

Salary Survey 2013



THE BRIGHTWATER
GROUP

Ireland consistently ranks amongst some of the most competitive global business locations. Its flexible, committed and highly educated workforce provides a hugely talented pool of professionals for employers.

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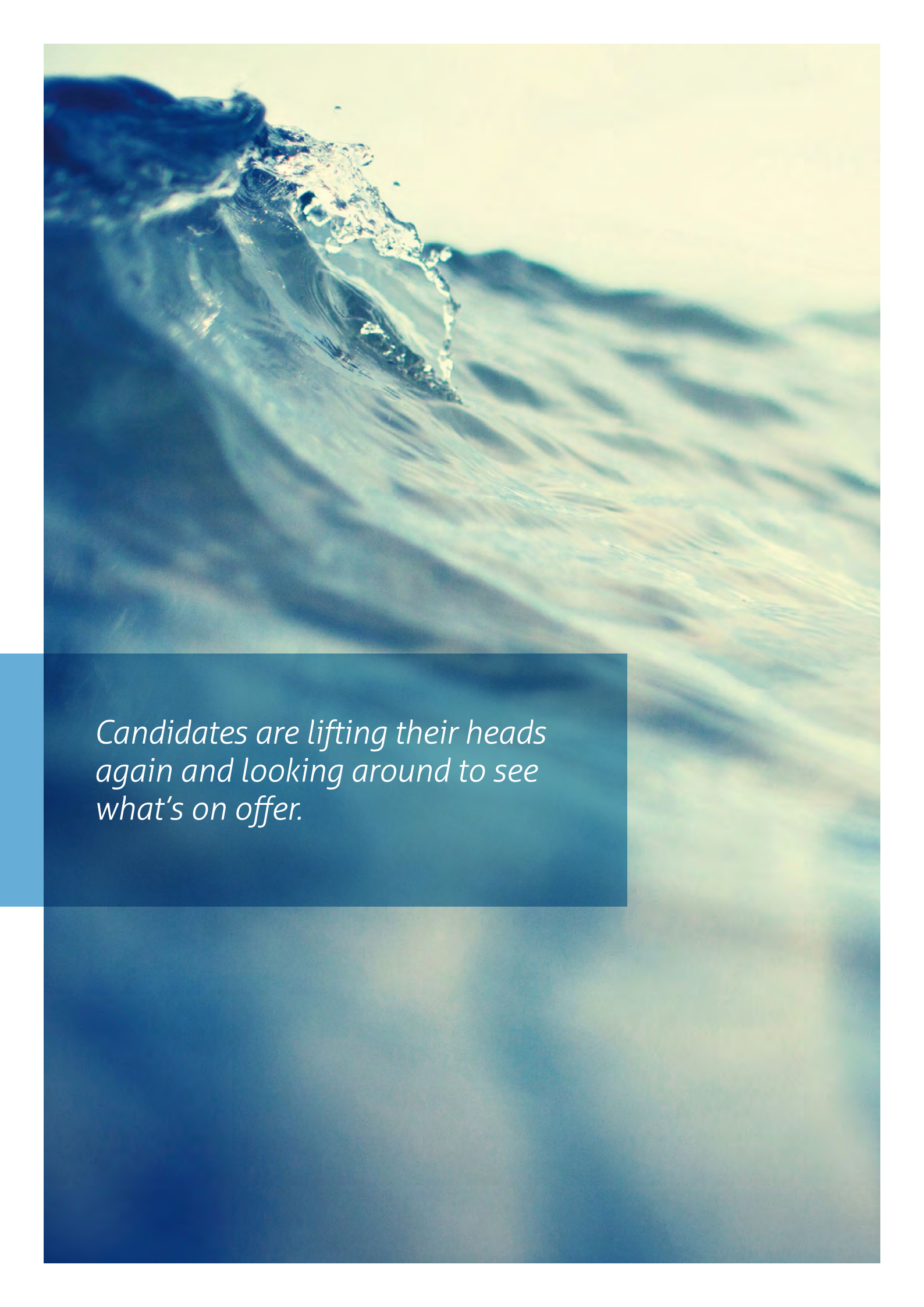
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*Candidates are lifting their heads
again and looking around to see
what's on offer.*



Mairead Fleming
Managing Director

Welcome to our 14th annual salary survey. This is a time, more so than ever before, where we all want to know our worth! Candidates are lifting their heads again and looking around to see what's on offer and companies are facing the challenge of rising attrition rates. Having been too nervous to change jobs in recent years, this trend is now changing and we are seeing considerably more movement across most sectors. Attrition rates have risen from practically zero to between 4% and 9% and this coupled with new roles being created, particularly within the professional services and IT space, has injected some much needed energy into the jobs market.

Our survey shows a modest increase in salaries across the board, averaging between 2% and 4%. In some areas this is higher, most notably in IT where demand continues to outstrip supply. Counter-offers are back with a vengeance for key hires as

companies recognise the importance of retaining talent. It is worth noting however, that we are seeing a pattern where counter-offers are accepted that the candidate tends to be back on the job market within six months!

Where a position is linked to a bonus, this is generally being paid (although rarely 100% of the bonus on offer is paid). Bonus payments have been ranging from between 5% and 15% and we expect this range to continue during 2013. Companies are beginning to look at softer benefits again (phones, laptops, gym memberships, discount schemes) and revenue tax saver schemes are particularly popular.

The overall forecast for 2013 is that there will be a small increment in basic salaries and bonus payments will be paid for certain roles but these payments are closely linked to company and individual performance.

Recruitment trends across executive levels seem to support the general theory that Ireland is well on the way to recovery. When reviewing hiring activity over the last three quarters for the last year, we found that circa 60% of new positions registered within the financial services sector have been newly created roles with 40% as a result of attrition. In comparison, the ratio across industry and commerce sectors comes in at an average of 70% versus 30%.

This is encouraging as organisations now feel more confident to engage with planned, strategic newly created hires to focus on driving forward their three to five year growth plans. Candidate confidence is much more evident now in the market and senior executives are keen to explore what their options are and will move for that career enhancing job if they feel they have reached a plateau internally. They are in effect, prepared to leave what is often perceived as a more secure, risk adverse job where they have achieved that proven track record and accreditation.

We have witnessed an increase of circa 5% to 7% in new registered assignments in comparison to this time last year and in particular we have seen positive growth signs across technology, professional services, insurance, pharmaceutical, funds, investment management and aviation leasing sectors.

Financial Services

Banking, Investment Management & Funds Administration

Job Title	€
Managing Director / CEO	240,000 – 400,000
Chief Operating Officer	140,000 – 180,000
Financial Director / CFO	110,000 – 150,000
Head of Compliance / Chief Risk Officer	95,000 – 155,000
Treasury Director	100,000 – 150,000
Corporate Finance Director	100,000 – 160,000
VP – Director in Credit / Restructuring	95,000 – 140,000
VP – Director in Wealth Management	90,000 – 130,000
VP – Director in Institutional	95,000 – 135,000
Investment Director – Chief Investment Officer	100,000 – 185,000
VP – Director in Fund / Financial Reporting / TA	85,000 – 115,000
VP – Director in Trustee / Custodian	95,000 – 120,000
Senior Client Relationship Manager	90,000 – 130,000
Senior Portfolio Manager / Senior Trader	90,000 – 140,000
Marketing Director	85,000 – 120,000
Senior Operational Risk Manager	85,000 – 115,000
Head of a Major Function	95,000 – 125,000

Aviation Leasing

Job Title	€
CEO / Managing Director	250,000 – 550,000
Chief Operating Officer	140,000 – 180,000
Financial Director / CFO	110,000 – 170,000
Senior Compliance Manager / Chief Risk Officer	95,000 – 160,000
Corporate Finance Director	90,000 – 160,000
Treasury Director	100,000 – 150,000
Internal Audit Manager / Head of Audit & Risk	85,000 – 125,000
Senior Aircraft Trader	110,000 – 155,000
VP – Director of Sales	140,000 – 220,000
VP – Director (Contract Portfolio Management)	95,000 – 135,000
VP – Director / Commercial Manager	80,000 – 100,000

*Life & General Insurance / Re-Insurance
(International & Domestic), Captive Management,
Pension and Investment Management & Advisors*

Job Title	€
Managing Director / CEO	150,000 – 300,000
Chief Operating Officer	120,000 – 150,000
Financial Director / CFO	110,000 – 150,000
Senior Risk Manager / Chief Risk Officer	95,000 – 145,000
Investment Director / Chief Investment Officer	120,000 – 175,000
Compliance Manager / Head of Compliance	90,000 – 145,000
Sales Director / Commercial Director	110,000 – 145,000
Senior Underwriter / Head of Underwriting	95,000 – 170,000
Claims Manager / Head of Claims	70,000 – 150,000
Head of a Major Function	95,000 – 145,000
Captive Manager	95,000 – 140,000
Chief Actuary	150,000 – 300,000
Senior Actuary / Pricing Specialist	120,000 – 190,000
Senior Investment (Sales) Consultant	85,000 – 120,000

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

Accounting & Finance

Job Title	€
Chief Financial Officer	120,000 – 150,000
Finance Director	90,000 – 120,000
Head of Tax	100,000 – 190,000
Director of Shared Services	90,000 – 150,000
Revenue Director / Senior Manager	90,000 – 120,000
Head of Internal Audit / Risk / Compliance	95,000 – 120,000

Sales & Marketing

Job Title	€
Commercial Director	90,000 – 140,000
Sales Director	75,000 – 120,000
Marketing Director	90,000 – 130,000
Business Development Director	85,000 – 120,000
Account Director	85,000 – 120,000



Information Technology

Job Title	€
Chief Operations Officer (COO)	100,000 – 150,000
Chief Information Officer (CIO)	100,000 – 140,000
Chief Technical Officer (CTO)	90,000 – 130,000
Head of IT	80,000 – 110,000
Programme Director	90,000 – 110,000
Head of Professional Services	130,000 – 150,000
Service Delivery Director	90,000 – 100,000
Director of Shared Services	90,000 – 130,000

Human Resources

Job Title	€
HR Director / Head of HR	75,000 – 140,000
Organisational Development Director	80,000 – 140,000
Head of Reward	80,000 – 120,000
Learning & Development Director	80,000 – 100,000

Professional Services

Public Practice / Taxation / Legal / Consulting

Job Title	€
Partner (Salaried)	120,000+
Director	75,000 – 130,000
Head of Tax	120,000 – 190,000
Head of Legal / Compliance	110,000 – 170,000
Consulting Director	100,000 – 150,000+

Technical Services

Science & Pharmaceutical / Supply Chain & Logistics / Engineering

Job Title	€
Director of Operations	80,000 – 110,000
General Manager	100,000 – 170,000
Director of Quality	85,000 – 120,000
Head of Supply Chain	80,000 – 120,000
Plant Director	80,000 – 90,000
Purchasing Director	100,000 – 120,000
Engineering Director	80,000 – 100,000



There has been a notable and encouraging increase in front office positions across industry and financial services in the last twelve months, particularly positions that focus on new product development and innovation, managing and driving forward existing and new revenue streams. Under the watchful eye of the CBI, the continued creation of risk, compliance and audit appointments has also stirred a subtle but healthy ripple effect in the market. Initially the roles needed are client facing and product development, but these will need support via a strong head office resulting in expanding finance, legal, HR and leadership teams. This is where we would hope to see further recruitment growth in 2013.

Salary cuts and freezes are not necessarily a thing of the past, but they are the exception rather than the rule. Expecting a salary increase when moving roles, in some cases could lead to disappointment. We are finding that remuneration packages are being matched with a smaller proportion of new hires experiencing increases of circa 8% to 15%. This is down to the fact that senior level hires looking to move in 2013 are more than likely leaving an organisation where they have built up long standing perks and bonus structures and were remunerated at levels that were reminiscent of the boom days. We are finding with a new career move, the market has shifted and readdressed remuneration packages that are deemed and accepted as competitive level across the market and most professionals on the move are cognisant and accepting of this.

Accountancy

Temporary & Contract

Qualified

Job Title	Dublin € p/a	Dublin € p/h	Regional € p/a	Regional € p/h
Financial Director	90,000 – 180,000	74.40 – 185.95	80,000 – 150,000	66.00 – 124.40
Financial Controller	75,000 – 130,000	62.00 – 107.00	65,000 – 110,000	54.00 – 90.00
Finance Manager	65,000 – 85,000	54.00 – 70.00	55,000 – 80,000	45.50 – 66.00
Financial Accountant	48,000 – 60,000	40.00 – 49.60	42,000 – 55,000	34.80 – 45.50
Management Accountant	48,000 – 60,000	40.00 – 49.60	42,000 – 55,000	34.80 – 45.50
Project Accountant	55,000 – 80,000	45.50 – 66.00	50,000 – 70,000	41.35 – 57.00
Cost Accountant	48,000 – 65,000	40.00 – 54.00	42,000 – 55,000	34.80 – 45.50
Financial Analyst	45,000 – 65,000	37.00 – 54.00	40,000 – 60,000	33.00 – 49.60
Systems Accountant	60,000 – 80,000	49.60 – 66.00	55,000 – 75,000	45.50 – 62.00
Internal Auditor	45,000 – 65,000	37.00 – 54.00	40,000 – 60,000	33.00 – 49.60
Newly Qualified Accountant	45,000 – 52,000	37.00 – 43.10	40,000 – 45,000	33.00 – 37.00

Part-Qualified

Job Title	Dublin € p/a	Dublin € p/h	Regional € p/a	Regional € p/h
Finalist	38,000 – 45,000	31.50 – 37.50	35,000 – 42,000	29.00 – 34.85
Part-Qualified Accountant	35,000 – 42,000	29.00 – 34.85	32,000 – 38,000	26.55 – 31.50
Assistant Accountant	32,000 – 40,000	26.55 – 33.20	30,000 – 35,000	24.90 – 29.00
Bookkeeper	32,000 – 40,000	26.55 – 33.20	30,000 – 38,000	24.90 – 31.50
Accounts Assistant	27,000 – 34,000	22.40 – 28.20	23,000 – 30,000	19.10 – 24.90
Credit Controller	28,000 – 40,000	23.25 – 33.20	28,000 – 35,000	19.10 – 29.00
Payroll Administrator	28,000 – 40,000	23.25 – 33.20	25,000 – 30,000	20.80 – 24.90
Accounts Payable	27,000 – 34,000	22.40 – 28.20	23,000 – 30,000	19.10 – 24.90
Accounts Receivable	27,000 – 34,000	22.40 – 28.20	23,000 – 30,000	19.10 – 24.90

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

After a challenging few years in this sector, we are happy to say that the demand for temporary and contract accountancy professionals has increased and we expect this to continue for 2013. The majority of the demand is still at the newly qualified up to finance manager level, however there has also been a slight increase in the demand for interim financial controllers and directors which indicates that the market is moving in the right direction. We have also seen an increase in the need for more junior accounting staff and part qualified accountants indicating a much more positive shift in the market, as typically over the last few years these roles were covered internally.

Salaries on the whole are similar to last year with a nominal increase on basic salaries (approximately 2% to 4%). What we have noticed is that performance related bonuses and completion bonuses are becoming popular again and with

some of the longer term contracts, benefits that would normally be associated with permanent hires are on offer. While there has been little movement on basic salaries, there is flexibility for key candidates and those with niche skill-sets. Financial services companies are still paying slightly more than industry. Accountants with strong experience in this area can command higher salaries. Within industry, commercial accountants are in high demand and if they have a strong background from sectors such as FMCG or manufacturing, salaries tend to be higher.

Overall for 2013, we expect that bonuses will become more commonplace with the majority of organisations now recognising that it is important that bonuses are reintroduced in order to secure key staff. In 2012 we saw considerably more movement among mid-senior level staff which should lead to a more buoyant and competitive market for 2013.





General Accountancy

Qualified

Job Title	Dublin €	Regional €
Financial Director T/O >10m	95,000 – 170,000	80,000 – 150,000
Financial Director T/O <10m	85,000 – 145,000	75,000 – 120,000
Financial Controller T/O >10m	80,000 – 120,000	75,000 – 120,000
Financial Controller T/O <10m	70,000 – 120,000	65,000 – 110,000
Finance Manager	65,000 – 85,000	55,000 – 80,000
Internal Audit Manager	65,000 – 95,000	60,000 – 85,000
Group Financial Accountant	50,000 – 65,000	45,000 – 60,000
Management Accountant	48,000 – 60,000	42,000 – 55,000
Project Accountant	55,000 – 80,000	50,000 – 70,000
Cost Accountant	48,000 – 65,000	42,000 – 55,000
Financial Analyst	45,000 – 65,000	40,000 – 60,000
Systems Accountant	60,000 – 80,000	55,000 – 75,000
Internal Auditor	45,000 – 65,000	40,000 – 60,000
Financial Accountant	48,000 – 60,000	42,000 – 55,000
Newly Qualified Accountant	45,000 – 52,000	40,000 – 45,000
Credit Control Manager	45,000 – 65,000	40,000 – 55,000
Accounts Payable Manager	45,000 – 65,000	40,000 – 55,000
Payroll Manager	45,000 – 65,000	40,000 – 55,000

Part-Qualified

Job Title	Dublin €	Regional €
Finalist	38,000 – 45,000	35,000 – 42,000
Part-Qualified Accountant (1-3 years' exp.)	35,000 – 42,000	32,000 – 38,000
Assistant Accountant	32,000 – 40,000	30,000 – 35,000
Bookkeeper	35,000 – 40,000	30,000 – 38,000
Accounts Assistant	27,000 – 34,000	23,000 – 30,000
Credit Controller	28,000 – 40,000	28,000 – 35,000
Payroll Administrator	28,000 – 38,000	25,000 – 35,000
Accounts Receivable	27,000 – 34,000	23,000 – 30,000
Accounts Payable	27,000 – 34,000	23,000 – 30,000

There have been some increases in salaries in recent months. This is due to companies rewarding their staff for their commitment and hard work over the last few years and also by strong candidates coming to the market and demanding salary increases. Commercial candidates with specific industry experience and a proven track record in adding value can expect to see from 2% to 8% increases in their basic salaries. This is particularly noticeable in the highly competitive markets such as hi-tech & gaming, FMCG (specifically food & drink), retail, pharmaceutical and some manufacturing. A number of SMEs are predicting expansion plans for next year but the majority of recruitment activity will remain across medium to larger organisations.

Perception within industry has become more positive within the last year and candidates are much more confident about moving jobs. There has been a continued requirement for candidates with strong IFRS, US GAAP, systems implementation and change management experience. Newly qualified accountants with large audit, secondment or system implementation experience have seen a marked increase in the supply of roles. As the choice in the market increases, they are choosing roles that offer both mentoring and career progression. The last twelve months have seen a significant rise in the requirement for candidates at all levels with a strong commercial background particularly with extensive analytical, forecasting, financial modelling and Excel skills. As the economy is beginning to recover, the need for more accurate business reporting has become stronger than ever and we predict that this will continue throughout 2013.

Performance related bonuses at senior level have for the most part, formed part of a reward package in the last twelve months and this is expected to continue throughout 2013. Bonus value has varied from between 5% to 20% depending on seniority and market conditions. Pension contributions were stripped back over the last number of years and still vary depending on length of service and level within the organisation, whereas full healthcare cover (or partial contribution) has remained standard across the market. Stock options and car allowances are being offered to more senior candidates. Flexitime, the "Bike to Work" scheme and other cost effective initiatives have all been used to motivate staff. Candidates at part-qualified level are also hoping for greater flexibility in study leave and contribution to exam fees.



Accountancy

Financial Services

Qualified

Job Title	Dublin €	Regional €
Chief Financial Officer	115,000 – 170,000	100,000 – 130,000
Financial Director	90,000 – 140,000	85,000 – 110,000
Financial Controller	75,000 – 110,000	65,000 – 80,000
Finance Manager	65,000 – 85,000	65,000 – 80,000
Internal Audit Manager	65,000 – 95,000	68,000 – 80,000
Internal Auditor	50,000 – 65,000	50,000 – 60,000
Regulatory Reporting Manager	70,000 – 95,000	65,000 – 85,000
Regulatory Accountant	60,000 – 80,000	55,000 – 75,000
Project Accountant	60,000 – 85,000	55,000 – 65,000
Systems Accountant	60,000 – 90,000	50,000 – 65,000
Credit Control Manager	50,000 – 65,000	40,000 – 55,000
Treasury Accountant	50,000 – 70,000	55,000 – 70,000
Senior Financial Analyst	55,000 – 75,000	48,000 – 65,000
Financial Analyst	45,000 – 65,000	40,000 – 55,000
Senior Financial Accountant	55,000 – 70,000	50,000 – 70,000
Financial Accountant	48,000 – 65,000	45,000 – 60,000
Management Accountant	48,000 – 65,000	45,000 – 60,000
Newly Qualified Accountant	45,000 – 52,000	40,000 – 50,000

Part-Qualified

Job Title	Dublin €	Regional €
Finalist Accountant	38,000 – 45,000	33,000 – 40,000
Assistant Accountant	32,000 – 40,000	30,000 – 38,000
Accounts Assistant	27,000 – 34,000	24,000 – 30,000
Accounts Payable Administrator	28,000 – 35,000	25,000 – 30,000
Accounts Receivable Administrator	28,000 – 35,000	25,000 – 30,000
Credit Controller	28,000 – 40,000	25,000 – 30,000
Graduate	18,000 – 24,000	18,000 – 22,000

The financial services market has continued to redeem itself as being one of the strongest markets for employment in Ireland in the last twelve months and we expect this to continue throughout 2013. Certainly some pockets of the market have been busier than others for qualified accountants, with insurance and particularly life insurance organisations leading the way with steady growth, followed by international banking, funds and aviation.

Across financial services a strong academic background has proven paramount in being short-listed for the more junior finance roles across accounting, analysis and audit with particular success for those with first time passes in their professional exams. As always, strong multi-national experience including IFRS, UK, US GAAP and SOX compliance are particularly valuable and well regarded across all levels.

Project accounting has been a prime focus this year with employers offering exciting opportunities for candidates with a strong commercial acumen and proven results in over-hauling finance functions. Demand for these candidates will continue throughout 2013 along with preference for accountants with experience in driving change projects. Systems improvement has continued to be a priority area of investment for employers especially with the deadline for Solvency II looming.

Whilst salaries and overall remuneration packages have seen only slight increases since last year (2% to 4% across most levels), there has been more flexibility for specialist candidates to negotiate on the base salary in tight market spaces, such as regulatory accounting and internal audit. Bonuses have continued to be valued as performance related and discretionary but on the whole have been paid out with up to 15% for mid management and 20%+ for senior management. Benefits packages have also slightly improved compared to recent years with the majority of packages in financial services including pension, health & life insurance, professional fees and in some cases gym and subsidised canteen.

We expect this renewed confidence in financial services to continue well into 2013 which bodes well for those seeking employment in this area.

Fund Services

The Irish funds industry has experienced a very positive year with various large multinational firms hiring across a number of areas with some offering permanent contracts again for the first time in four years.

Skills in demand include fund accounting, shareholder services/transfer agency, financial reporting, compliance and business analysis or project management. As in most financial service industries, experienced compliance professionals have seen a growth in their salaries as their skills remain in demand within the market. This is the case for senior compliance or risk professionals as well as those at a junior level who are specialists in AML or KYC. It is predicted there will be increases in the range of 2% to 5% in these in-demand areas.

Opportunities have increased for fund accountants and senior fund accountants with many looking to move to new firms for career progression, new challenges or to work on different types of funds. Salaries have remained competitive but have not changed drastically over the last twelve months. Unfortunately, due to the lack of hiring across the industry during 2009 and 2010, there is a shortage of candidates at the two to three years' experience level which has resulted in a small percentage (2% to 3%) rise in salaries for this level. However, a number of the international firms operating in Dublin are tied into global salary bands which have remained frozen for much of 2011 and 2012. Despite a brief slow down in the final quarter of 2012, many hiring managers predict that they will continue to hire across departments in 2013. This is due to migrating work to Dublin, the development of new business or the restructuring and functionalising of teams.

Overall, salaries within the funds industry have remained reasonably static over the last twelve months and we do not expect that there will be any major changes in 2013. Many firms, both large and small, are keen to reintroduce promotions and ensure key employees are being rewarded for their work and commitment. Over the course of 2012, a number of organisations have reviewed their overall benefits package. The majority of firms are again offering a full competitive package including health, pension, travel and educational support.

The general feeling is that the funds industry will continue to thrive in 2013 with a number of the international firms looking to expand their operational teams.

Fund Services

Job Title	Dublin €	Regional €
Senior Fund Accounting Manager	70,000 – 90,000	55,000 – 80,000
Fund Accounting / Administration Manager (3-5 years' exp.)	45,000 – 65,000	35,000 – 55,000
Fund Accounting Supervisor / Team Leader	50,000 – 70,000	28,000 – 38,000
Senior Fund Accountant (2+ years' exp.)	35,000 – 50,000	25,000 – 35,000
Fund Accountant (1 year's exp.)	25,000 – 32,000	22,000 – 30,000
Fund Accountant / Administrator	25,000 – 30,000	22,000 – 28,000

Shareholder Services

Job Title	Dublin €	Regional €
Head of Shareholder Services	90,000 – 120,000	75,000 – 100,000
Shareholder Services Manager	60,000 – 90,000	45,000 – 70,000
Senior Shareholder Services Administrator	35,000 – 55,000	28,000 – 38,000
Shareholder Services Administrator	25,000 – 35,000	22,000 – 28,000

Trustee

Job Title	Dublin €	Regional €
Head of Trustee	90,000 – 120,000	75,000 – 100,000
Manager Level (1-3 years' exp.)	50,000 – 70,000	40,000 – 60,000
Senior Trustee Officer	30,000 – 45,000	25,000 – 35,000
Trustee Administrator	25,000 – 35,000	22,000 – 30,000

Corporate Actions / Market Data

Job Title	Dublin €	Regional €
Manager	80,000 – 90,000	70,000 – 80,000
Senior Administrator	35,000 – 50,000	22,000 – 35,000
Market Data / Corporate Actions Administrator	25,000 – 35,000	20,000 – 30,000

Custody

Job Title	Dublin €	Regional €
Head of Custody	85,000 – 120,000	75,000 – 100,000
Custody Manager	50,000 – 70,000	40,000 – 60,000
Custody Supervisor	35,000 – 40,000	30,000 – 40,000
Senior Custody Administrator	30,000 – 40,000	25,000 – 35,000
Custody Administrator	25,000 – 35,000	20,000 – 30,000

Client Services

Job Title	Dublin €	Regional €
Manager	70,000 – 100,000	55,000 – 80,000
Assistant Manager / Supervisor	40,000 – 70,000	35,000 – 55,000
Client Services Administrator	25,000 – 38,000	20,000 – 30,000



Banking

Two years ago, various experts predicted that salaries would begin to grow within the financial services arena over the course of 2012 and 2013. On completion of our survey this year, we are happy to say we are starting to see some areas of improvement across the industry.

Over the past twelve months, the Irish banking industry has undergone further restructuring and uncertainty. There have been redundancy announcements across a number of banks, particularly within the domestic sector. However, the overall sentiment across the market is that the industry has begun to 'settle down' in comparison to recent years.

A number of the banks have continued to grow their credit restructuring teams and professionals with property or real estate experience, as well as those with strong technical credit analysis exposure, will remain in demand in 2013. We have also begun to see some new international players entering this arena which has impacted the small growth in salaries.

Overall there have been very little changes to salaries. Key areas as predicted last year, such as credit restructuring, corporate finance, credit analysis, risk and compliance have continued to grow and as a result salaries have increased again for professionals with these skills.

The areas of risk, compliance and regulation are expected to continue to grow in 2013. The Central Bank has tightened its regulations so a number of banks have hired additional staff for their compliance departments with some teams doubling in size over the past three years. We have continued to see a number of senior hires in this area.

Treasury

Job Title	Dublin €	Regional €
Head of Treasury	95,000 – 150,000	85,000 – 115,000
Senior Dealer	70,000 – 95,000	60,000 – 85,000
Operations Manager (Back Office)	60,000 – 90,000	55,000 – 80,000
Middle Office Manager	60,000 – 90,000	55,000 – 80,000
Dealer	45,000 – 75,000	40,000 – 70,000
Settlements – Assistant Manager	35,000 – 50,000	30,000 – 45,000
Business Analyst	40,000 – 60,000	35,000 – 50,000
Reconciliations & Payments Officer	25,000 – 35,000	23,000 – 31,000
Junior Trader	20,000 – 30,000	18,000 – 27,000

Senior Management

Job Title	Dublin €	Regional €
Head of Credit	70,000 – 140,000	65,000 – 110,000
Head of Operations	80,000 – 140,000	70,000 – 105,000
Head of Lending	65,000 – 95,000	60,000 – 85,000
Head of Restructuring	90,000 – 110,000	80,000 – 100,000
Senior Risk Manager	70,000 – 100,000	65,000 – 90,000
Corporate Lending Manager	40,000 – 60,000	35,000 – 55,000
VC Manager	60,000 – 95,000	55,000 – 85,000
Portfolio Consultant (2-5 years' exp.)	55,000 – 85,000	50,000 – 75,000
Senior Equity Analyst	65,000 – 100,000	55,000 – 90,000

Mid Management

Job Title	Dublin €	Regional €
Senior Credit Analyst	55,000 – 75,000	50,000 – 70,000
Credit Analyst	30,000 – 55,000	28,000 – 45,000
Corporate Lender	30,000 – 45,000	27,000 – 40,000
Commercial Lender	30,000 – 45,000	27,000 – 40,000
Restructuring Specialist	35,000 – 60,000	30,000 – 50,000
Market Risk Analyst	35,000 – 55,000	32,000 – 50,000
Equity Analyst	40,000 – 65,000	36,000 – 60,000
Credit Risk Analyst	35,000 – 60,000	32,000 – 50,000
Operations Supervisor	40,000 – 55,000	35,000 – 50,000
Loans / Credit Administrator	25,000 – 35,000	23,000 – 32,000
Bancassurance Advisor	25,000 – 35,000	23,000 – 32,000
Graduate	24,000 – 28,000	23,000 – 25,000

Compliance (across all banking sectors)

Job Title	Dublin €	Regional €
Head of Compliance	90,000 – 150,000	75,000 – 105,000
Compliance Manager (5-7 years' exp.)	70,000 – 90,000	60,000 – 80,000
Compliance Manager (3-5 years' exp.)	50,000 – 70,000	45,000 – 65,000
Compliance Officer (1-3 years' exp.)	30,000 – 50,000	45,000 – 65,000
Operational Risk Officer / Business Continuity Manager	35,000 – 55,000	32,000 – 50,000
AML Officer	28,000 – 42,000	25,000 – 37,000
Fraud Risk Manager	55,000 – 80,000	50,000 – 70,000
Fraud Risk Officer	28,000 – 50,000	25,000 – 45,000

Financial Services – Sales & Marketing

Job Title	Dublin €	Regional €
Banking Sales Manager	50,000 – 70,000	45,000 – 60,000
Banking Sales Executive	30,000 – 45,000	27,000 – 40,000
Wealth Manager	35,000 – 55,000	32,000 – 50,000
Financial Advisor	30,000 – 55,000	27,000 – 50,000
Senior Portfolio Manager	70,000 – 90,000	60,000 – 80,000
Portfolio Manager	50,000 – 70,000	45,000 – 60,000
Stockbroker	50,000 – 80,000	45,000 – 70,000
Junior Stockbroker	28,000 – 50,000	25,000 – 45,000
FX Sales Trader	45,000 – 70,000	40,000 – 60,000
Equity / Bond Sales Trader	45,000 – 75,000	40,000 – 60,000
Pension / Investment Sales	30,000 – 60,000	27,000 – 55,000
Head of Marketing	70,000 – 120,000	60,000 – 100,000
Marketing Manager	50,000 – 70,000	45,000 – 65,000
Marketing Executive	30,000 – 45,000	27,000 – 40,000
PR Manager	45,000 – 75,000	40,000 – 70,000
PR & Communications Executive	35,000 – 45,000	32,000 – 40,000
Mortgage & Life Sales Manager	38,000 – 60,000	35,000 – 55,000
Mortgage & Life Sales Executive	30,000 – 45,000	27,000 – 40,000
Bancassurance Advisor	25,000 – 35,000	23,000 – 32,000

Leasing – Aviation

Job Title	Dublin €	Regional €
Corporate Finance Director	100,000 – 160,000	90,000 – 145,000
Commercial Manager	80,000 – 95,000	70,000 – 85,000
Senior Sales Manager	100,000 – 175,000	90,000 – 155,000
Senior Aircraft Trader	90,000 – 150,000	80,000 – 135,000
Contracts Manager	85,000 – 130,000	75,000 – 115,000
Contracts Executive	50,000 – 65,000	45,000 – 55,000
Commercial Analyst	65,000 – 85,000	60,000 – 80,000
Technical Leasing Support	40,000 – 60,000	35,000 – 55,000
Finance / Business Analyst	45,000 – 75,000	40,000 – 65,000
Contract Administrator	30,000 – 45,000	27,000 – 40,000

We have also witnessed a further demand for professionals with four to six years' experience at an assistant manager or compliance officer level. The area of operational risk has also begun to grow in the last year and this is set to continue into 2013.

At the junior level, banking professionals with two to four years' experience across areas such as credit control, collections, mortgage areas and project analysis have remained in demand but salaries have remained relatively stable at this level. Junior professionals with additional skills or qualifications such as the QFA or CFA have been in demand and this will continue into 2013 with many of the banks competing to entice experienced experts onto their teams which may result in nominal salary increases.

Recently there has been some movement within some of the international banks operating in Dublin for the first time in a number of years. Again salaries have not changed hugely in the last twelve months in this area and there are no major changes predicted for 2013. However, many international firms have indicated that they hope to continue recruiting in key areas during 2013 which is very positive news for the industry in general.

Overall, salaries are predicted to remain fairly static in 2013 with small increases (2% to 3%) in some key areas. Benefits such as pensions, health care, travel allowances etc have been re-introduced across many firms. There is also positive news for junior candidates as a number of companies have indicated that they will re-introduce educational support allowances.

Banking & Funds

Temporary & Contract

The number of financial services firms offering temporary or fixed term contracts has continued to increase in recent months. Some of the multinational organisations operating in Dublin have managed to hire in some areas on a permanent basis (some for the first time since 2009) but the majority are still tied to head count and budgetary issues which has resulted in a further growth in the temporary and contract market with many companies predicting that this trend will continue in 2013.

Over the last twelve months, we have seen firms hiring for a range of skills on a contractual basis. This is often due to head count issues as mentioned above, or as a result of on-going project work, restructuring of departments or simply long term leave or maternity leave cover.

Contracting is very beneficial for junior level professionals. It gives them an insight into working with different companies and offers exposure to a variety of systems and products. Many junior financial services professionals who are returning

from travelling are happy to work in a contract initially, once there is some chance of being made permanent in the longer run. At the more senior level, we have seen professionals who have taken redundancy, look to contract work to avoid any long term commitments whilst utilising their skills to assist firms with project work or restructuring of departments.

In general, salary levels for contract or temporary staff have remained unchanged for most of 2012 and the feeling is that this will remain into 2013. Contract salaries are in line with those of permanent employees. Some organisations have been offering extra perks such as benefits or shift allowances to entice professionals to opt for contract roles. Completion bonuses are also becoming more popular.

In the last two years, over 60% of new appointments have been offered on a contractual basis and this is set to continue into 2013. Firms opt for this method of recruitment as it allows them greater flexibility and the opportunity to assess their longer term hiring needs.

Banking

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



Funds

Job Title	Dublin € p/a	Dublin € p/h	Regional € p/a	Regional € p/h
Fund Accountant Manager	70,000 – 90,000	53.75 – 74.42	55,000 – 75,000	45.50 – 62.00
Fund Accountant Supervisor	50,000 – 70,000	41.35 – 53.75	35,000 – 55,000	28.90 – 45.50
Fund Accountant Team Leader	35,000 – 45,000	28.90 – 37.00	30,000 – 40,000	24.80 – 33.00
Fund Administrator	26,000 – 32,000	21.00 – 26.00	25,000 – 28,000	20.67 – 22.90

Trustee

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

Custody

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

Transfer Agency / Shareholder Services

Job Title	Dublin € p/a	Dublin € p/h	Regional € p/a	Regional € p/h
Transfer Agency / Shareholder Services Manager	60,000 – 90,000	50.00 – 74.42	45,000 – 70,000	37.00 – 56.68
Transfer Agency / Shareholder Services Administrator	35,000 – 55,000	28.90 – 45.50	25,000 – 35,000	20.67 – 28.90
Relationship Manager	45,000 – 65,000	37.00 – 53.75	35,000 – 55,000	28.90 – 45.50
Client Services Administrator	30,000 – 40,000	24.80 – 33.00	25,000 – 35,000	20.67 – 28.90
Compliance Manager	50,000 – 80,000	41.35 – 74.24	40,000 – 65,000	33.00 – 53.75
Compliance Administrator	30,000 – 40,000	24.80 – 33.00	25,000 – 35,000	20.67 – 28.90

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

Public Practice

Public Practice

Job Title	Dublin €	Regional €
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	52,000 – 62,000
Company Secretary	35,000 – 60,000	35,000 – 55,000
Assistant Manager	48,000 – 55,000	45,000 – 50,000
Senior / Associate	38,000 – 48,000	33,000 – 43,000
Semi-Senior / Finalist	26,000 – 36,000	24,000 – 32,000
Audit Junior	21,000 – 26,000	19,000 – 24,000
Trainee / Graduate	19,000 – 24,000	17,000 – 22,000

The last twelve months have been buoyant for the larger professional services firms, specifically for firms with a strong portfolio in financial services, international, multinationals and technology. The mass audit recruitment which took place amongst the Big 4 and Top 10 firms a year ago has steadied and the majority of the larger firms have focused their activity on recruiting strong and diverse consulting and risk candidates in response to their clients needs.

For firms outside of the Top 10, the prevailing sentiment is one of cautious optimism with the majority of firms recommencing recruitment activity in recent months in the areas of audit and tax. Although cash flow remains an issue for mid-tier firms due to their reliance on indigenous business, the belief that the market has 'bottomed out' has led to the growth of some strategic hires to facilitate the development and growth of the firms.

As the growth amongst the top firms seems to be within their consulting/ advisory and risk areas, we are now seeing a shortage of suitably skilled candidates to meet client demand.

This has led to the market shifting in favour of these candidates who should attain multiple offers once they have the requisite skill set. This in turn has resulted in continued pressure on the larger firms to increase their salaries and packages to remain competitive and attractive to potential employees. Another important point to note is that almost half of smaller and mid-tier firms surveyed have also increased their base salaries and have begun to reinstate annual pay reviews to compensate their staff for their work and dedication in recent years. Bonuses, however small, have also started to make their way back into smaller firms for manager level and above for candidates with excellent performance track records and business development abilities.

Our prediction for 2013 is that business confidence will continue to improve amongst most firms. It should again be another year of aggressive growth for the larger professional services firms with a specific emphasis on consulting and risk. We also expect to see positive growth in the smaller and mid-tier firms in the areas of audit, tax and corporate services.



Taxation

Although taxation has been slightly slower to recover than some other markets, the last year saw a significant recovery in recruitment activity within practice, industry and financial services. Despite this increase in activity, employers are looking to recruit very specific and niche employees with specialist skills such as transfer pricing, foreign direct investment and R&D being most desirable.

Taxation roles in practice increased greatly in recent months within the Big 4 and Top 10. Interestingly, there has also been some real growth within smaller mid-tier firms in Dublin and regional areas with some strategic hires being made at senior level. For the second year running, roles were mainly focused on candidates with strong portfolio knowledge of corporate tax, financial services and tax compliance. However, towards the latter half of the year we noticed an increase in the number of expat, personal tax and indirect tax roles available to candidates and expect this to continue throughout 2013.

The industry and financial services market has also shown real positive signs in the last year with more roles being created for candidates coming from larger practices. The buoyancy in this market has created greater pressure on professional services firms to reinstate salary reviews and bonuses within taxation in order to compete with large industry and financial services organisations.

2013 should see more growth in taxation across all industries, with specific expertise in areas such as foreign direct investments and R&D continuing to be in high demand.

Taxation

Job Title	Dublin €	Regional €
Tax Partner	120,000+	100,000+
Head of Tax – Industry / Financial Services	120,000 – 190,000	100,000 – 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	40,000 – 60,000	35,000 – 55,000
Tax Manager	55,000 – 70,000	52,000 – 62,000
Tax Assistant Manager	48,000 – 55,000	45,000 – 50,000
Tax Senior	38,000 – 48,000	33,000 – 43,000
Tax Semi-Senior / Finalist	26,000 – 36,000	24,000 – 32,000
Tax Junior	21,000 – 26,000	19,000 – 24,000
Tax Trainee / Graduate	19,000 – 24,000	17,000 – 22,000



Legal

Practice

Over the past year, green shoots evidencing growth have continued to surface, albeit slowly. This has been much more evident in the top to mid tier firms in the Dublin area. Some specialist areas have naturally been to the forefront in terms of where recruitment has been taking place. The majority of the opportunities have been arising within the following disciplines; funds, commercial litigation, insolvency and regulatory.

A welcome recent development is that a lot of the firms are predicting opportunities to arise in the area of corporate and commercial which hasn't been the case for some time and hopefully this is a sign of positive things to come on the transactional front. Firms (both large and small) are continuing to make a number of strategic hires by bringing in professionals with a strong niche skill set and expertise (from practice and in-house backgrounds) to boost and/or diversify an existing client base in order to remain competitive for future business and firm development.

In terms of salaries, it has been a critical year for firms who have been faced with issues concerning the retention of key staff. Firms have not been able to put off addressing salary freezes and accordingly we have witnessed salary increases of anything between 5% to 15% where increments have occurred.

Salary levels on offer are now dependent on which departments are the busiest and most profitable as opposed to being automatically entitled to a particular salary level purely based on the level of PQE that a professional currently holds. Bonus structures are also widely back in place and can vary in terms of the relevant governing criteria; exceeding set target levels (levels often set at three times one's salary), percentage of billed hours, new client business generation and ancillary discretionary criteria in terms of contributions to the firm. Benefits available can include defined contribution pensions, loyalty schemes, life insurance, health cover, maternity cover, suit allowance, mobile phone, subsidised canteens and gym membership.

Practice

Job Title	Dublin €	Regional €
Salaried Partner	80,000 – 190,000	65,000 – 145,000
6-9 years' PQE	58,000 – 135,000	50,000 – 90,000
5 years' PQE	57,000 – 92,000	48,000 – 70,000
4 years' PQE	52,000 – 88,000	40,000 – 68,000
3 years' PQE	45,000 – 78,000	33,000 – 50,000
2 years' PQE	45,000 – 72,000	28,000 – 38,000
1 year's PQE	40,000 – 62,000	24,000 – 36,000
Newly Qualified Solicitor	35,000 – 56,000	24,000 – 30,000
Company Secretary (5+ years' exp.)	38,000 – 85,000	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 – 35,000	25,000 – 38,000
Legal Executive / Paralegal	23,000 – 50,000	20,000 – 28,000

In-House

Job Title	Dublin €	Regional €
Head of Legal	110,000 – 170,000	95,000 – 140,000
Senior Legal Counsel	80,000 – 120,000	75,000 – 125,000
Junior Legal Counsel	45,000 – 65,000	45,000 – 65,000
Senior Lawyer	80,000 – 130,000	65,000 – 115,000
Funds Lawyer	45,000 – 140,000	N/A
Legal & Compliance Officer	80,000 – 120,000	60,000 – 90,000
Company Secretary	70,000 – 120,000	50,000 – 90,000
Legal Executive	25,000 – 45,000	20,000 – 26,000

In-House

The number of opportunities arising in industry has continued to soar. There was certainly a noticeable increase in more specialist roles and also in the number of maternity cover contracts, particularly at very senior levels within businesses. Employers are continuing to view the addition of an in-house lawyer/legal counsel, many for the first time, as an extremely beneficial and long term cost effective move. Language requirements have been creeping into more and more job specifications and this of course is no surprise given the international landscape that has developed, particularly in Dublin with the establishment of a large number of European headquarters here. Salaries remain competitive and attractive benefits packages are on offer including bonuses (based on both company and individual performance), health insurance, covering the cost of practice cert renewal, life insurance, pension, income protection, share option schemes, company mobile phone, sick pay schemes and educational assistance.

Human Resources

We have seen a marked improvement in the HR market in the last twelve months with more opportunities for HR professionals and increased confidence in the number of individuals in permanent positions but who are now ready to express interest in making a move. The active interim/contract market has continued to dominate however and looks as if this is likely to remain the case for the next few months.

We have seen continued demand for HR expertise in the following areas in particular: change management, organisational development, compensation & benefits/reward & remuneration, employee & industrial relations, employment law and communications. The increase in the need for in-house recruitment specialists to support growing businesses this year is also a clear sign of an improved market and hopefully a positive sign of things to come.

The one area which has remained stagnant is within learning & development/training where opportunities have been limited to either very specialist technical training (financial services/technology/pharmaceutical) or particular executive coaching/leadership development positions to support the senior team during this on-going period of change.

We have noted that the improvement in the market is positively seen across a wide variety of industries including financial services, retail, FMCG, manufacturing, technology and multi-nationals. We have also continued to see an increase in the demand for HR and employment legislation experience outside of Ireland i.e. UK, EMEA or US exposure.

There has not been a noticeable change in salaries in the last year with HR professionals continuing to show flexibility in their salary expectations at all levels. Salaries have become marginally more attractive for specialist HR knowledge and experience however. Entry level HR graduate opportunities are very competitive at the moment and there has been a continued trend for unpaid internships being offered by employers, some of which are successfully converting into paid positions in due course.

Generalist HR

Job Title	Dublin €	Regional €
HR Director / Head of HR	75,000 – 140,000	70,000 – 120,000
Senior HR Manager	70,000 – 80,000	60,000 – 75,000
HR Manager / HR Business Partner	50,000 – 75,000	50,000 – 70,000
HR Generalist / HR Advisor	35,000 – 50,000	32,000 – 45,000
HR Officer	28,000 – 35,000	26,000 – 33,000
HR Administrator	24,000 – 30,000	23,000 – 29,000
HR Graduate	20,000 – 26,000	20,000 – 25,000

Learning & Development

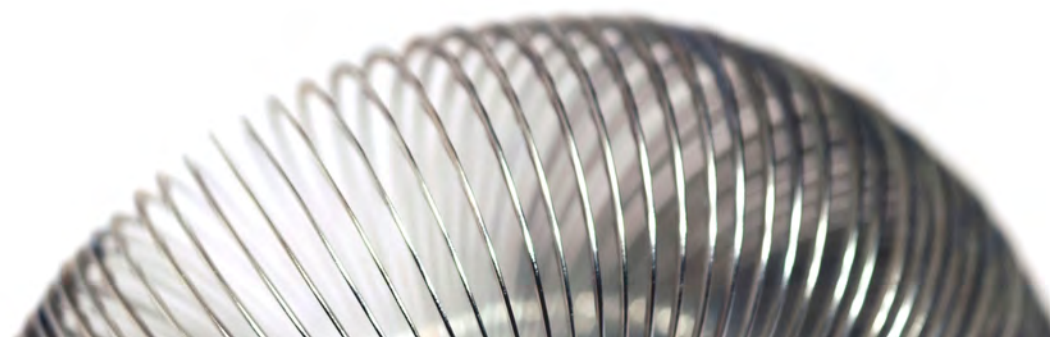
Job Title	Dublin €	Regional €
Learning & Development Director	80,000 – 100,000	N/A
Learning & Development Manager	55,000 – 75,000	50,000 – 70,000
Training Specialist	35,000 – 55,000	30,000 – 50,000
Training Officer / Coordinator	26,000 – 38,000	24,000 – 35,000

Compensation & Benefits / Reward / Recruitment

Job Title	Dublin €	Regional €
Head of Reward	80,000 – 120,000	N/A
Compensation & Benefits / Reward Manager	70,000 – 120,000	65,000 – 100,000
Compensation & Benefits / Reward Specialist	45,000 – 70,000	45,000 – 70,000
Recruitment Manager	45,000 – 70,000	40,000 – 60,000
Recruitment Specialist	32,000 – 50,000	30,000 – 40,000
Recruitment Coordinator	25,000 – 32,000	23,000 – 30,000

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	55,000 – 85,000
Industrial Relations (IR) / Employee Relations (ER) Manager	50,000 – 90,000	45,000 – 90,000
Communications Specialist	45,000 – 85,000	35,000 – 75,000



Insurance

On the whole we found the last year to be good for the insurance sector with increased demand for experienced insurance professionals across a range of disciplines including sales, underwriting, compliance, and technical roles.

In particular, those international companies that base themselves in Ireland servicing markets worldwide have on the whole grown in the last 12 months. This has led to increased demand for experienced insurance professionals with second and third European languages and in many cases these individuals can often command higher salaries (2% to 12% depending on seniority) than their English-only speaking counterparts. Added to this, as these international insurers look to expand into new markets and offer new products, there has been an increase in demand for good technical insurance people (underwriters, product developers, risk analysts) and again salaries are up in this area also by 2% to 8% depending on niche skills.

Increasing regulation has seen demand for experienced compliance professionals remain strong and salaries in this area have been on the increase and we expect this trend to continue throughout 2013. For those niche highly trained positions such as actuaries, the limited supply of people with requisite experience and qualifications has meant that their salaries also continue to grow at a steady pace.

The domestic insurance market has remained quite soft over recent months. This has meant that, in general, insurance premiums have fallen, causing insurance companies to look at their operations to ensure they are working as efficiently as possible. This has led to an increase in demand for experienced business analysts and project managers that can help companies streamline their processes to find savings and salaries have remained strong or increased for these individuals. An inevitable result of these new efficiencies often means a reduction in overall head count (particularly in the larger longer established domestic insurance companies). This is especially felt in the front-line and administrative areas therefore a reduction in salaries for these

International

Job Title	€
Captive Manager (10+ years' exp.)	80,000 – 110,000
Captive Manager (1-10 years' exp.)	35,000 – 80,000
Reinsurance Underwriter (10+ years' exp.)	80,000 – 140,000
Reinsurance Claims (1-10 years' exp.)	50,000 – 80,000
Reinsurance Claims	35,000 – 45,000

General Insurance

Job Title	€
Underwriting Manager (10+ years' exp.)	90,000 – 120,000
Underwriting Manager (1-10 years' exp.)	70,000 – 90,000
Underwriter General (10+ years' exp.)	60,000 – 80,000
Underwriter – General (1-10 years' exp.)	35,000 – 70,000
Underwriter – Life (10+ years' exp.)	60,000 – 80,000
Underwriter – Life (1-10 years' exp.)	35,000 – 60,000
Trainee Underwriter (1-3 years' exp.)	25,000 – 35,000

Life & Pensions

Job Title	€
Life, Pensions & Investments Consultant (10+ years' exp.)	65,000 – 80,000
Life, Pensions & Investments Consultant (1-10 years' exp.)	40,000 – 65,000
Life & Pensions Administrator (5+ years' exp. + QFA)	30,000 – 40,000
Life & Pensions Administrator (1-5 years' exp.)	22,000 – 30,000

General Broking

Job Title	€
Corporate Broker (10+ years' exp.)	70,000 – 100,000
Corporate Broker (1-10 years' exp.)	35,000 – 70,000
Account Handler (5-10+ years' exp. + CIP)	35,000 – 45,000
Account Handler (1-5 years' exp.)	22,000 – 35,000
Personal Lines (5-10+ years' exp. + CIP)	30,000 – 35,000
Personal Lines (1-5 years' exp.)	22,000 – 30,000

Claims

Job Title	€
Head of Claims	70,000 – 110,000
Senior Claims Handler (5-10 years' exp.)	35,000 – 65,000
Claims Handler (1-5 years' exp.)	25,000 – 35,000



roles is to be anticipated in 2013 due to the oversupply of candidates.

The domestic broking market has continued to be squeezed, particularly on the general insurance side of the business. This is in part due to falling premiums and also due to the general shrinking of the commercial insurance marketplace with salaries falling slightly in correlation. On the life side of the business (which was more immediately affected by the economic downturn) things seem more positive. Business for many brokers has stabilised and 'green shoots' are returning which has been reflected in an increased demand for good QFAs (qualified financial advisers) and administrators with salaries rising slightly in this area. For those brokers who created and maintained strong client relationships and who were able to adapt and innovate in the way they do business, it is still possible to grow and thrive in the current market.

Finally, for those candidates who can set themselves apart with strong academics (ACII, CIP, QFA, CFP ACOI etc.) or proven successes in previous roles (be that increasing business, saving costs or improving processes) – then it is worth taking a look around, confidence is returning and companies recognise that they need top talent to ensure their future success.

Key Specialist Areas

Job Title	€
Quantitative Analyst	40,000 – 60,000
Compliance Manager	50,000 – 85,000
Compliance Assistant	35,000 – 55,000
Solvency II Specialist	75,000 – 120,000
Risk Manager	45,000 – 90,000
Senior Business Analyst / Project Manager	60,000 – 120,000
Business Analyst / Project Manager	45,000 – 60,000

Actuarial

Job Title	€
Chief Actuary	140,000 – 300,000
Pricing Specialist	90,000 – 110,000
Life Actuary Qualified	85,000 – 110,000
Life Actuary Part-Qualified	40,000 – 80,000
Pensions Actuary Qualified	80,000 – 120,000
Pensions Actuary Part-Qualified	30,000 – 60,000
Non Life / Reporting Actuary Qualified	80,000 – 110,000
Non Life / Reporting Actuary Part-Qualified	30,000 – 60,000



Sales

Over the last twelve months, basic salaries have remained rather conservative across all industries. However, employers are now ready to push the boundaries with regards to OTE, offering very creative and attractive commission and bonus structures. In a still very competitive market, it is essential for employers not only to attract but also to keep their sales talents. With this in mind, this year has also been the year where counter-offers have made their big re-appearance. Some companies are ready to offer up to 20% increase on basic salary in a

counter-offer situation to retain their best employees who have significantly impacted their bottom line.

Another significant point has been the tendency to offer car allowances as opposed to company cars. Although allowing more flexibility to the employer, this can present a deal-breaker with some candidates, especially in the more junior positions.

If we look at the market from an industry-specific angle, we have noted an increased demand for candidates with technical qualification and/or

knowledge – mainly in IT/software but also in engineering and construction. These individuals can claim basic salaries on average 10% higher than their non-technical counterparts.

In the FMCG industry, the main focus has been on hiring strategic candidates to manage challenging relationships with more and more powerful retailers. National account managers and controllers have been the stars of recent times, commanding remuneration packages in line with those of sales managers.

ICT Sector

Job Title	Dublin € Base	Dublin € OTE	Regional € Base	Regional € OTE
Sales Director	100,000 – 140,000	130,000 – 180,000	100,000 – 140,000	130,000 – 180,000
Sales Manager	65,000 – 85,000	90,000 – 110,000	65,000 – 85,000	90,000 – 110,000
Channel Manager	60,000 – 80,000	70,000 – 90,000	60,000 – 75,000	70,000 – 85,000
Business Development Manager	50,000 – 70,000	80,000 – 100,000	50,000 – 65,000	80,000 – 90,000
Key Account Manager	50,000 – 70,000	60,000 – 85,000	50,000 – 65,000	60,000 – 80,000
Technical Sales Executive	35,000 – 40,000	50,000 – 70,000	35,000 – 40,000	50,000 – 60,000
Inside Sales / Telesales Team Leader	35,000 – 50,000	40,000 – 55,000	35,000 – 50,000	40,000 – 55,000
Inside Sales / Telesales Executive	30,000 – 40,000	35,000 – 45,000	30,000 – 40,000	35,000 – 45,000



FMCG Sector

Job Title	Dublin € Base	Dublin € OTE	Regional € Base	Regional € OTE
Sales Director	90,000 – 130,000	130,000 – 160,000	90,000 – 130,000	130,000 – 160,000
Business Unit Manager	70,000 – 90,000	90,000 – 110,000	70,000 – 90,000	90,000 – 110,000
National Sales Manager	70,000 – 90,000	80,000 – 110,000	70,000 – 90,000	80,000 – 110,000
National Account Controller	70,000 – 90,000	90,000 – 120,000	70,000 – 90,000	90,000 – 120,000
National Account Manager	55,000 – 80,000	80,000 – 100,000	55,000 – 80,000	80,000 – 100,000
Area Sales Manager	50,000 – 70,000	60,000 – 95,000	50,000 – 70,000	60,000 – 95,000
Key Account Manager	45,000 – 60,000	50,000 – 65,000	45,000 – 60,000	50,000 – 65,000
Customer Account Manager	45,000 – 60,000	50,000 – 65,000	45,000 – 60,000	50,000 – 65,000
Territory Sales Rep / Account Manager	35,000 – 45,000	45,000 – 55,000	35,000 – 40,000	45,000 – 50,000
Field Sales Rep	30,000 – 35,000	35,000 – 45,000	30,000 – 35,000	32,000 – 40,000
Van Sales Rep	22,000 – 28,000	22,000 – 28,000	22,000 – 26,000	22,000 – 26,000
Merchandiser	20,000 – 26,000	20,000 – 26,000	20,000 – 24,000	20,000 – 24,000

B2B Sector

Job Title	Dublin € Base	Dublin € OTE	Regional € Base	Regional € OTE
Sales Director	80,000 – 120,000	100,000 – 150,000	70,000 – 110,000	100,000 – 140,000
National Sales Manager	70,000 – 100,000	90,000 – 120,000	60,000 – 90,000	80,000 – 110,000
Regional Sales Manager	60,000 – 80,000	80,000 – 110,000	55,000 – 70,000	70,000 – 100,000
Sales & Marketing Manager	50,000 – 70,000	60,000 – 85,000	45,000 – 60,000	55,000 – 80,000
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	50,000 – 65,000	40,000 – 55,000	45,000 – 60,000
Business Development Manager	45,000 – 60,000	55,000 – 90,000	40,000 – 55,000	55,000 – 80,000
Business Development Executive	30,000 – 35,000	45,000 – 55,000	30,000 – 35,000	45,000 – 50,000
Field Sales Executive	28,000 – 32,000	35,000 – 45,000	28,000 – 32,000	35,000 – 40,000
Inside Sales / Telesales Team Leader	35,000 – 45,000	40,000 – 50,000	35,000 – 45,000	40,000 – 50,000
Inside Sales / Telesales Executive	25,000 – 35,000	30,000 – 40,000	25,000 – 35,000	30,000 – 40,000

Marketing

For the first time in nearly five years, there is some demand for marketing professionals, especially in three main areas; insights, brand management and social media/digital. In a competitive environment, companies are also looking to recruit commercially astute marketers who can influence the bottom line.

Marketing continues to be highly competitive, resulting in salaries remaining relatively static and we anticipate that this trend will continue throughout 2013.

General Marketing

Job Title	Dublin €	Regional €
Marketing Director	80,000 – 140,000	60,000 – 100,000
Marketing Manager	60,000 – 90,000	50,000 – 70,000
Marketing Executive (5+ years' exp.)	40,000 – 60,000	35,000 – 50,000
Marketing Executive (1-5 years' exp.)	25,000 – 40,000	25,000 – 35,000
Account Director	50,000 – 70,000	50,000 – 70,000
Account Manager	40,000 – 50,000	40,000 – 50,000
Category Manager (5+ years' exp.)	55,000 – 75,000	50,000 – 70,000
Category Manager (1-5 years' exp.)	35,000 – 55,000	35,000 – 50,000
Product Manager (5+ years' exp.)	60,000 – 80,000	55,000 – 75,000
Product Manager (1-5 years' exp.)	40,000 – 60,000	40,000 – 55,000
Brand Manager (5+ years' exp.)	55,000 – 75,000	50,000 – 70,000
Brand Manager (1-5 years' exp.)	35,000 – 55,000	35,000 – 50,000
Activation / Trade Marketing Manager	35,000 – 50,000	30,000 – 45,000
Insights Manager	55,000 – 80,000	55,000 – 80,000
Modelling Analyst	50,000 – 70,000	50,000 – 70,000
Tender Specialist	60,000 – 80,000	50,000 – 70,000
Events / Promotion Manager	40,000 – 55,000	35,000 – 50,000
Events / Promotion Executive	30,000 – 40,000	28,000 – 35,000
Sponsorship Manager	50,000 – 70,000	40,000 – 60,000
Fundraising Manager	40,000 – 60,000	35,000 – 50,000
Fundraising Executive	30,000 – 40,000	28,000 – 35,000
PR / Communications Manager	45,000 – 60,000	40,000 – 55,000
Marcomms Executive	35,000 – 50,000	35,000 – 45,000

Digital Marketing

Job Title	Dublin €	Regional €
Online / Digital Marketing Manager	50,000 – 70,000	40,000 – 65,000
Online / Digital Marketing Executive	30,000 – 40,000	28,000 – 35,000
E-Commerce Manager	40,000 – 65,000	40,000 – 60,000
Web Content Editor	30,000 – 40,000	30,000 – 40,000
Social Media Specialist	28,000 – 40,000	25,000 – 38,000
SEO Specialist	35,000 – 45,000	32,000 – 40,000
PPC Specialist	30,000 – 40,000	28,000 – 37,000



Healthcare Sales & Marketing

Now that an agreement is in place between IPHA and the HSE in relation to reference pricing and reimbursement of medicines, sales and marketing roles in the pharmaceutical arena have notably increased and we are optimistic that this growth will continue throughout 2013, thereby reducing uncertainty in the market.

We have also noticed a significant rise in the number of roles in the medical device and capital equipment areas. With considerable growth predicted in these areas for the coming year, we are expecting further increases in recruitment activity for 2013.

We are still witnessing a demand for candidates with a minimum

requirement of a science or a nursing background and we anticipate that this will continue for the foreseeable future. The importance of established relationships with KOLs has also been an issue for clients recruiting as access continues to be contentious. Employers are also expressing a clear preference for candidates that have industry experience therefore this survey has concentrated on those levels with upward of two years' experience.

Salaries seem to be stabilising, however we have noticed that in some areas basic salaries are static but commission structures have increased to reflect the trend of being more performance related. We have also

noticed a continuance in the decrease of primary care representatives and an increase in specialised hospital care representatives in various therapeutic areas. Salaries for more senior management roles have also increased by a small percentage.

We are cautiously optimistic about the market in 2013 and with a number of our clients promising excellent pipeline emerging in the coming years, we are hopeful for further growth within pharmaceutical sales and marketing roles.

Health, Pharmaceutical & Scientific Sales

Job Title	Dublin € Base	Dublin € OTE	Regional € Base	Regional € OTE
Country Manager / Sales Director	115,000 – 140,000	130,000 – 160,000	90,000 – 110,000	110,000 – 130,000
Business Unit Manager / Sales & Marketing Manager	85,000 – 95,000	110,000 – 125,000	75,000 – 90,000	85,000 – 105,000
Sales Manager (Team >6 people)	75,000 – 85,000	90,000 – 110,000	65,000 – 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	40,000 – 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 € Base	Regional € OTE
Marketing Director	75,000 – 90,000	N/A	70,000 – 90,000	N/A
Marketing Manager	65,000 – 75,000	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.)	40,000 – 55,000	55,000 – 65,000	40,000 – 50,000	45,000 – 60,000
Assistant Product Manager / Marketing Executive	35,000 – 45,000	40,000 – 50,000	30,000 – 38,000	35,000 – 40,000

Science & Pharmaceutical

Quality & Validation

Job Title	€
Director of Quality	85,000 – 120,000
Quality Manager	60,000 – 75,000
Qualified Person	70,000 – 90,000
QA / QC Supervisor	45,000 – 60,000
QA / QC Analyst (3+ years' exp.)	40,000 – 50,000
QA / QC Analyst (1-3 years' exp.)	30,000 – 40,000

Regulatory

Job Title	€
Regulatory Affairs Manager	60,000 – 70,000
Senior Regulatory Affairs Officer	45,000 – 55,000
Regulatory Affairs Officer	30,000 – 45,000

Analytical

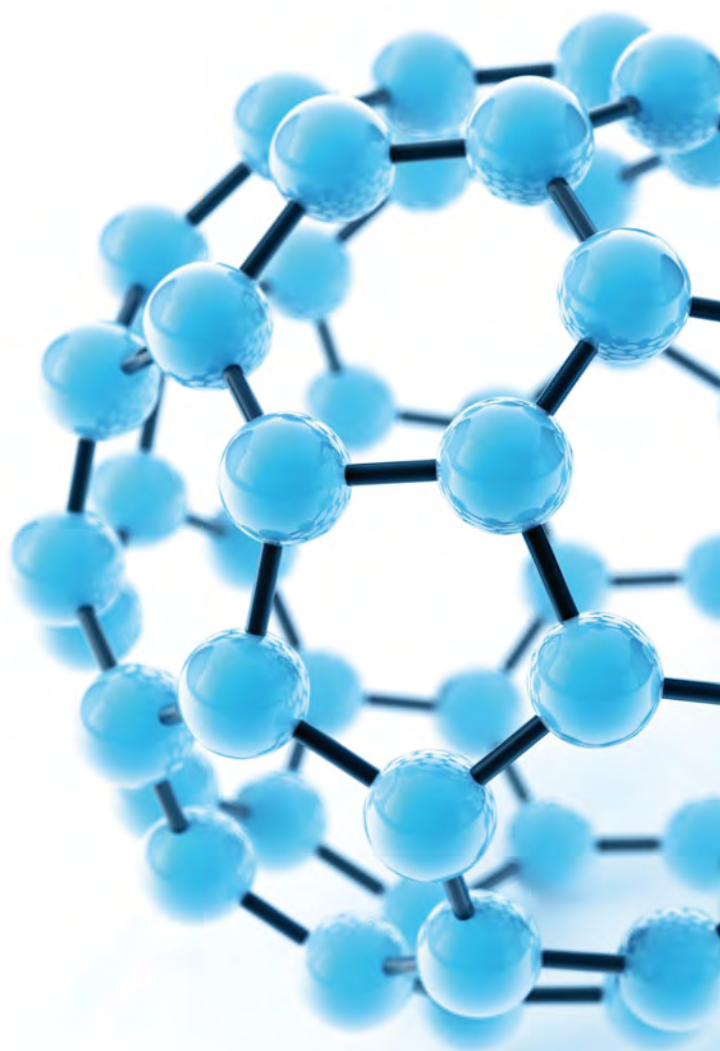
Job Title	€
Laboratory Manager	45,000 – 65,000
Laboratory Supervisor	40,000 – 55,000

Statistics

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

Research & Development

Job Title	€
R&D Director	75,000 – 100,000
R&D Specialist	40,000 – 60,000
Process Chemist (3+ years' exp.)	45,000 – 55,000
Process Chemist (1-3 years' exp.)	35,000 – 45,000
Development Chemist (3+ years' exp.)	45,000 – 55,000
Development Chemist (1-3 years' exp.)	28,000 – 40,000



Engineering & Operations

Manufacturing has been a very reliable market in recent times. We once again saw growth in the sector with several consecutive months of positive gains.

There has been an increased requirement for specialised engineering skills such as process improvement, six sigma experts, manufacturing engineers and production managers, all focused on reducing cost/waste and increasing production. Candidates with these skills can be difficult to find in the market and so recruitment processes are taking longer than expected. On average, salaries for these individuals have increased by up to 5%, particularly in the hi-tech industries such as medical devices, pharmaceutical and electronics.

There has been a drive to implement continuous improvement programs and lean manufacturing practices in order to secure development and investment in the sector. With increased cost reductions in alternative global locations and the difficult in securing investment, Ireland needs to be the most productive, cost effective and waste focused location to stand out for investors.

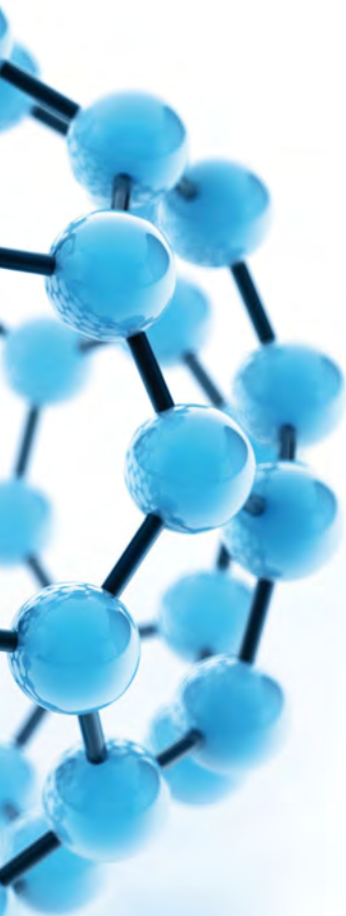
The industry is in a good place right now. We are seeing growth however, it is moderate growth and we expect this trend to continue in the coming year.

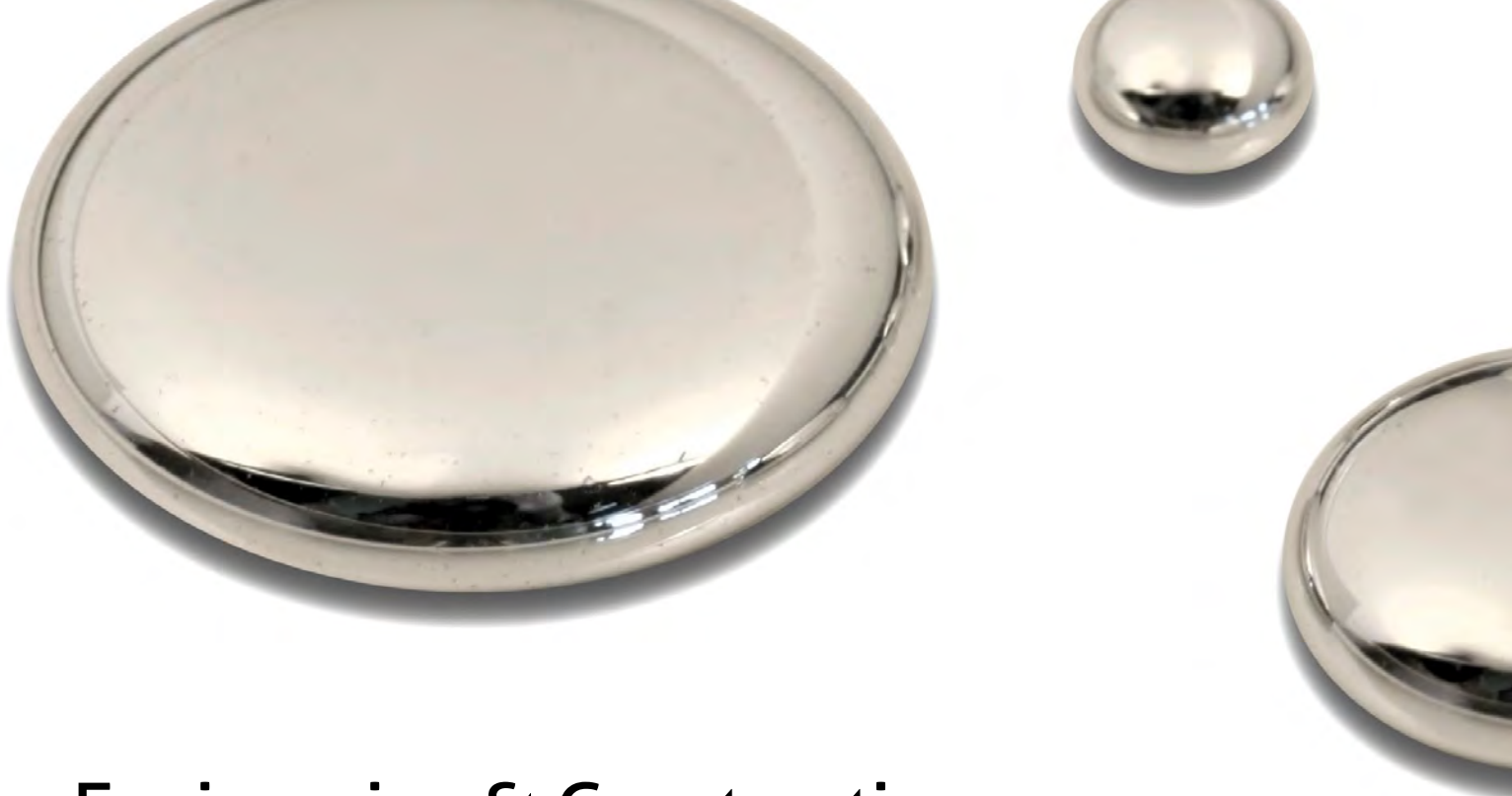
Production & Manufacturing

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

Technical Services

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





Engineering & Construction

Unfortunately the last year has not been kind for construction in Ireland and once again we have experienced a slow down in activity, making it over 60 months of contraction in the sector.

The reduction in capital spend combined with the completion of our roading network has left little work in the civil sector. With a reluctance of developers to invest in structural projects, recruitment in this area has also been affected.

We have seen large scale migration from this sector to locations such as the Middle East, Australia and Canada

where there is a high demand for highly skilled employees across the civil and structural sector. Irish engineers are respected globally and should people wish to travel, they will have the comfort of being able to secure employment.

The outlook for this sector is weak at present. We are stabilising at the lower level however and on a positive note, the only way is up. There will be opportunities, albeit limited, for people who remain in Ireland. Salaries have remained relatively static in this particular sector.

Consulting

Job Title	€
Project Director	80,000 – 85,000
Design Manager	60,000 – 70,000
Project Manager	55,000 – 70,000
Quantity Surveyor	35,000 – 60,000
Civil Engineer	30,000 – 55,000
Structural Engineer	28,000 – 40,000
Mechanical Engineer	30,000 – 40,000
Electrical Engineer	30,000 – 40,000
Building Services Engineer	30,000 – 45,000
Roads / Highway Engineer	30,000 – 40,000
Building Surveyor	28,000 – 40,000
Water / Wastewater Engineer	30,000 – 45,000
Geotechnical Engineer	30,000 – 40,000
Environmental Engineer	30,000 – 45,000
CAD Technician	25,000 – 30,000

Contracting

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



Supply Chain & Logistics

Recruitment across the supply chain & logistics sector has been steady in the last twelve months. There has been a slight growth, albeit related to the overall economy rather than the individual sector. Once again, we have seen a reliance on the pharmaceutical and medical device sector for recruitment in this area. We have also noticed that there has been a focus on commercial and strategic recruitment. Companies are striving to reduce cost and increase production across their business so the value of strategic sourcing has become very important and candidates who can clearly demonstrate a successful track record in these areas are in demand.

We have also seen an increase in the recruitment of demand planners and strategic sourcing specialists. Companies need to be able to forecast as accurately as possible and these two areas have become extremely important to ensure accurate inventory at any given time.

With growth across manufacturing being relatively consistent this year, the overall demand for supply chain professionals has increased slightly and we have seen a correlation in the rise in basic salaries (2% to 4%). Logistics and warehousing has been slower than expected however, the strategic positions across planning have continued to come on stream. The last twelve months has been relatively steady in supply chain. There were no major spikes or dips in the recruitment market for this area. We predict that 2013 will be somewhat similar with modest growth.

Supply Chain

Job Title	€
Supply Chain Director	80,000 – 120,000
Supply Chain Manager	65,000 – 90,000
Supply Chain Analyst	38,000 – 60,000
Head of Procurement	70,000 – 90,000
Procurement / Purchasing Manager	50,000 – 75,000
Procurement / Purchasing Specialist	40,000 – 55,000
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	50,000 – 65,000
Demand / Supply Planner	40,000 – 50,000
Production Planner	40,000 – 50,000
Buyer / Planner	40,000 – 50,000
Senior Buyer	45,000 – 60,000
Buyer	30,000 – 42,000

Logistics

Job Title	€
Director of Operations	80,000 – 120,000
Plant / Operations Manager	65,000 – 80,000
Logistics Manager	50,000 – 65,000
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	25,000 – 35,000
Transport / Distribution Manager	48,000 – 68,000
Transport Supervisor	35,000 – 45,000
Freight Forwarder	30,000 – 40,000

Information Technology

Permanent

An initiative set up by the indigenous Irish software sector supported by Enterprise Ireland "IT's Happening Here" is indicative of what is happening in the IT/software job market in Ireland. Professional bodies in the IT space are trying hard to convey the message that there are extensive job opportunities across the IT industry but there continues to be a scarcity of suitably qualified software engineers, business intelligence, database and QA resources amongst other IT disciplines. In last year's salary survey, we highlighted the relative health of the IT sector given the tough economic environment and the situation has improved even further. The volume of IT roles registered with Brightwater in 2012 has increased by 27% on our 2011 figures. There is a veritable feast of job opportunities for software engineers and software QA engineers and BI staff in particular. For employers looking for appropriately qualified staff in these areas, it is not far off famine.

Salary levels have continued to improve in many areas in recent months. In software development disciplines which continue to be in very high demand, e.g. JEE and C#.Net, they have risen by as much as 10% after comparable increases in the previous year. Competition is increasingly fierce amongst employers for the better software engineers, in particular developers with three to seven years' experience. This is a very positive development for software engineering candidates, however not for employers where the cost to hire is increasing substantially. The concern would be that if this trend continues, Irish software companies could be at risk of losing some of their competitive edge. Given the fact that our technology sector is a core contributor to export led growth in the economy, the hope would be that the supply of suitable talent to the technology sector will improve in the coming year and we will see a slow down in wage inflation. Many salary survey respondents were rightly concerned about this issue.

A recent Brightwater Ireland Technology Survey highlighted the positive perceptions that IT candidates have of the current job market and the importance of remuneration to them. Software engineers amounted to 38% of respondents. Within this category, 58% of them have declined a job offer within the last two years with the majority (32.3%) giving salary not being at the level they had anticipated as their reason for declining. A

further 18% said that they turned it down for an offer from another company and a further 9% accepted a counter offer.

Our technology survey asked respondents seeking a new role, what was the most important thing a new employer could offer? A very high percentage (41%) highlighted improved salary/package whilst 17% saw promotional opportunities as the most important factor. Surprisingly only 4.6% indicated job security as an important factor which further highlights IT candidates' perceptions that the IT market is buoyant and opportunities are plentiful.

Demand for C++/Linux and Python developers remains strong as do opportunities for PHP/SQL web developers. Candidates with experience in real-time systems development and multi-threading are commanding a premium in terms of salary. Salary levels have also risen by about 10% in these areas. Data warehousing and business intelligence development salaries are rising, particularly for Microsoft and Oracle BI developers. Companies looking for Microsoft SSRS, SSIS skills and Oracle BI skills are continuing to resource from a very small pool. As a result, salary levels have risen by about 10% in these areas.

In the 2012 salary survey we mentioned that we expected upward momentum on salaries for IT operations and infrastructure engineers, such as systems administrators and network engineers in the coming year, and that has proven to be the case. Although there are still not as many opportunities for IT operations staff as there are for development staff, Brightwater has seen a 15% increase in the volume of job opportunities coming through in these areas in the last year. For experienced systems administrators with solid design experience, server administration skills and strong exposure to virtualisation, salary levels have improved by about 5%. Opportunities for first and second level support staff have also improved dramatically. Salary levels for more junior infrastructure candidates have stayed relatively stable, however we envisage that we will see salary levels rise at this level going into 2013.

Project management and business analysis salary levels have stayed static in the last year with some exceptions such as when specific domain experience or product knowledge is sought after such as analysis skills in insurance, investment banking, asset management etc.

Executive

Job Title	Dublin €	Regional €
Chief Technical Officer (CTO)	90,000 – 130,000	85,000 – 120,000
Chief Operations Officer (COO)	110,000 – 150,000	100,000 – 140,000
Chief Information Officer (CIO)	120,000 – 160,000	110,000 – 140,000
IT Director	90,000 – 125,000	85,000 – 120,000
IT Manager	75,000 – 85,000	70,000 – 80,000

Software Development

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

Creative / Design

Job Title	Dublin €	Regional €
Art Director	75,000 – 95,000	70,000 – 85,000
Creative Manager	55,000 – 70,000	50,000 – 60,000
Interactive Designer	45,000 – 60,000	40,000 – 60,000
UI / UX Engineer	50,000 – 65,000	45,000 – 60,000
Multimedia / Graphical / Web Designer	25,000 – 45,000	22,000 – 40,000
3D Modeller / Designer	35,000 – 55,000	30,000 – 50,000
Games Designer	40,000 – 60,000	35,000 – 55,000

Security / IT Audit

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

We anticipate salary levels for project managers and business analysts will improve further over 2013 as many companies continue to ramp up on project initiatives and R&D. The executive market has seen very little movement in terms of remuneration and this remains the most depressed end of the market. There remains very little attrition at the top. There will be a turning point for IT executives in terms of the volume of opportunities. However we do not anticipate that happening in the near future.

Permanent ERP salaries in the SAP and Oracle eBusiness arena will inevitably improve further throughout 2013 as all our survey contributors in these areas have had chronic difficulty finding strong permanent staff and ultimately had to pay a premium for them. A 10% rise was seen for experienced hires in this area.

Looking at our survey responses, core benefits have remained fairly static. One interesting statistic has been that many companies are clearly more open to a degree of home working with a number of respondents articulating this. In relation to holiday days which remain important to many candidates when making a move, the average remains at 23 days. Other benefits have changed little with DC pensions from 6% to 11% on offer in terms of employer contributions, healthcare benefits, life assurance and educational assistance being general standard. Discretionary bonuses are more prevalent and average from 10% to 15%. Bonuses over the last few years have been theoretical as opposed to real. This year, many companies indicated they have paid or intend to pay bonuses.

System Analysis

Job Title	Dublin €	Regional €
IT Management Consultant	45,000 – 90,000	40,000 – 85,000
Business Systems Analyst / Consultant	40,000 – 65,000	35,000 – 60,000
QA / Test Manager	60,000 – 75,000	55,000 – 70,000
QA / Test Lead	55,000 – 65,000	50,000 – 60,000
Principal Engineer / Systems Architect	75,000 – 90,000	70,000 – 85,000
Software Test / QA Engineer	35,000 – 55,000	30,000 – 50,000
QA Automation Engineer	40,000 – 60,000	35,000 – 55,000
Business Intelligence Consultant	45,000 – 75,000	40,000 – 70,000
Data Warehousing Consultant	45,000 – 75,000	40,000 – 70,000

IT / Project Management

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

Support / Administration

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

Localisation / Technical Writers

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

ERP Consultancy / Specialist Roles

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



Information Technology

Temporary & Contract

The IT sector has continued to perform relatively well over the last twelve months against a backdrop of continued uncertainty in the Irish economy.

Throughout this year, we have seen a continued increase in the volume of permanent and contract roles becoming available. On the contract side of our business, we have seen a very significant 22% rise in active roles through 2012 and expect this to continue throughout 2013.

Demand from new indigenous start ups, continued strong foreign direct investment, and solid growth from a number of established organisations in the ICT sector have led to many new and exciting employment opportunities for skilled candidates. The resulting competition to attract candidates with the skills required to fill these positions, coupled with real skills shortages in many areas particularly around software development, and now increasing emigration all have resulted in a leaner talent pool in Ireland. The imbalance between supply and demand has kept pressure on companies to increase salaries and benefits to both attract and to retain the talent they need.

Companies are still finding some roles

difficult to fill, and many organisations have reported increasingly losing candidates at offer stage to competitors or to counter-offers. Securing talent means companies must sell all of the opportunities and benefits within their organisation. In addition, many clients are speeding up their selection process in order not to lose candidates before an offer can be made.

For IT contractors, the good news over the last twelve months is that employment opportunities have increased, and for many areas the rates on offer increased as well. In addition, respondents to our survey have indicated that the lengths of contracts are increasing with the majority of contracts offered extending beyond the initial term. For candidates who have been reluctant to move jobs in previous years due to the uncertainty in the market, now seems a very good time to reflect on the new opportunities available.

Our 2013 survey indicates that rates in general have held steady. We have not seen signs of downward pressure on rates across any of the disciplines, but have noted increases in some areas. When compared to our last two annual salary surveys, we note that

any changes to rates this year have been less pronounced, and we do not anticipate much change over the coming year.

The survey suggests that many areas within software development have seen increases, primarily across the main development platforms. We have also noted slight increases across web development, principally with PHP and Ruby on Rails developers.

Operational and support roles have seen little movement in terms of rates but there have been a marked increase in the number of roles available during the year when compared to the previous three years. Respondents have pointed to increases in rates relating to business intelligence and data warehousing roles, driven principally by the lack of suitably skilled candidates available to the market. This was noted primarily with respect to Microsoft SSIS/SSRS and Oracle BI roles.

Project management and business analyst roles have been broadly similar to last year in terms of volume, and there are no significant increases in terms of rates to note, other than in niche roles which required very specific experience.

There was a large increase in the number of QA roles available this year and rates have climbed for testers by approximately 5% to 10%. However there has been no rate increase at the QA managers and team lead levels.

Overall, the IT contracts sector is strong when looked at against the wider economy, and some rates, particularly in certain development roles, are now very close to those offered prior to the downturn.

Recently we commissioned a Brightwater Ireland Technology Survey specifically to look at current trends across the ICT sector in Ireland. Both employers and employees participated in the online survey, and consisted of respondents from a wide variety of organisations from small indigenous start ups to the major multinationals. The results were very interesting, and reflected growing confidence in the ICT sector. Specifically in relation to the contracting market, the importance of salary was clearly evident when candidates evaluate opportunities. Both employers and candidates were optimistic both in terms of the growth in jobs over the coming year, and also on the levels of salaries expected next year.

With respect to the overall contracting market, a majority of respondents (58.5%), a roughly equal mix of both contractors and employers, expected the market for contract staff to improve over the course of 2013, while 34% felt there would be no change. Only 7.5% of respondents felt that the market would decline from 2012 levels.

Executive

Job Title	Dublin € p/d	Regional € p/d
Interim Chief Technical Officer (CTO)	550 – 800	500 – 750
Interim Chief Operations Officer (COO)	550 – 800	500 – 750
Interim Chief Information Officer (CIO)	550 – 800	500 – 750
Interim IT Director / Consultant	450 – 600	400 – 550
Interim IT Manager	450 – 650	400 – 650

Software Development

Job Title	Dublin € p/d	Regional € p/d
Engineering / Development Manager	375 – 500	350 – 450
Technical Architect	450 – 550	450 – 550
Senior Engineer / Technical Team Lead (JEE / .NET)	400 – 450	350 – 450
Mainframe Developer	250 – 350	250 – 350
C / C++ Developer	250 – 400	250 – 350
Mid level .Net / C# Engineer	300 – 420	275 – 400
Mid level JEE Developer	300 – 420	275 – 400
Web Services Developer	300 – 400	275 – 375
Android / IOS Developer	300 – 450	300 – 450
Ruby on Rails Developer	250 – 400	250 – 400
Cold Fusion Developer	250 – 400	250 – 400
PHP Developer	250 – 400	250 – 400
Python Developer	300 – 500	300 – 475
SharePoint Developer	300 – 500	300 – 500
Release / Configuration Engineer	250 – 325	250 – 325

Creative / Design

Job Title	Dublin € p/d	Regional € p/d
Art Director	450 – 550	400 – 500
Creative Manager	300 – 400	275 – 375
Interactive Designer	275 – 375	225 – 350
UI / UX Engineer	300 – 400	250 – 350
Multimedia / Graphical / Web Designer	175 – 300	150 – 275
3D Modeller / Designer	175 – 300	150 – 275
Games Designer	300 – 400	250 – 350

Security / Anti-Fraud

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

System Analysis

Job Title	Dublin € p/d	Regional € p/d
IT Management Consultant	350 – 500	325 – 450
Business Systems Analyst / Consultant	300 – 400	300 – 375
QA / Test Manager	300 – 450	300 – 450
QA / Test Lead	300 – 400	300 – 375
Principal Engineer / Systems Architect	400 – 600	400 – 500
Software Test / QA Engineer	250 – 350	250 – 325
QA Automation Engineer	300 – 400	300 – 400
Business Intelligence Consultant	400 – 500	375 – 500
Data Warehousing Consultant	400 – 500	375 – 500

IT / Project Management

Job Title	Dublin € p/d	Regional € p/d
Programme Manager	400 – 600	400 – 550
Senior Project Manager	400 – 550	400 – 550
Project Manager	350 – 400	350 – 400
Product Manager	300 – 400	275 – 375
Management Consultant	350 – 500	325 – 450

Support / Administration

Job Title	Dublin € p/d	Regional € p/d
Database Administrator (Oracle / SQL Server / Sybase)	325 – 450	325 – 450
Unix / Linux Administrator	300 – 400	275 – 375
Network / Systems Administrator	200 – 325	175 – 300
Network Engineer	200 – 350	200 – 325
Help Desk Support	125 – 200	125 – 200
Application Support Consultant	150 – 300	125 – 275
Service Delivery Manager	350 – 450	300 – 400

QA / Technical Writing / Localisation

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

ERP Consultancy / Specialist Roles

Job Title	Dublin € p/d	Regional € p/d
SAP Consultant (Functional / Technical)	400 – 500	400 – 500
SAP Basis Consultant	300 – 400	300 – 400
Oracle Application (Functional / Technical)	500 – 600	450 – 550

Salary holds significant importance when contractors consider new opportunities. In seeking a new role, 41.2% of respondents held salary as the most important thing an employer can offer, while 22.2% held it as the second most important. An innovative technology environment scored 17%. Of the respondents who had turned down a job offer over the past twelve months, the majority (32.3%) blamed salary not being at the level expected. Regarding respondents' view of salaries across the market during 2012, the majority 39.4% felt that salaries had remained static through the year, while 22.8% felt salaries had increased. Interestingly, 20.5% believed salaries had fallen.

A majority (42.5%) of respondents felt that the current level of IT salaries was not an obstacle to changing jobs, while 40.2% said that salary levels were preventing them from changing job.

In general, we feel the IT market should continue to perform well against a background of what could be continued uncertainty and low growth in the overall economy in 2013. Skill shortages are likely to maintain upward pressure on salaries, especially in the area of software development. Job opportunities are increasing with strong announcements by many large organisations both foreign and indigenous, and hopefully this will encourage more school leavers to give serious consideration to careers in the ICT field.

The contracting market is continuing to strengthen with increasing opportunities and strong rates available. More people are becoming interested in contracting and there is less fear in terms of job security. We expect this to continue over the coming year, irrespective of how the general economy performs.

There is more natural attrition in the market... candidates are again beginning to think about leaving relatively secure jobs for new opportunities.



Barbara McGrath
Director

The permanent office support market has seen a slight lift in business confidence throughout 2012 and we fully expect to see this uplift continuing in 2013.

Notwithstanding the fact that there is still considerable uncertainty in the market and growth predictions are being tempered – we are still seeing the small green shoots of improvement with quarter on quarter growth in this sector.

Salaries have remained relatively flat with marginal increases of about 2% but there is always a premium to be paid for some areas where the demand is greater i.e. positions where a language is mandatory or if candidates are prepared to take on more responsibilities to forward their career.

There has been an unusually high demand for personal assistants throughout 2012 and vacancies have mainly been for experienced individuals supporting the executive level of the market. We fully expect this demand to carry through to 2013.

To maintain a competitive edge, employers are tending to add soft benefits to packages such as flexitime and some educational perks. Many organisations are also facilitating the administration of the few tax incentives that are on offer like the “bike to work scheme” which supplies bikes to employees with an overall saving of up to 51% for the employee.

We are also noticing that there is more natural attrition in the market, which indicates that candidate confidence is returning and candidates are again beginning to think about leaving relatively secure jobs for new opportunities.

The trend of hiring temporary and contract employees has seen a marked improvement over the past year and we expect this to continue in 2013. Temporary employment is still proving to be a great alternative when employers want to keep headcount down. With the introduction of the AWD (Agency Workers Directive) salary payments to temporary workers now need to be in line with the equivalent permanent staff member of the employer organisation.

Overall, our survey has shown that companies planning on hiring again in 2013 will opt for candidates that are commercially focused, are able to multi-task and can demonstrate that they can add real value to an organisation.

Office Support

Permanent

Overall the outlook for recruitment in the office support permanent sector is bright! The green shoots which started to emerge nearly two years ago have continued to grow in the last twelve months albeit at a slow pace and we predict this growth will continue throughout 2013.

This growth has been driven in the main by recruitment of high level executive assistants/personal assistants and office managers. The reason for this spike in recruitment activity is twofold – quite a number of new roles are being created and candidates are becoming more confident in the market and moving on to pastures new leaving vacant positions behind them. The majority of hiring activity for these positions is taking place in medium to large companies particularly in the financial services, insurance and hi-tech industries.

Salary levels have remained relatively stable with some slight increments (2% to 5%), but mainly for key roles such as executive assistants and office managers. There is also now acute awareness amongst employers of the need to retain key talent, which will drive an increase in salaries. We anticipate that this will continue throughout 2013.

PA & Secretarial

Job Title	Dublin €	Regional €
Executive Assistant	40,000 – 55,000	40,000 – 50,000
Personal Assistant (>5 years' exp.)	35,000 – 50,000	30,000 – 45,000
Personal Assistant (3-5 years' exp.)	30,000 – 40,000	28,000 – 35,000
Personal Assistant (<3 years' exp.)	25,000 – 35,000	23,000 – 30,000
Secretary	30,000 – 40,000	28,000 – 35,000
Team Secretary	30,000 – 40,000	28,000 – 35,000
Medical Secretary	26,000 – 35,000	25,000 – 30,000

Office Support

Job Title	Dublin €	Regional €
Office Manager (>5 years' exp.)	35,000 – 50,000	32,000 – 45,000
Office Manager (<5 years' exp.)	28,000 – 40,000	25,000 – 35,000
Senior Administrator (>3 years' exp.)	26,000 – 35,000	25,000 – 30,000
Administrator (<3 years' exp.)	23,000 – 28,000	20,000 – 25,000
Project Administrator	30,000 – 45,000	28,000 – 40,000
Receptionist (>3 years' exp.)	24,000 – 30,000	23,000 – 28,000
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 – 22,000	18,000 – 22,000

Sales Support

Job Title	Dublin €	Regional €
Sales Administrator (>3 years' exp.)	25,000 – 30,000	23,000 – 28,000
Sales Administrator (<3 years' exp.)	22,000 – 26,000	21,000 – 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	45,000 – 60,000
Customer Service Manager	35,000 – 45,000	30,000 – 40,000
Customer Service Team Lead	30,000 – 35,000	28,000 – 32,000
Customer Service Agent (>3 years' exp.)	24,000 – 28,000	22,000 – 26,000
Customer Service Agent (<3 years' exp.)	20,000 – 25,000	19,000 – 23,000
Bilingual Customer Service Agent	25,000 – 33,000	18,000 – 21,000

Legal Support

Job Title	Dublin €	Regional €
Legal PA	33,000 – 40,000	30,000 – 38,000
Legal Secretary (>5 years' exp.)	30,000 – 38,000	28,000 – 33,000
Legal Secretary (3-5 years' exp.)	28,000 – 32,000	26,000 – 30,000
Legal Secretary (<3 years' exp.)	24,000 – 28,000	23,000 – 27,000
Legal Administrator / Receptionist	22,000 – 26,000	21,000 – 25,000
Typist	24,000 – 28,000	22,000 – 25,000

Facilities / Mailroom

Job Title	Dublin €	Regional €
General Services / Facilities Manager	40,000 – 60,000	35,000 – 50,000
General Services / Facilities Supervisor	30,000 – 35,000	28,000 – 30,000
Facilities Administrator	24,000 – 30,000	23,000 – 28,000



Temporary & Contract

The much anticipated Protection of Employees (Temporary Agency Work) Act 2012 (the "Act") was finally signed into law on the 16th of May 2012. This legislation ensures that temporary workers obtain the same pay as their permanent colleagues. Overall, temporary and contract salaries have remained steady with a slight increase in salaries (2% to 5%) for roles that require niche skills or where candidate availability is limited.

Another observation is that the practice of taking on temporary staff to cover holidays, sick leave and busy projects is definitely on the increase, pertaining mainly to data entry, reception and administration staff. However, the demand is for very bright, commercial temporary staff who can hit the ground running.

Contract and temporary recruitment was still very much to the fore this year as clients are still leaning towards recruiting on a project or short term rather than permanent basis, as confidence feeds back into the market slowly but surely. However, on a positive note, many candidates taken on by companies on a temporary or contract basis have been offered permanent roles once they have proven themselves.

Job Title	Dublin € p/h	Regional € p/h
Office Manager	23.00 – 32.00	20.00 – 28.00
Office Junior	15.00 – 17.00	14.00 – 16.00
Senior PA / Executive Assistant	23.00 – 35.00	22.00 – 30.00
Personal Assistant	21.00 – 25.00	19.00 – 24.00
Receptionist (3-5 years' exp.)	18.00 – 21.00	17.00 – 20.00
Receptionist (0-2 years' exp.)	16.00 – 20.00	16.00 – 19.00
Project Coordinator	21.00 – 28.00	20.00 – 26.00
Administrator (3-5 years' exp.)	18.00 – 23.00	17.00 – 22.00
Administrator (0-2 years' exp.)	16.00 – 19.00	16.00 – 18.00
Team Secretary	18.00 – 22.00	17.00 – 21.00
Medical Secretary	20.00 – 24.00	19.00 – 22.00
Legal Secretary	21.00 – 25.00	20.00 – 23.00
Audio Typist	18.00 – 22.00	17.00 – 20.00
Customer Service Representative	17.00 – 21.00	16.00 – 20.00
Data Entry Administrator	14.00 – 18.00	14.00 – 17.00
Sales Administrator	18.00 – 25.00	17.00 – 23.00

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

Retail

2012 has been another challenging year for the retail sector with redundancies, bankruptcies and takeovers. Irish retailers have had to be innovative to reduce cost and maintain customer loyalty.

The focus for 2012 has been rejuvenation for larger Dublin department stores and greater online presence enabling nationwide shopping from home thus creating new roles in retail but not necessarily the original role of the past.

Dublin city centre has been privileged to witness a handful of new flagship stores and well known stores making substantial investments in new premium product departments as well as attracting new brands to the Irish market. This indicates that there is still a market for these high end goods.

On the whole, salaries have remained stable with little fluctuation. The introduction of new brands to Ireland has driven up the levels slightly, however, performance related bonus and other incentives are starting to be reintroduced.

Head Office

Job Title	Dublin €	Regional €
Operations Manager	50,000 – 80,000	50,000 – 80,000
Senior Buyer	55,000 – 70,000	50,000 – 65,000
Buyer	40,000 – 60,000	40,000 – 50,000
Assistant Buyer	30,000 – 40,000	27,000 – 40,000
Buying Administrator	22,000 – 28,000	20,000 – 26,000

Grocery Multiples

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

Non-Grocery Multiples

Job Title	Dublin €	Regional €
Area Manager	70,000 – 90,000	70,000 – 90,000
Store Manager	60,000 – 80,000	55,000 – 75,000
Assistant Manager	40,000 – 50,000	40,000 – 50,000
Department / Section Manager	30,000 – 40,000	30,000 – 40,000
Supervisor	25,000 – 30,000	25,000 – 30,000
Cashier	20,000 – 25,000	20,000 – 25,000

Symbol Groups / Forecourt

Job Title	Dublin €	Regional €
Area Manager	60,000 – 75,000	60,000 – 75,000
Retail Operations Advisor	55,000 – 65,000	55,000 – 65,000
Store Manager	40,000 – 60,000	40,000 – 60,000
Assistant Manager	30,000 – 45,000	30,000 – 45,000
Retail Assistant	20,000 – 25,000	20,000 – 25,000

Electrical / Pharmaceutical / Telecoms

Job Title	Dublin €	Regional €
Area Manager	55,000 – 70,000	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

Job Title	Dublin €	Regional €
Area Manager	60,000 – 80,000	60,000 – 80,000
Cluster Manager	40,000 – 60,000	40,000 – 55,000
Store Manager	28,000 – 45,000	28,000 – 40,000
Regional Visual Merchandiser	30,000 – 40,000	30,000 – 40,000
Visual Merchandiser	24,000 – 32,000	24,000 – 32,000
Assistant Manager	25,000 – 30,000	23,000 – 30,000
Supervisor / Sales Manager	22,000 – 28,000	22,000 – 26,000
Head Cashier	22,000 – 30,000	22,000 – 26,000

Department Stores

Job Title	Dublin €	Regional €
Area Manager	60,000 – 85,000	60,000 – 85,000
Store Manager	45,000 – 70,000	45,000 – 70,000
Assistant Manager	35,000 – 48,000	30,000 – 40,000
Department Manager	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

Job Title	Dublin €	Regional €
Area Manager	40,000 – 55,000	40,000 – 55,000
Showroom Manager	30,000 – 45,000	30,000 – 45,000
Design Consultant	26,000 – 30,000	26,000 – 30,000
Showroom Consultant	22,000 – 26,000	20,000 – 26,000
Counter Sales Consultant	18,000 – 22,000	18,000 – 22,000



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