Regional (incl. Cork) € Base	Regional (incl. Cork) € OTE
Country Manager / Sales Director	115,000 – 140,000	130,000 – 160,000	90,000 – 110,000	110,000 – 130,000
Business Unit Manager / Sales & Marketing Manager	85,000 – 95,000	110,000 – 125,000	75,000 – 90,000	85,000 – 105,000
Sales Manager (Team >6 people)	75,000 – 85,000	90,000 – 110,000	65,000 – 80,000	85,000 – 90,000
Sales Manager (Team <6 people)	60,000 – 70,000	70,000 – 90,000	50,000 – 65,000	60,000 – 75,000
Business Development Manager	55,000 – 60,000	65,000 – 75,000	50,000 – 55,000	60,000 – 65,000
Hospital Representative / Product Specialist (3+ years' exp.)	50,000 – 60,000	65,000 – 75,000	45,000 – 55,000	55,000 – 65,000
Hospital Representative	42,000 – 55,000	50,000 – 65,000	40,000 – 50,000	50,000 – 60,000
Senior GP Representative / Territory Manager (3+ years' exp.)	45,000 – 55,000	55,000 – 65,000	40,000 – 55,000	50,000 – 60,000
GP Representative (1-3 years' exp.)	40,000 – 45,000	45,000 – 55,000	35,000 – 42,000	42,000 – 50,000

HEALTH & PHARMACEUTICAL MARKETING

Job Title	Dublin € Base	Dublin € OTE	Regional (incl. Cork) € Base	Regional (incl. Cork) € OTE
Marketing Director	75,000 – 95,000	N/A	70,000 – 90,000	N/A
Marketing Manager	65,000 – 80,000	N/A	65,000 – 75,000	N/A
Senior Product Manager (3+ years' exp.)	50,000 – 70,000	60,000 – 80,000	50,000 – 65,000	60,000 – 75,000
Product Manager (1-3 years' exp.)	60,000 – 68,000	60,000 – 68,000	40,000 – 50,000	45,000 – 60,000
Assistant Product Manager / Marketing Executive	45,000 – 50,000	45,000 – 50,000	30,000 – 38,000	35,000 – 40,000

There have been many challenges in the healthcare industry in 2013. While the much awaited agreement with IPHA and the HSE in relation to reference pricing and reimbursement of medicines at the end of 2012 did bring some relief to the market, the fact that on a global level many companies were reducing headcount has had an impact. We have seen many more companies reduce sales and marketing teams in 2013. That, along with the fact that many of the leading pharmaceutical companies have no major product launches pending, has impeded any significant growth in healthcare sales and marketing positions.

The commercial arena is also becoming increasingly more difficult. Healthcare

providers have had new cost constraints imposed on them by payers and the value of medicines has been scrutinised more carefully. The expectation and demand on the industry is that new therapies are developed that are clinically and economically superior to the existing alternatives. This will have an impact on every individual involved in sales and marketing roles in the healthcare industry. Prevailing culture and strategies that have been traditionally relied on are being eclipsed by new ways of doing business and the indication is that the resulting model needs to be leaner more

efficient and more effective. Therefore we have seen little or no changes in salaries this year. Basic salaries are remaining static while commission structures have increased to reflect the demand for being more performance related. Salaries for more senior positions have remained the same. Employers are more expectant of a minimum third level qualification and necessity of established relationships with key opinion leaders. It has been a difficult year for many in the industry but that said, the majority of our clients in the industry intend to recruit new hires next year and we are therefore optimistic about 2014 showing growth.



**AS THIS IS
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MARKET.**





SCIENCE & PHARMACEUTICAL

QUALITY

<i>Job Title</i>	€
Director of Quality	85,000 – 110,000
Quality Manager	65,000 – 80,000
Qualified Person	75,000 – 95,000
QA / QC Supervisor	65,000 – 80,000
QA / QC Analyst (3+ years' exp.)	35,000 – 45,000
QA / QC Analyst (1-3 years' exp.)	25,000 – 35,000

Throughout 2013, the science and research based pharmaceutical sector has remained consistent with small amounts of growth and the prospect of offering a lot more in 2014. As this is a highly regulated sector, process as well as salary tends to stay constant across the market. There has been very little salary change, neither up nor down, and people have had to look to promotion or project advancement to change their annual salaries.

REGULATORY

<i>Job Title</i>	€
Regulatory Affairs Manager	65,000 – 85,000
Senior Regulatory Affairs Officer	45,000 – 60,000
Regulatory Affairs Officer	38,000 – 45,000

The outlook for the sector has shifted slightly, mainly due to global economic climates. However, with continued overseas investment, the good work of the IDA (if Ireland can hold fast to its long term investment target revised) of 2% GDP, we will remain within the ten countries to invest in the area of R&D in the EU.

ANALYTICAL

<i>Job Title</i>	€
Laboratory Manager	65,000 – 85,000
Laboratory Supervisor	45,000 – 60,000

STATISTICS

<i>Job Title</i>	€
Clinical Operations Manager	60,000 – 85,000
Clinical Research Officer	35,000 – 45,000
Clinical Data Manager	30,000 – 35,000

RESEARCH & DEVELOPMENT

<i>Job Title</i>	€
R&D Director	70,000 – 95,000
R&D Specialist	40,000 – 55,000
Process Chemist (3+ years' exp.)	45,000 – 55,000
Process Chemist (1-3 years' exp.)	30,000 – 40,000
Development Chemist (3+ years' exp.)	45,000 – 55,000
Development Chemist (1-3 years' exp.)	28,000 – 40,000



ENGINEERING & OPERATIONS

Once again, manufacturing has had a very successful year in 2013. It continues to be a profitable sector, creating jobs across all major groups, pharmaceutical, medical devices, food & drink and hi-tech. It has also been a reliable growth market for the country, providing large amounts of revenue for the exchequer and showcasing Ireland as an example for manufacturing excellence in Europe.

With many companies striving for continuous improvement programmes and best practice in industry, employment has been created to streamline the profitability of these sectors. A continued focus on waste reduction and cost management has increased profitability and in turn, creates revenue for expansion.

Recruitment has increased in areas such as process, validation, commissioning, QA/QC, NPD/NPI and maintenance/reliability engineering. Once again, we are seeing competition for candidates with these specialist skills and 'choice' is becoming a common place situation in many recruitment assignments.

With Ireland's recent positive outlook and highly skilled labour market, we are once again becoming a favourable location for foreign investment and as a result, Ireland has been lucky to secure some of Europe's most fought after manufacturing expansion programmes.

2014 could prove to be a pivotal year for Ireland's manufacturing sector.

PRODUCTION & MANUFACTURING

Job Title	Dublin €	Regional (incl. Cork) €
General Manager	90,000 – 120,000	81,000 – 108,000
Operations Manager	70,000 – 90,000	63,000 – 81,000
Production Manager	40,000 – 65,000	36,000 – 59,000
Engineering Manager	60,000 – 80,000	54,000 – 72,000
Maintenance Manager	45,000 – 70,000	41,000 – 63,000
Process Improvement Manager	60,000 – 80,000	54,000 – 72,000
NPD Manager	50,000 – 60,000	45,000 – 54,000
Technical Manager	50,000 – 70,000	45,000 – 63,000
Quality Manager	50,000 – 75,000	45,000 – 68,000
H&S Manager	40,000 – 65,000	36,000 – 59,000
Project Manager	40,000 – 65,000	36,000 – 59,000
Design Manager	45,000 – 70,000	41,000 – 63,000
Project Engineer	35,000 – 55,000	32,000 – 50,000
Lean Six Sigma Engineer	45,000 – 65,000	41,000 – 59,000
Process Improvement Engineer	40,000 – 65,000	36,000 – 59,000
Process Engineer	35,000 – 50,000	32,000 – 50,000
Design Engineer	30,000 – 50,000	27,000 – 45,000
Quality Engineer	30,000 – 50,000	27,000 – 45,000
Health & Safety Engineer	25,000 – 40,000	23,000 – 36,000
Environmental Engineer	30,000 – 40,000	27,000 – 36,000
NPD Technologist	30,000 – 45,000	27,000 – 41,000
QA / QC Technician	30,000 – 45,000	27,000 – 41,000
Health & Safety Engineer	30,000 – 45,000	27,000 – 41,000
Commissioning / Validation Engineer	45,000 – 60,000	41,000 – 54,000
Controls / Automation Engineer	45,000 – 55,000	41,000 – 50,000
Maintenance Engineer	40,000 – 50,000	36,000 – 45,000
Maintenance Technician	36,000 – 45,000	32,000 – 41,000

TECHNICAL SERVICES

Job Title	Dublin €	Regional (incl. Cork) €
Service Manager	53,000 – 57,000	48,000 – 52,000
Service Engineer	35,000 – 39,000	32,000 – 35,000
Facilities Manager	53,000 – 57,000	48,000 – 52,000
Facilities Technician	29,000 – 35,000	26,000 – 32,000



ENGINEERING & CONSTRUCTION

As in 2012, 2103 has been another tough year for engineering & construction. There has been very little capital spend this year and there had been a focus on consolidation rather than growth. However, the good news is that the decline in the sector has finally been halted and with news of possible VAT cuts, growth is on the horizon for 2014.

This year, we have seen the downward spiraling housing market stabilise and

most recently we have seen an increase in house prices in the greater Dublin area. This is a positive sign that activity is on the up and we may be returning to some growth, albeit at a much slower speed.

We have seen few major projects in Ireland of late and companies who have recruited are working on international projects, based from Ireland.

Many of our main contractors have succumbed to market pressures, leaving

what work is available to a smaller group to compete for. This can only be good news for Irish contractors and lead to a long-term stable development of the industry.

Business activity has reached a six year high in recent months and with continued assistance from governmental bodies and an increase in availability of finance from the banking sector, finally the end is in sight.

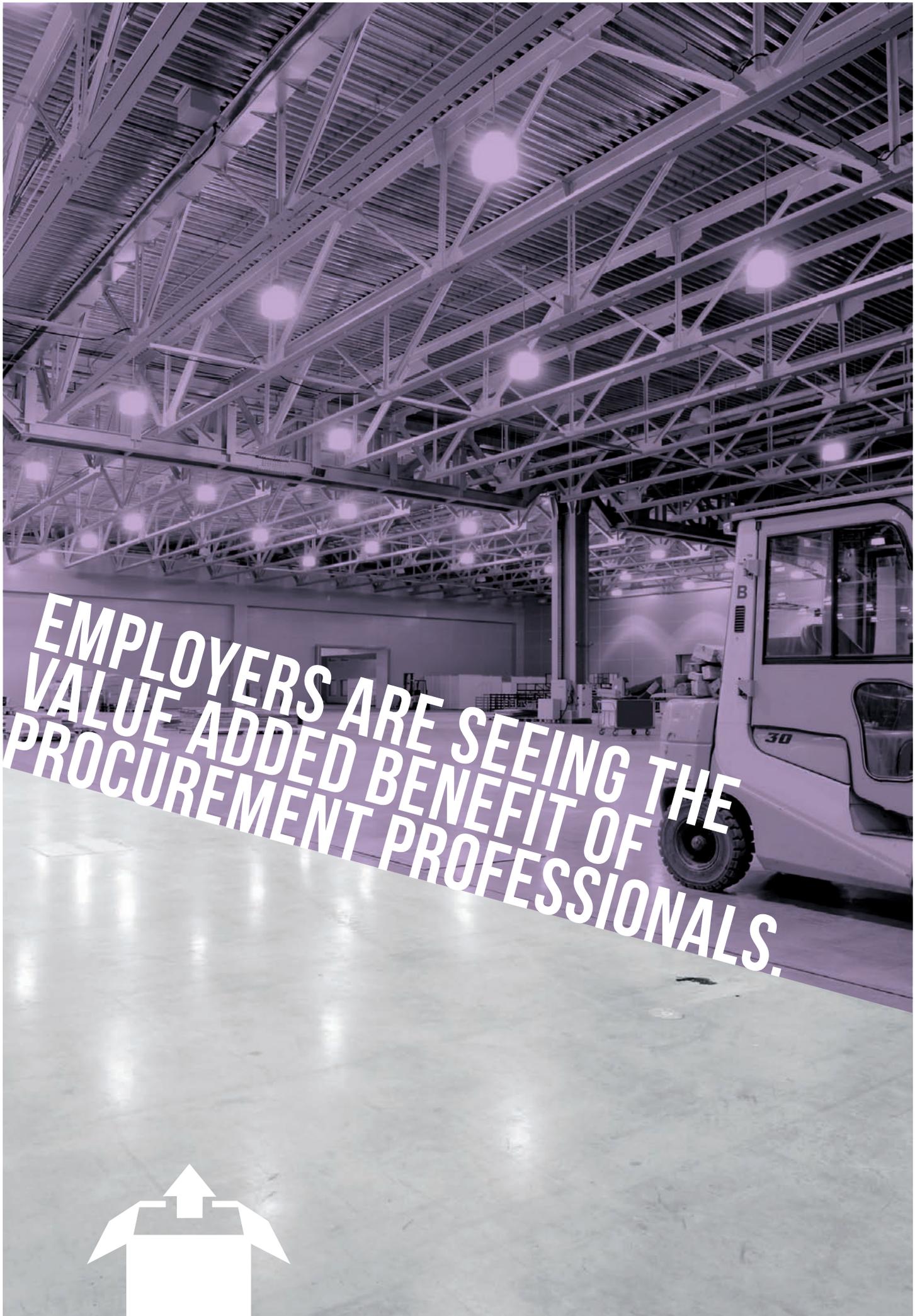
DESIGN

Job Title	€
Project Director	90,000 – 110,000
Design Manager	60,000 – 70,000
Project Manager	50,000 – 70,000
Quantity Surveyor	35,000 – 60,000
Civil Engineer	28,000 – 50,000
Structural Engineer	28,000 – 50,000
Mechanical Engineer	28,000 – 50,000
Electrical Engineer	28,000 – 50,000
Building Services Engineer	30,000 – 40,000
Roads / Highway Engineer	30,000 – 40,000
Building Surveyor	25,000 – 40,000
Water / Wastewater Engineer	30,000 – 45,000
Geotechnical Engineer	30,000 – 45,000
Environmental Engineer	28,000 – 45,000
CAD Technician	22,000 – 30,000

BUILD

Job Title	Dublin €
Project Manager	50,000 – 70,000
Project Engineer	30,000 – 45,000
Contracts Manager	50,000 – 75,000
Site Manager	35,000 – 55,000
Site Engineer	30,000 – 40,000
Site Foreman	25,000 – 40,000
Senior Quantity Surveyor	50,000 – 65,000
Quantity Surveyor	30,000 – 50,000
Senior Estimator	45,000 – 60,000
Estimator	30,000 – 45,000
Electrical Engineer	28,000 – 40,000
Mechanical Engineer	28,000 – 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 – 50,000
Resident Engineer	35,000 – 50,000
Roads / Highways Engineer	25,000 – 35,000





**EMPLOYERS ARE SEEING THE
VALUE ADDED BENEFIT OF THE
PROCUREMENT PROFESSIONALS.**





SUPPLY CHAIN & LOGISTICS

The supply chain and logistics sector has struggled to recover as quickly as other areas of business in recent years. The past 12 months have been somewhat similar to 2012; there are 'green shoots' but it is still the same industries providing us with this positivity. Once again the busy sectors are pharmaceuticals, medical devices and food. However, we have seen some recruitment in 2013 across traditionally quiet sectors since the crash, such as construction and retail. This provides us with optimism looking into 2014.

While 2012 saw an increase in the recruitment of demand planners and

forecast analysts, 2013 saw an increase in procurement and purchasing roles across the board from junior buyers to purchasing managers. These strategic, commercial positions are again beginning to play a key role in the recruitment budgets of both small and large companies. Employers are seeing the value added benefit of procurement professionals and appreciate their ability to implement substantial cost savings.

Like last year, growth has remained steady but not significant across manufacturing. Both the pharmaceutical and FMCG industries are by and large supplying us with this progress. Logistics and

warehousing have not been as buoyant, and we are finding that a lot of vacancies are filled by internal applicants. It is an area that has been slow to recover and there is a significant emphasis from companies to cut as many costs as possible. Nevertheless, Lean/Six Sigma specialists are benefiting from this; we have seen a marked increase in requirements for candidates with these qualifications and experience. Apart from what has been highlighted, 2013 has not seen substantial movement in the market and 2014 foresees modest growth.

SUPPLY CHAIN

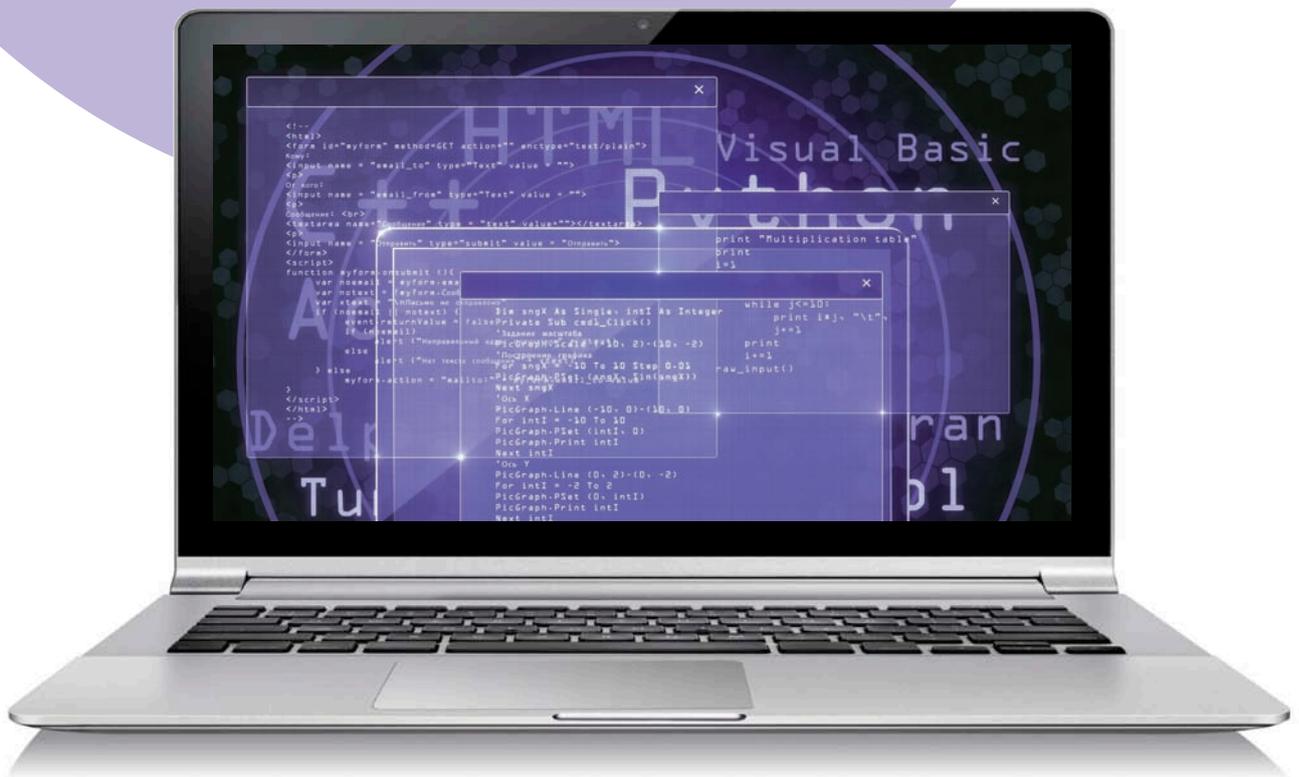
Job Title	€
Supply Chain Director	80,000 – 120,000
Supply Chain Manager	60,000 – 90,000
Supply Chain Analyst	35,000 – 55,000
Head of Procurement	70,000 – 90,000
Procurement / Purchasing Manager	45,000 – 75,000
Procurement / Purchasing Specialist	40,000 – 60,000
Commodity / Category Manager	50,000 – 75,000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

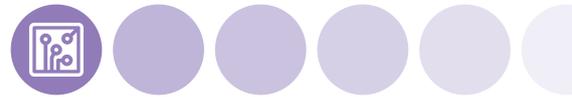
LOGISTICS

Job Title	€
Director of Operations	80,000 – 120,000
Plant / Operations Manager	65,000 – 80,000
Logistics Manager	50,000 – 70,000
Logistics Coordinator	30,000 – 40,000
Order Management Team Lead	35,000 – 45,000
Order Management Executive	30,000 – 40,000
Warehouse Manager	45,000 – 55,000
Warehouse Supervisor	35,000 – 45,000
Stock Control Manager	30,000 – 40,000
Inventory Controller	30,000 – 35,000
Transport / Distribution Manager	45,000 – 65,000
Transport Supervisor	35,000 – 45,000
Freight Forwarder	30,000 – 40,000



MANY EMPLOYERS
ARE LOOKING AT
THE RETENTION
OF KEY STAFF
AS A CORNER
PIECE OF THEIR
EMPLOYMENT
STRATEGY.





IT

Permanent

There were many similar themes and messages coming through from respondents to our 2014 IT Salary Survey. Again the IT market has performed very well in what is generally seen as an improving economic landscape. In many IT specialities, in particular software engineering and data analysis/business intelligence, salaries further improved in 2013. Other areas where there are upward pressures on salary levels are IT security, software QA and mobile application development. The unfortunate reality persists that there is a significant under-supply of IT candidates in many

skill areas and many of our respondents had mentioned they had to offer salaries beyond what they had budgeted for previously.

It was clear that smaller and medium sized companies especially in the indigenous software product space had to compensate on base salaries as they were not positioned or mature enough to offer the benefits packages of larger multi-nationals or financial services companies. It was also apparent that these smaller companies were more likely to offer more flexible working arrangements and

opportunities for remote working.

A significant proportion of our client respondents noted they had made job offers which were declined in the last year. In many instances, there still remains a divide between the expectations of both jobseekers and employers.

Another key trend that came through from the survey results was that many employers are looking at the retention of key staff as a corner piece of their employment strategy. Improved training, bonuses and benefits and more flexible working arrangements along with the

EXECUTIVE			
Job Title	Dublin €	Cork €	Regional €
Chief Technical Officer (CTO)	90,000 – 160,000	80,000 – 150,000	80,000 – 150,000
Chief Operations Officer (COO)	110,000 – 150,000	100,000 – 140,000	100,000 – 140,000
Chief Information Officer (CIO)	90,000 – 160,000	80,000 – 150,000	80,000 – 150,000
IT Director / Head of IT	90,000 – 125,000	85,000 – 115,000	85,000 – 115,000
IT Manager	75,000 – 90,000	70,000 – 85,000	70,000 – 85,000

SOFTWARE DEVELOPMENT			
Job Title	Dublin €	Cork €	Regional €
Engineering / Development Manager	75,000 – 85,000	70,000 – 80,000	70,000 – 80,000
Technical Architect	75,000 – 90,000	70,000 – 85,000	70,000 – 85,000
Senior Engineer / Technical Team Lead (JEE / .NET)	65,000 – 75,000	60,000 – 70,000	60,000 – 70,000
Mainframe Developer	40,000 – 50,000	35,000 – 45,000	35,000 – 45,000
Front End / UI Developer	50,000 – 65,000	45,000 – 55,000	45,000 – 55,000
C / C++ Developer	45,000 – 65,000	40,000 – 55,000	40,000 – 55,000
Mid level .Net / C# Engineer	35,000 – 65,000	30,000 – 60,000	30,000 – 60,000
Mid level JEE Developer	35,000 – 65,000	30,000 – 60,000	30,000 – 60,000
Web Services Developer	35,000 – 65,000	30,000 – 60,000	30,000 – 60,000
Android / IOS Developer	35,000 – 65,000	30,000 – 60,000	30,000 – 60,000
Ruby on Rails Developer	35,000 – 65,000	30,000 – 60,000	30,000 – 60,000
Cold Fusion Developer	35,000 – 65,000	30,000 – 60,000	30,000 – 60,000
PHP Developer	35,000 – 65,000	30,000 – 60,000	30,000 – 60,000
Python Developer	35,000 – 65,000	30,000 – 60,000	30,000 – 60,000
SharePoint Developer	45,000 – 70,000	40,000 – 65,000	40,000 – 65,000
Release / Configuration Engineer	45,000 – 70,000	40,000 – 65,000	40,000 – 65,000



option to get more involved in high profile projects and with more career friendly technologies are becoming more common place. We saw the re-emergence of the counter offer in last year's survey. Some companies remain reluctant to do this, however more respondents had made a counter offer in 2013 than our 2012 respondents.

We in Brightwater have seen a 25% rise in the volume of IT roles registered in 2013 in comparison to 2012. There remains high demand in all core programming areas such as Java, JEE, C#.Net. Strong UI developers, Javascript experts, Ruby and Python developers remain very much sought after as do Android and iOS developers. There are still not enough developers to satisfy demand and salary levels are likely to climb for the foreseeable future.

We saw a very discernible increment in the volume of network and systems administration roles coming on to the market. Salary levels for strong Windows

and Linux engineers and network engineers are being pressured upwards due to an emerging under-supply. There is still a shortage of database developers, BI consultants, data analytics consultants and there is noticeable pressure on salary levels.

There remains a demand for project managers and business analysts with experience in specific sectors or with specific technology exposure; however, salary levels have remained stable this year due to a larger supply of candidates.

The propensity of SAP and Oracle eBusiness consultants to take up contract positions as opposed to permanent roles means many companies are offering high salaries in these areas.

The shortage of IT professionals in many areas is an enduring problem. Although there are more applications coming through in particular from Spain, Portugal and Italy, most companies hiring IT staff have found it hard to get the right

people who have the right combination of technical abilities and communication skills. A loosening up of the work permit and visa application process in 2013 has helped matters, however many companies remain apprehensive about going down this route.

In conclusion, when looking at themes that have emerged from the survey data this year, the job market is continuing to improve and many companies are cautiously upbeat about 2014. Many are concerned that their plans to scale up will be affected by an inability to get the right people in at appropriate salary levels. Ireland's ability to remain a substantial player in the global information technology arena to a degree is predicated on our ability to bridge this under-supply of resources. Salary levels for now are likely to continue rising. Much depends on the ability of third level institutions to supply the types of IT graduates that industry is demanding. This remains a work in progress.

CREATIVE / DESIGN

Job Title	Dublin €	Cork €	Regional €
Art Director	75,000 – 95,000	70,000 – 85,000	70,000 – 85,000
Creative Manager	55,000 – 70,000	50,000 – 60,000	50,000 – 60,000
Interactive Designer	45,000 – 60,000	40,000 – 60,000	40,000 – 60,000
UX / Usability Designer	50,000 – 65,000	45,000 – 60,000	45,000 – 60,000
Multimedia / Graphical / Web Designer	30,000 – 50,000	25,000 – 45,000	25,000 – 45,000
3D Modeller / Designer	35,000 – 55,000	30,000 – 50,000	30,000 – 50,000
Games Designer	40,000 – 60,000	35,000 – 55,000	35,000 – 55,000

SECURITY / IT AUDIT

Job Title	Dublin €	Cork €	Regional €
IT Security Consultant	40,000 – 75,000	35,000 – 65,000	35,000 – 65,000
IT Auditor	35,000 – 65,000	30,000 – 60,000	30,000 – 60,000
IT Compliance Specialist	35,000 – 65,000	30,000 – 60,000	30,000 – 60,000



SYSTEM ANALYSIS

<i>Job Title</i>	<i>Dublin €</i>	<i>Cork €</i>	<i>Regional €</i>
IT Management Consultant	45,000 – 90,000	40,000 – 85,000	40,000 – 85,000
Business Systems Analyst / Consultant	40,000 – 65,000	35,000 – 60,000	35,000 – 60,000
Reporting Analyst	35,000 – 50,000	30,000 – 45,000	30,000 – 45,000
QA / Test Manager	60,000 – 75,000	55,000 – 70,000	55,000 – 70,000
QA / Test Lead	55,000 – 65,000	50,000 – 60,000	50,000 – 60,000
Principal Engineer / Systems Architect	75,000 – 90,000	70,000 – 85,000	70,000 – 85,000
Software Test / QA Engineer	35,000 – 55,000	30,000 – 50,000	30,000 – 50,000
QA Automation Engineer	40,000 – 60,000	35,000 – 55,000	35,000 – 55,000
Data Warehouse Consultant	45,000 – 75,000	40,000 – 70,000	40,000 – 70,000
Database Developer (Oracle / SQL Server)	35,000 – 65,000	30,000 – 60,000	30,000 – 60,000

IT / PROJECT MANAGEMENT

<i>Job Title</i>	<i>Dublin €</i>	<i>Cork €</i>	<i>Regional €</i>
Programme Manager	75,000 – 95,000	70,000 – 90,000	70,000 – 90,000
Senior Project Manager	70,000 – 85,000	65,000 – 80,000	65,000 – 80,000
Project Manager	65,000 – 75,000	60,000 – 70,000	60,000 – 70,000
Product Manager	65,000 – 80,000	60,000 – 75,000	60,000 – 75,000
PMO Coordinator / Project Administrator	40,000 – 50,000	35,000 – 45,000	35,000 – 45,000

SUPPORT / ADMINISTRATION

<i>Job Title</i>	<i>Dublin €</i>	<i>Cork €</i>	<i>Regional €</i>
Database Administrator (Oracle / SQL Server / Sybase)	45,000 – 75,000	40,000 – 70,000	40,000 – 70,000
Unix / Linux Administrator	45,000 – 70,000	40,000 – 65,000	40,000 – 65,000
Systems Administrator	35,000 – 65,000	30,000 – 60,000	30,000 – 60,000
Network Engineer	40,000 – 70,000	35,000 – 65,000	35,000 – 65,000
Help Desk Support	23,000 – 35,000	20,000 – 32,000	20,000 – 32,000
Application Support Consultant	35,000 – 60,000	30,000 – 55,000	30,000 – 55,000
Service Delivery Manager	55,000 – 75,000	50,000 – 70,000	50,000 – 70,000





LOCALISATION / TECHNICAL WRITERS

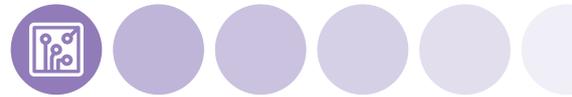
<i>Job Title</i>	<i>Dublin €</i>	<i>Cork €</i>	<i>Regional €</i>
Localisation Project Manager	45,000 – 65,000	40,000 – 60,000	40,000 – 60,000
Localisation Engineer	25,000 – 45,000	25,000 – 45,000	25,000 – 45,000
Localisation QA Engineer	22,000 – 38,000	20,000 – 35,000	20,000 – 35,000
Technical Writer / Editor	35,000 – 55,000	30,000 – 50,000	30,000 – 50,000

ERP CONSULTANCY / SPECIALIST ROLES

<i>Job Title</i>	<i>Dublin €</i>	<i>Cork €</i>	<i>Regional €</i>
SAP Consultant (Functional / Technical)	55,000 – 75,000	50,000 – 70,000	50,000 – 70,000
SAP Basis Consultant	45,000 – 65,000	40,000 – 60,000	40,000 – 60,000
Oracle eBusiness (Functional / Technical)	60,000 – 80,000	55,000 – 75,000	55,000 – 75,000

EMBEDDED (HARDWARE / SOFTWARE) ROLES

<i>Job Title</i>	<i>Dublin €</i>	<i>Cork €</i>	<i>Regional €</i>
Embedded Software Engineer (C / C++)	40,000 – 70,000	35,000 – 65,000	35,000 – 65,000



IT

Temporary & Contract

2013 was another good year for the IT sector, with an overall increase in the volume of roles on offer. This year's survey has indicated that rates on offer across the contract IT market have stayed broadly in line with those on offer last year. According to respondents, there were no areas that saw significant salary decreases throughout the year, however there was some upward pressure on contract rates in certain niche areas.

While previous years saw good recovery in rates especially across development centric roles, during 2012 and 2013 we have seen more stability and smaller increases.

As the Irish economy has started to show more signs of improvement, confidence among IT professionals has continued

to increase, leading to a number of additional candidates considering contracting for the first time or deciding to return to contracting after a period in permanent employment. We have noted a rise in the number of candidates who are open to looking at contracting opportunities as the risks of not finding suitable employment after the contract comes to an end diminishes.

Brightwater recorded an 18% increase in the volume of contract IT jobs registered in 2013 compared to the previous year. Development is still extremely busy, however we did notice some good candidates (primarily developers, business analysts and project managers) who remained available on the market for slightly longer periods this year before finding a suitable assignment.

From a hiring perspective, there is still considerable difficulty staffing projects with key people. Clients have reported losing candidates to counter offers or paying a premium in rates to attract key candidates to projects.

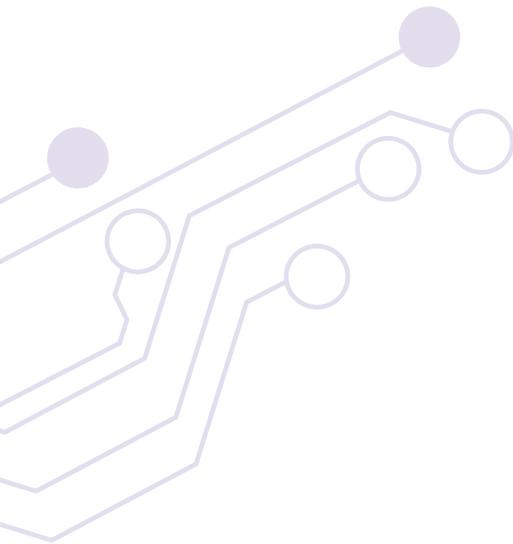
From the candidate perspective, there continues to be a good choice of roles available in the market. There are a wide variety of interesting projects underway throughout the country across both new and established companies and this is encouraging increasing numbers of candidates from abroad. Rates are comparatively strong in most areas, especially for those with niche skills. Most contracts are extending beyond their initial periods with many contracts being extended to two years or more.

EXECUTIVE

Job Title	Dublin € p/d	Cork € p/d	Regional € p/d
Chief Technical Officer (CTO)	550 – 850	500 – 750	500 – 750
IT Director	500 – 650	450 – 550	450 – 550
IT Manager	400 – 650	350 – 650	315 – 600

SOFTWARE DEVELOPMENT

Job Title	Dublin € p/d	Cork € p/d	Regional € p/d
Engineering / Development Manager	400 – 550	350 – 500	350 – 500
Technical Architect	450 – 600	450 – 550	450 – 550
Senior Engineer / Technical Team Lead (JEE / .NET)	400 – 500	350 – 450	350 – 450
Mainframe Developer	250 – 400	250 – 350	250 – 350
C / C++ Developer	250 – 400	250 – 350	275 – 400
Mid level .Net / C# Engineer	300 – 420	275 – 400	275 – 400
Mid level JEE Developer	300 – 420	275 – 400	275 – 400
Web Services Developer	300 – 400	275 – 375	275 – 375
Android / IOS Developer	300 – 450	300 – 450	300 – 450
Ruby on Rails Developer	300 – 450	300 – 450	300 – 450
Cold Fusion Developer	300 – 400	300 – 400	300 – 400
PHP Developer	250 – 400	250 – 400	250 – 400
Python Developer	250 – 400	300 – 450	300 – 450
SharePoint Developer	350 – 550	300 – 500	300 – 500
Release / Configuration Engineer	250 – 350	250 – 350	250 – 350





Throughout 2013, we have seen a further increase in the number of IT support roles available, especially around systems and network administration. Rates have increased slightly around the more specialised roles e.g. Linux administrators. This area had been slower to improve after the worst years of the recession, but an increase in demand for these candidates from many of the large Internet companies has helped push up rates over the past two years.

Across development, there have been some increases across the main development languages and also some of the more niche languages. Web developers have been in strong demand this year, and there has been upward pressure on rates across PHP, Ruby and Python roles. Android and iOS roles also have seen a small increase in contract rates. Database developers also saw a small increase in rates driven by increased demand.

Across programme and project management, there has been more competition for roles and rates have stayed relatively flat compared to last year. We have noticed some increase in rates across systems analysis and also in QA, principally in automated testing and management roles.

Data warehousing, business intelligence and data analysis have continued to grow in importance and there has been a corresponding push on rates, particularly on the more highly skilled roles. This is driven by a lack of experience in the market and candidates with those skills are in high demand.

Both clients and candidates have expressed increased confidence looking towards 2014. As in previous years, skills shortages will continue to be a factor and that will maintain an upward pressure on salaries particularly in software development and business intelligence. We expect further growth in the volume of contracting roles available, and an increase in the number of candidates taking up contracting roles. We expect Ireland will continue to attract candidates from both Europe and beyond, as professionals arrive to take advantage of the opportunities available throughout Ireland.



CREATIVE / DESIGN

Job Title	Dublin € p/d	Cork € p/d	Regional € p/d
Art Director	450 – 550	400 – 500	400 – 500
Creative Manager	300 – 450	275 – 400	275 – 400
Interactive Designer	275 – 400	225 – 350	225 – 350
UI / UX Engineer	300 – 400	300 – 400	250 – 350
Multimedia / Graphical / Web Designer	150 – 300	150 – 275	150 – 250
3D Modeller / Designer	175 – 300	150 – 275	150 – 275
Games Designer	300 – 450	250 – 400	250 – 400

SECURITY / IT AUDIT

Job Title	Dublin € p/d	Cork € p/d	Regional € p/d
IT Security Consultant	350 – 500	300 – 450	300 – 450
IT Auditor	300 – 450	275 – 400	275 – 400
IT Compliance Specialist	300 – 400	275 – 350	275 – 350

SYSTEM ANALYSIS

Job Title	Dublin € p/d	Cork € p/d	Regional € p/d
IT Management Consultant	400 – 650	400 – 550	400 – 550
Business Systems Analyst / Consultant	300 – 500	300 – 450	300 – 425
Reporting Analyst	250 – 450	250 – 450	250 – 450
QA / Test Manager	300 – 500	300 – 500	300 – 450
QA / Test Lead	300 – 450	250 – 400	250 – 400
Principal Engineer / Systems Architect	400 – 600	400 – 550	400 – 500
Software Test / QA Engineer	200 – 400	200 – 350	200 – 350
QA Automation Engineer	250 – 400	250 – 400	250 – 350
Data Warehouse Consultant	400 – 550	400 – 500	370 – 450
Database Developer (Oracle / SQL Server)	350 – 500	350 – 500	350 – 500

Overall the outlook for IT remains positive for 2014, and hopefully this will be true of the overall economy in general.





IT / PROJECT MANAGEMENT

<i>Job Title</i>	<i>Dublin € p/d</i>	<i>Cork € p/d</i>	<i>Regional € p/d</i>
Programme Manager	450 – 650	450 – 600	400 – 600
Senior Project Manager	450 – 550	400 – 550	500 – 500
Project Manager	400 – 500	400 – 500	400 – 500
Product Manager	350 – 450	350 – 450	300 – 400
PMO Coordinator / Project Administrator	200 – 300	200 – 300	200 – 300

SUPPORT / ADMINISTRATION

<i>Job Title</i>	<i>Dublin € p/d</i>	<i>Cork € p/d</i>	<i>Regional € p/d</i>
Database Administrator (Oracle / SQL Server / Sybase)	325 – 500	325 – 450	300 – 450
Unix / Linux Administrator	250 – 350	250 – 350	225 – 350
Systems Administrator	200 – 325	200 – 350	200 – 350
Network Engineer	200 – 350	200 – 350	200 – 350
Help Desk Support	100 – 250	100 – 200	100 – 200
Application Support Consultant	125 – 300	125 – 275	125 – 275
Service Delivery Manager	300 – 450	300 – 400	300 – 400

LOCALISATION / TECHNICAL WRITERS

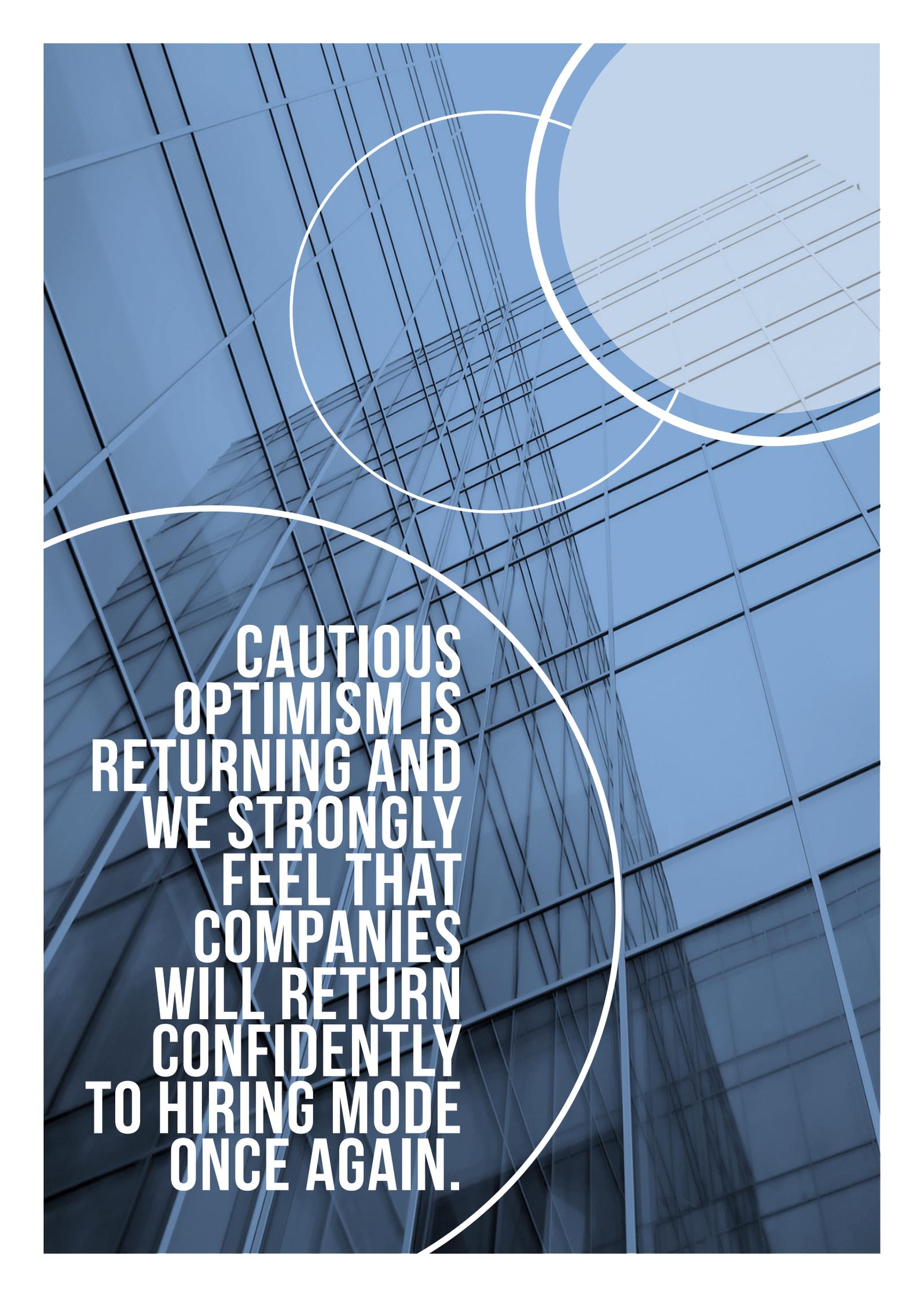
<i>Job Title</i>	<i>Dublin € p/d</i>	<i>Cork € p/d</i>	<i>Regional € p/d</i>
Localisation Project Manager	200 – 325	175 – 275	125 – 275
Localisation Engineer	150 – 250	125 – 225	125 – 225
Localisation QA Engineer	150 – 250	125 – 225	125 – 225
Technical Writer / Editor	150 – 250	150 – 250	150 – 250

ERP CONSULTANCY / SPECIALIST ROLES

<i>Job Title</i>	<i>Dublin € p/d</i>	<i>Cork € p/d</i>	<i>Regional € p/d</i>
SAP Consultant (Functional / Technical)	400 – 550	400 – 500	400 – 500
SAP Basis Consultant	350 – 450	350 – 450	350 – 450
Oracle Application (Functional / Technical)	450 – 650	450 – 600	450 – 600

EMBEDDED (HARDWARE / SOFTWARE) ROLES

<i>Job Title</i>	<i>Dublin € p/d</i>	<i>Cork € p/d</i>	<i>Regional € p/d</i>
Embedded Windows / Linux Software Engineer (C / C++)	350 – 450	300 – 450	300 – 450
Hardware Engineer	300 – 450	300 – 450	300 – 450



**CAUTIOUS
OPTIMISM IS
RETURNING AND
WE STRONGLY
FEEL THAT
COMPANIES
WILL RETURN
CONFIDENTLY
TO HIRING MODE
ONCE AGAIN.**



BARBARA M^CGRATH

Director

The market in permanent office support has grown in confidence in 2013 with particular movement in the legal and auctioneering areas. We fully expect to see this trend continuing in 2014 and with austerity easing, more areas of business should show similar buoyancy.

We are still seeing the 'green shoots' of improvement with quarter on quarter growth across this sector.

Salaries can expect to see about a 3% uplift but with serious competition in the support space employers are continuing to search for candidates with a 'can do' attitude that will add real value to their business.

Demand for personal assistants (PAs) continued throughout 2013 and vacancies have mainly been for experienced individuals supporting the executive level of the market. As stated earlier, the previously stagnant legal arena

has seen an unexpected surge in demand for legal secretaries across all areas of the legal profession. Similarly, the housing sector is finally beginning to pick up after four years in the doldrums.

Employers are continuing to maintain a competitive edge and retention of key staff is crucial; we are noticing an increase in soft benefits across packages such as flexitime and some educational perks.

Candidate confidence is returning so candidates are continuing to think about moving and the appetite for looking at lucrative new opportunities is also returning.

The trend of hiring temporary and contract employees has continued through 2013 and we fully expect many companies to use temporary staff as a means to keep headcount down again for 2014.

Sales has again shown growth for 2013 but employers are continuing to look for candidates to be a 100% fit for job specifications with very sector specific experience a requirement. 2014 should thrive equally well with commercially aware candidates continuing to be in big demand.

All indicators are that cautious optimism is returning and we strongly feel that companies will return confidently to hiring mode once again for 2014. This in turn will produce many opportunities for people who have so far been reluctant to make that leap of faith and explore alternative opportunities.

For candidates that are commercially focused, able to multitask and demonstrate that they can add real value to an organisation, the world is once more offering opportunities.



OFFICE SUPPORT

Permanent

2013 has seen the office support permanent sector build on the momentum from the previous year and go from strength to strength. The reasons for this are two-fold, the first being that the increased confidence in the number of individuals in permanent positions who are expressing interest in making a move has grown. The other reason for this impetus is that clients are creating brand new roles; these are mainly at administration and personal assistant levels. Some pockets of the market have been busier than others with the financial services and professional services leading the way, followed by the FMCG industry. Opportunities for multi-disciplinary office staff are also still presenting themselves across all sectors.

During the course of 2013, salaries have seen an increase, but the key focus for 2013 has been on benefit packages, especially for secretarial, personal assistant and executive assistant roles. The salaries for high level executive assistants grew quite significantly, but this also reflected the scope and the responsibility of these roles.

The area that stood out above all others in terms of growth was the legal sector. The demand for legal secretaries during 2013 in particular from the summer onwards has been phenomenal. This was a market which had been stagnant for a number of years, with some 'green shoots' appearing during the course of 2012. This recent growth spurt has been fuelled by brand new roles being created and also by the domino effect of significant movement of legal secretaries from one firm to another, particularly from the medium and top tier firms.

We have also seen exciting expansion on the property sector with Dublin seeing a 10% increase in property sales, thus generating positions for negotiators, letting agents and sales support administrators.

With 2013 closing on a very positive note for permanent office staff, we anticipate that this will continue into 2014.

PA & SECRETARIAL

Job Title	Dublin €	Regional €
Executive Assistant (>10 years' exp.)	40,000 – 55,000	35,000 – 50,000
Personal Assistant (>5 years' exp.)	35,000 – 45,000	35,000 – 45,000
Personal Assistant (3-5 years' exp.)	33,000 – 38,000	30,000 – 35,000
Personal Assistant (<3 years' exp.)	30,000 – 35,000	28,000 – 34,000
Secretary	30,000 – 35,000	28,000 – 35,000
Team Secretary	28,000 – 34,000	28,000 – 34,000
Medical Secretary	26,000 – 35,000	25,000 – 30,000

OFFICE SUPPORT

Job Title	Dublin €	Regional €
Office Manager (>5 years' exp.)	40,000 – 55,000	35,000 – 50,000
Office Manager (<5 years' exp.)	30,000 – 40,000	25,000 – 35,000
Senior Administrator (>3 years' exp.)	28,000 – 33,000	25,000 – 30,000
Administrator (<3 years' exp.)	23,000 – 28,000	20,000 – 25,000
Project Administrator	28,000 – 40,000	25,000 – 35,000
Receptionist (>3 years' exp.)	26,000 – 33,000	25,000 – 30,000
Receptionist (<3 years' exp.)	22,000 – 26,000	20,000 – 25,000
Events Coordinator	22,000 – 28,000	21,000 – 26,000
Office Junior	20,000 – 23,000	18,000 – 21,000
Data Entry Operator	18,000 – 23,000	18,000 – 22,000
Filing / Archiving Clerk	18,000 – 23,000	18,000 – 22,000

SALES SUPPORT

Job Title	Dublin €	Regional €
Sales Administrator (>3 years' exp.)	27,000 – 32,000	25,000 – 30,000
Sales Administrator (<3 years' exp.)	24,000 – 28,000	22,000 – 25,000
Order Entry Clerk	18,000 – 24,000	18,000 – 22,000

CUSTOMER SERVICE

Job Title	Dublin €	Regional €
Call Centre Manager	70,000 – 90,000	50,000 – 80,000
Customer Service Manager	35,000 – 50,000	30,000 – 45,000
Customer Services Team Lead	30,000 – 35,000	25,000 – 30,000
Customer Service Agent (>3 years' exp.)	25,000 – 28,000	23,000 – 26,000
Customer Service Agent (<3 years' exp.)	23,000 – 25,000	20,000 – 24,000
Bilingual Customer Service Agent	26,000 – 34,000	24,000 – 32,000





LEGAL SUPPORT

<i>Job Title</i>	<i>Dublin €</i>	<i>Regional €</i>
Practice Manager	50,000 – 65,000	45,000 – 60,000
Office Manager	45,000 – 80,000	40,000 – 70,000
Legal PA (>10 years' exp.)	34,000 – 40,000	32,000 – 38,000
Legal Secretary (>5 years' exp.)	36,000 – 50,000	34,000 – 45,000
Legal Secretary (3-5 years' exp.)	34,000 – 38,000	30,000 – 36,000
Legal Secretary (<3 years' exp.)	25,000 – 30,000	22,000 – 28,000
Legal Administrator / Receptionist	24,000 – 38,000	22,000 – 26,000
Typist	25,000 – 27,000	22,000 – 26,000

FACILITIES / MAILROOM

<i>Job Title</i>	<i>Dublin €</i>	<i>Regional €</i>
General Services / Facilities Manager	40,000 – 60,000	35,000 – 50,000
Facilities Administrator	18,000 – 28,000	18,000 – 26,000

PROPERTY

<i>Job Title</i>	<i>Dublin €</i>	<i>Regional €</i>
Senior Commercial Surveyor / Negotiator	40,000 – 55,000	35,000 – 50,000
Residential Sales Negotiator	28,000 – 35,000	26,000 – 34,000
Lettings Negotiator	28,000 – 35,000	26,000 – 33,000
Property Manager	30,000 – 40,000	25,000 – 35,000
Office Manager	35,000 – 40,000	30,000 – 37,000
Sales Support Administrator	30,000 – 35,000	25,000 – 28,000
Personal Assistant	35,000 – 45,000	30,000 – 40,000



OFFICE SUPPORT

Temporary & Contract

When reviewing recruitment activity in the temporary office support sector in 2013 we have found that the market has continued to build as forecasted. There has been a steady increase in the number of temporary and contract opportunities being presented by employers to the market place.

This increase is being driven by numerous factors. Firstly, a marked rise in client confidence which has led to clients employing candidates on a temporary or contract basis in the first instance with a view to permanency. Also with increased candidate confidence, which in turn is causing considerable movement and attrition in the market place, clients are bridging gaps using temporary staff or contract staff as an interim measure.

Secondly, employing temporary staff

for holiday and sick leave cover for anything from one day is becoming more commonplace. This has indeed been a positive and encouraging step forward from previous years.

Thirdly, we are seeing a return of maternity contracts to the market. Maternity leave cover was ubiquitous in 2011 and its return this year has accounted for a significant proportion of all contract recruitment in 2013. Maternity contracts have been mainly to cover personal assistant and executive assistant roles.

Finally, there has been an unprecedented surge in the demand for legal secretarial candidates on both a temporary and contract basis in top tier and medium tier firms.

There have been some rises in the hourly rates for temporary office support staff as the Agency Worker's Directive ensures that their pay and working conditions mirror what companies would pay them if they were hired directly. Office support candidates continue to show flexibility in their salary expectations, however, the increase in volume of temporary and contract roles is driving up their salary expectations, as quite often they have a number of roles to choose from.

Overall for 2014 we expect that there will be a continued high demand for temporary and contract staff. This will be driven by the factors outlined previously coupled with project driven requirements and companies unable to take on permanent staff due to head count restrictions.



Job Title	Dublin € p/h	Regional € p/h
Office Manager	30.00 – 45.00	28.00 – 40.00
Executive Assistant (>10 years' exp.)	29.00 – 35.00	27.00 – 33.00
Personal Assistant	25.00 – 30.00	23.00 – 28.00
Legal Secretary (>3 years' exp.)	21.00 – 24.00	20.00 – 23.00
Legal Secretary (0-3 years' exp.)	19.00 – 22.00	18.00 – 21.00
Typist	20.00 – 22.00	19.00 – 21.00
Team Secretary	21.00 – 25.00	20.00 – 24.00
Medical Secretary	21.00 – 27.00	19.00 – 25.00
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
Project Administrator	21.00 – 28.00	18.00 – 25.00
Sales Administrator	21.00 – 26.00	18.00 – 24.00
Customer Service Representative	17.00 – 21.00	16.00 – 20.00
Receptionist (3-5 years' exp.)	20.00 – 26.00	18.00 – 24.00
Receptionist (0-2 years' exp.)	16.00 – 20.00	15.00 – 19.00
Data Entry Administrator	15.00 – 18.00	14.00 – 17.00

RETAIL

After a slow start in retail performance in 2013, partly due to the bad weather and partly due to government tax rises hitting disposable incomes, trends really started to improve and retail sales started to bounce back in April.

The focus for retailers for 2013 has been on developing their online presence in a bid to tap into the €4.1bn online market in Ireland, which is predicted to grow exponentially in the coming years. 84% of businesses in Ireland have an online presence and 64% intend to 'upgrade' that presence in the next 18 months. Recently some of Ireland's major department stores have also announced they are to invest millions into expanding into online sales. With this in mind, Irish retailers are now sharply focused on catering to the digital consumer as well as the traditional customer.

One of the key growth areas for retail in 2013 has been the pharmacy sector with rebranding of a number of chains and opening of new stores and new names coming onto the market. This growth has propelled jobs in roles from sales assistants to store managers and this growth is predicted to continue over the next two to three years.

The retail sector in Ireland has faced major challenges in recent years, most predominantly slow domestic demand. Irish retailers will need to continue to be innovative to grow their sector. Where salaries are concerned, there has been little or no movement though staff are mainly being incentivised through bonus payments and commission structures.

HEAD OFFICE

<i>Job Title</i>	<i>Dublin €</i>	<i>Regional €</i>
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	27,000 – 40,000
Buying Administrator	24,000 – 30,000	22,000 – 28,000

GROCERY MULTIPLES

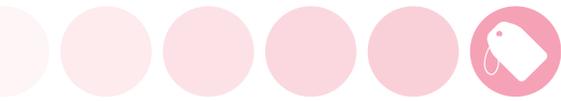
<i>Job Title</i>	<i>Dublin €</i>	<i>Regional €</i>
Area Manager	70,000 – 90,000	70,000 – 90,000
Store Manager	60,000 – 80,000	55,000 – 70,000
Assistant Manager	35,000 – 50,000	30,000 – 45,000
Department / Section Manager	28,000 – 38,000	25,000 – 35,000
Supervisor	25,000 – 30,000	22,000 – 28,000
Cashier	22,000 – 26,000	20,000 – 25,000

NON-GROCERY MULTIPLES

<i>Job Title</i>	<i>Dublin €</i>	<i>Regional €</i>
Area Manager	70,000 – 90,000	70,000 – 90,000
Store Manager	60,000 – 80,000	55,000 – 70,000
Assistant Manager	40,000 – 50,000	40,000 – 50,000
Department / Section Manager	30,000 – 40,000	30,000 – 35,000
Supervisor	25,000 – 30,000	25,000 – 28,000
Cashier	22,000 – 26,000	20,000 – 25,000

SYMBOL GROUPS / FORECOURT

<i>Job Title</i>	<i>Dublin €</i>	<i>Regional €</i>
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

<i>Job Title</i>	<i>Dublin €</i>	<i>Regional €</i>
Area Manager	55,000 – 70,000	50,000 – 65,000
Store Manager	40,000 – 55,000	40,000 – 55,000
Assistant Manager	28,000 – 35,000	28,000 – 35,000
Retail Assistant	20,000 – 25,000	20,000 – 25,000

FASHION – HIGH STREET

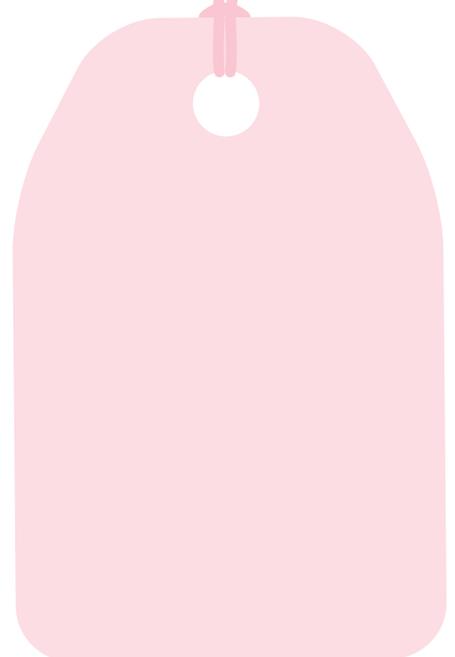
<i>Job Title</i>	<i>Dublin €</i>	<i>Regional €</i>
Area Manager	60,000 – 80,000	60,000 – 80,000
Cluster Manager	40,000 – 60,000	40,000 – 60,000
Store Manager	28,000 – 45,000	28,000 – 45,000
Regional Visual Merchandiser	30,000 – 40,000	30,000 – 40,000
Visual Merchandiser	24,000 – 32,000	23,000 – 30,000
Assistant Manager	25,000 – 30,000	23,000 – 30,000
Supervisor / Sales Manager	22,000 – 28,000	22,000 – 26,000
Head Cashier	22,000 – 30,000	22,000 – 26,000

DEPARTMENT STORES

<i>Job Title</i>	<i>Dublin €</i>	<i>Regional €</i>
Area Manager	60,000 – 85,000	60,000 – 85,000
Store Manager	45,000 – 70,000	45,000 – 70,000
Assistant Manager	35,000 – 48,000	30,000 – 40,000
Department Manager	30,000 – 40,000	25,000 – 35,000
Concession Manager	28,000 – 35,000	25,000 – 32,000
Brand Manager	28,000 – 35,000	28,000 – 35,000
Visual Merchandiser	28,000 – 32,000	25,000 – 32,000
Full-time Sales Consultant	18,000 – 26,000	18,000 – 24,000
Part-time Sales Consultant	10.00 p/h	10.00 p/h

SHOWROOM SALES

<i>Job Title</i>	<i>Dublin €</i>	<i>Regional €</i>
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






Brightwater
RECRUITMENT SPECIALISTS

BRIGHTWATER RECRUITMENT

Dublin

36 Merrion Square | Dublin 2
T. 01 662 1000 | F. 01 662 3900
E. dublin@brightwater.ie
www.brightwater.ie

Cork

49 South Mall | Cork
T. 021 422 1000 | F. 021 422 4001
E. cork@brightwater.ie
www.brightwater.ie

Belfast

51-53 Adelaide Street | Belfast | BT2 8FE
T. 028 90 325 325 | F. 028 90 800 700
E. belfast@brightwaterNI.com
www.brightwaterNI.com

BRIGHTWATER SUPPORT

36 Merrion Square | Dublin 2
T. 01 662 0300 | F. 01 662 3900
E. dublin@brightwatersupport.com
www.brightwatersupport.com

