

Salary Survey

2007

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Accountancy - General

| Job Title | Dublin € | Cork € | Belfast £ |
|---|-------------------|------------------|-----------------|
| Finance Director T/O > 10m | 100,000 - 170,000 | 80,000 - 130,000 | 45,000 - 65,000 |
| Finance Director T/O < 10m | 80,000 - 115,000 | 60,000 - 80,000 | 38,000 - 52,000 |
| Finance Controller T/O >10m | 70,000 - 90,000 | 65,000 - 80,000 | 35,000 - 45,000 |
| Finance Controller T/O <10m | 60,000 - 70,000 | 50,000 - 70,000 | 30,000 - 40,000 |
| Treasury Accountant | 55,000 - 70,000 | 50,000 - 60,000 | 27,000 - 33,000 |
| Internal Auditor | 60,000 - 70,000 | 40,000 - 55,000 | 25,000 - 35,000 |
| Systems Project Accountant | 55,000 - 65,000 | 55,000 - 65,000 | 25,000 - 35,000 |
| Finance Analyst | 50,000 - 65,000 | 45,000 - 60,000 | 26,000 - 32,000 |
| Financial Accountant | 50,000 - 65,000 | 45,000 - 60,000 | 26,000 - 35,000 |
| Management Accountant | 50,000 - 65,000 | 48,000 - 57,000 | 26,000 - 35,000 |
| Cost Accountant | 50,000 - 65,000 | 45,000 - 55,000 | 26,000 - 35,000 |
| Newly Qualified Accountant | 50,000 - 55,000 | 35,000 - 45,000 | 22,000 - 30,000 |
| Credit Control Manager | 40,000 - 60,000 | 40,000 - 55,000 | 22,000 - 30,000 |
| Accounts Payable Manager | 35,000 - 50,000 | 35,000 - 50,000 | 18,000 - 25,000 |
| Business Analyst | 40,000 - 70,000 | 35,000 - 50,000 | 25,000 - 28,000 |
| Payroll Manager | 40,000 - 50,000 | 35,000 - 50,000 | 17,000 - 25,000 |
| Part Qualified Accountant (1-3 years' experience) | 32,000 - 42,000 | 26,000 - 38,000 | 16,000 - 25,000 |
| Assistant Management Accountant | 35,000 - 44,000 | 26,000 - 38,000 | 16,000 - 20,000 |
| Assistant Financial Accountant | 35,000 - 44,000 | 26,000 - 35,000 | 16,000 - 20,000 |
| Accounts Payable / Receivable Team Leader | 35,000 - 40,000 | 30,000 - 43,000 | 16,000 - 19,000 |
| Assistant Cost Accountant | 38,000 - 40,000 | 26,000 - 38,000 | 17,000 - 22,000 |
| Accounts Assistant | 27,000 - 35,000 | 22,000 - 28,000 | 13,000 - 16,000 |
| Credit Controller | 25,000 - 40,000 | 23,000 - 32,000 | 15,000 - 21,000 |
| Payroll Administrator | 32,000 - 36,000 | 25,000 - 34,000 | 12,000 - 18,000 |
| Accounts Receivable | 32,000 - 36,000 | 23,000 - 30,000 | 13,000 - 16,000 |
| Accounts Payable | 32,000 - 36,000 | 23,000 - 28,000 | 13,000 - 16,000 |
| Trainee Accountant | 28,000 - 32,000 | 17,000 - 22,000 | 11,000 - 14,000 |

In Dublin, there has been a notable surge in people looking for the more commercially focused Financial Controller and Financial Director roles. There has been a marked increase in the need for project accountants and internal auditors, with those with compliancy and risk experience being in particular demand. ERP systems development, IFRS and Sarbanes Oxley remained the key areas in both Leinster and Munster with experienced candidates being able to command higher salaries. In Munster, there has been a strong demand for candidates with 1-2 years' PQE in both financial and management accounting. The newly qualified market remains buoyant where strong audit seniors emerging from their training contracts can expect a number of interesting offers. Recruitment at part-qualified level remained steady with a strong demand for experienced payroll administrators, credit controllers, strong book-keepers and good assistant accountants.

Property / facilities management, hi-tech and construction are still the most popular choice of industries in Dublin while the main growth areas outside of Leinster include pharmaceutical, construction, engineering and shared services. There has been a notable increase in the number of roles within high-volume manufacturing in Dublin but Cork has seen a small decline in recruitment in the same sector. The future looks bright with high profile companies announcing significant growth plans.

Demand for qualified accountancy staff in Northern Ireland remains strong across most sectors. In particular, newly qualified and recently qualified accountants continue to be in short supply. This demand is being compounded by increased competition from the banking and public practice sectors. This trend has encouraged companies to consider experienced but not necessarily qualified accountants for their roles. Salaries across most levels continue to increase most notably at newly and recently qualified levels. Demand for accountancy staff remains strongest in the following sectors; construction, FMCG and engineering.

The average study leave is 2 days per exam plus the exam day. Due to a shortage of candidates, companies are compelled to offer better study packages to attract and keep candidates in the part-qualified market. On the qualified side, there has been an increase in counter offers over the last year. Companies are paying over the odds or fast tracking promotions to ensure that their existing employees stay with the organisation.

Accountancy - Financial Services

| Job Title | ROI € | Belfast £ |
|---|------------------|-----------------|
| Financial Controller | 75,000 - 110,000 | 37,000 - 52,000 |
| Internal Audit Manager | 70,000 - 90,000 | 32,000 - 47,000 |
| Internal Auditor | 50,000 - 66,000 | 26,000 - 31,000 |
| Regulatory Accountant (4+ years' experience) | 63,000 - 75,000 | 26,500 - 41,000 |
| Regulatory Accountant (1-4 years' experience) | 52,000 - 63,000 | 18,500 - 26,000 |
| Systems Accountant | 50,000 - 65,000 | 25,000 - 40,000 |
| Treasury Accountant | 49,000 - 60,000 | 25,000 - 30,000 |
| Senior Financial Analyst | 55,000 - 62,000 | 26,500 - 37,000 |
| Financial Analyst (1-3 years' experience) | 48,000 - 54,000 | 19,000 - 26,500 |
| Senior Financial / Group Accountant | 60,000 - 67,000 | 30,000 - 36,500 |
| Financial Accountant (3+ years' experience) | 55,000 - 63,000 | 29,500 - 36,000 |
| Financial Accountant | 50,000 - 55,000 | 26,500 - 31,000 |
| Management Accountant (3+ years' experience) | 55,000 - 61,000 | 29,000 - 36,000 |
| Management Accountant | 50,000 - 55,000 | 26,000 - 31,000 |
| Newly Qualified Accountant | 48,000 - 54,000 | 25,500 - 30,500 |
| Part-Qualified Internal Auditor | 36,000 - 42,000 | 22,500 - 26,000 |
| Finalist Accountant | 38,000 - 42,000 | 23,500 - 28,000 |
| Part-Qualified Assistant Accountant (3 years' experience) | 32,000 - 36,000 | 20,000 - 25,000 |
| Accounts Payable Administrator | 28,000 - 32,000 | 15,000 - 22,000 |
| Accounts Receivable Administrator | 28,000 - 32,000 | 15,000 - 22,000 |
| Part-Qualified Accounts Assistant (1-3 years' experience) | 28,000 - 33,000 | 15,500 - 22,000 |
| Graduate | 24,000 - 29,000 | 12,000 - 18,000 |

Over the last nine months there has been a considerable shift in salaries for newly qualified accountants. An increase of approximately 17 - 25% has been seen among basic salaries in the Republic while in Northern Ireland, there has been a general increase across the board in salaries of £2,000-£5,000 in the financial services sector. The main factors contributing to this are predominantly supply versus demand and higher retention rates of more experienced, existing staff members.

This trend is understandably set to change as newly qualified accountants joining companies are now being paid almost at a similar level as team members with approximately 2-3 years' PQE. The knock on effect will be an increased movement of accountants at the 3+ years' PQE level unless internal salary benchmarks are addressed accordingly.

A proactive decision to increase basic salaries of longer standing members of staff in order to incentivise increased loyalty or providing extra benefits such as mortgage subsidies to encourage continued loyalty, is an increasing trend across Financial Services organisations.

Typical benefits within Financial Services still remain competitive with both defined contribution and defined benefit pensions available, the latter becoming more the exception than the rule. Other benefits include health insurance (fully paid or group scheme), club subscriptions, professional subscriptions, profit share schemes and life assurance. Bonuses are likely to be in the region from 10% to 50% depending on individual and company performance and levels of seniority.

Over the last year however, the North has seen a noticeable increase in Financial Institutions previously absent from the Northern Ireland market. These largely internationally based organisations have brought better salary and bonus schemes to the NI market.

All in all, the Financial Services Sectors in both the Republic and the North are very buoyant. The constant challenge is now attracting the right individuals to join a company and more importantly creating a strong sense of ongoing career development for existing team members. There is still a high demand for internal auditors at all levels as well as financial accountants with proven exposure to International Financial Reporting Standards, International Accounting Standards, Sarbanes Oxley as well as an on-going demand for accounting professionals with significant insurance / reinsurance industry related experience.

Accountancy - Temporary & Contract

Dublin

Cork

| Job Title | Annual Salary € | Temporary € p/h | Annual Salary € | Temporary € p/h |
|---------------------------|------------------|-----------------|------------------|-----------------|
| Financial Director | 90,000 - 140,000 | 79.00 - 123.00 | 75,000 - 130,000 | 65.00 - 115.00 |
| Interim Manager | 70,000 - 100,000 | 60.80 - 88.50 | 75,000 - 130,000 | 65.00 - 115.00 |
| Financial Controller | 70,000 - 90,000 | 60.80 - 80.00 | 65,000 - 75,000 | 56.50 - 65.00 |
| Financial Accountant | 50,000 - 65,000 | 44.30 - 57.30 | 40,000 - 55,000 | 34.75 - 47.75 |
| Management Accountant | 50,000 - 65,000 | 44.30 - 57.30 | 45,000 - 60,000 | 39.10 - 52.50 |
| Cost Accountant | 50,000 - 65,000 | 44.30 - 57.30 | 45,000 - 55,000 | 39.10 - 47.75 |
| Regulatory Accountant | 50,000 - 65,000 | 44.30 - 57.30 | 45,000 - 55,000 | 39.10 - 47.75 |
| Financial Analyst | 55,000 - 65,000 | 48.60 - 57.30 | 45,000 - 60,000 | 39.10 - 52.50 |
| Credit Analyst | 45,000 - 55,000 | 39.90 - 48.60 | 35,000 - 45,000 | 30.40 - 39.10 |
| Systems Accountant | 55,000 - 70,000 | 48.60 - 60.80 | 50,000 - 65,000 | 43.40 - 56.50 |
| Project Accountant | 50,000 - 70,000 | 44.30 - 60.80 | 50,000 - 65,000 | 43.40 - 56.50 |
| Internal Auditor | 55,000 - 70,000 | 48.60 - 60.80 | 40,000 - 55,000 | 34.75 - 39.10 |
| Newly Qual. Accountant | 50,000 - 55,000 | 44.30 - 48.60 | 35,000 - 45,000 | 30.40 - 39.10 |
| Fund Accountant | 45,000 - 55,000 | 39.90 - 48.60 | 35,000 - 45,000 | 30.40 - 39.10 |
| Payroll Manager | 40,000 - 50,000 | 35.60 - 44.30 | 35,000 - 50,000 | 30.40 - 43.40 |
| Part-Qual. Accountant | 32,000 - 42,000 | 28.50 - 37.30 | 30,000 - 35,000 | 26.05 - 30.40 |
| Credit Controller | 28,000 - 40,000 | 24.90 - 35.60 | 25,000 - 35,000 | 21.70 - 30.40 |
| Payroll Senior | 28,000 - 35,000 | 24.90 - 31.25 | 28,000 - 34,000 | 24.30 - 29.55 |
| Payroll Junior | 24,000 - 28,000 | 21.35 - 24.90 | 20,000 - 25,000 | 17.40 - 21.70 |
| Assistant Accountant | 33,000 - 40,000 | 29.50 - 35.60 | 25,000 - 30,000 | 21.70 - 26.05 |
| Reconciliations Assistant | 26,000 - 30,000 | 23.00 - 26.70 | 23,000 - 28,000 | 20.00 - 24.30 |
| Bookkeeper | 30,000 - 40,000 | 26.70 - 35.60 | 28,000 - 35,000 | 24.30 - 30.40 |
| Accounts Assistant | 25,000 - 30,000 | 22.20 - 26.70 | 22,000 - 27,000 | 19.10 - 23.45 |
| Accounts Payable | 25,000 - 32,000 | 22.20 - 28.50 | 25,000 - 32,000 | 21.70 - 27.80 |
| Accounts Receivable | 25,000 - 32,000 | 22.20 - 28.50 | 25,000 - 32,000 | 21.70 - 27.80 |

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

The temporary and contract market in the Republic has remained buoyant throughout 2006 and this trend is set to continue into 2007. The biggest demand is for newly qualified accountants or qualified accountants with approximately 3 years' experience. There is a shortage of candidates at this level which has impacted on salaries and we have seen an increase of up to 10% in these areas.

The shortage of skilled candidates is evident in most areas and due to regulations within Financial Services, temporary internal auditors remain in high demand. The South East region has seen a surge in demand for temporary and contract staff particularly in the Shared Services, Pharmaceutical and Engineering sectors.

In other areas, salaries have increased by between 4% and 9%. Very often candidates choosing to work in fixed term assignments do so as a life-style choice (i.e. take breaks after each assignment) or do so to gain experience in different sectors. Candidates returning from living abroad, very often opt to contract in order to gain a 'feel' for the Irish market. We are still experiencing a shortage of candidates coming to Ireland on working visas which has impacted supply.

Temporary staff tend not to get benefits in line with permanent staff but completion bonuses are more prevalent and can be up to 10% of the annual salary. These completion bonuses are proving to be useful retention devices, mostly on more senior level positions but employers are realising their potential for all long-term temporary and contract positions.

Accountancy - Temporary & Contract



Belfast

| Job Title | Annual Salary £ | Temporary £ p/h |
|----------------------------|-----------------|-----------------|
| Financial Director | 45,000 - 65,000 | 39.10 - 56.45 |
| Interim Manager | 40,000 - 60,000 | 34.75 - 52.10 |
| Financial Controller | 34,000 - 45,000 | 29.55 - 39.10 |
| Financial Accountant | 25,000 - 35,000 | 21.70 - 30.40 |
| Management Accountant | 25,000 - 35,000 | 21.70 - 30.40 |
| Cost Accountant | 25,000 - 35,000 | 21.70 - 30.40 |
| Regulatory Accountant | 25,000 - 35,000 | 21.70 - 30.40 |
| Financial Analyst | 26,000 - 32,000 | 22.60 - 27.80 |
| Credit Analyst | 15,000 - 20,000 | 13.10 - 17.40 |
| Systems Accountant | 25,000 - 35,000 | 21.70 - 30.40 |
| Project Accountant | 25,000 - 38,000 | 21.70 - 33.00 |
| Internal Auditor | 25,000 - 35,000 | 21.70 - 30.40 |
| Newly Qualified Accountant | 24,000 - 30,000 | 20.85 - 26.05 |
| Payroll Manager | 18,000 - 25,000 | 15.65 - 21.70 |
| Part-Qualified Accountant | 16,000 - 25,000 | 13.90 - 21.70 |
| Credit Controller | 15,000 - 21,000 | 13.10 - 18.25 |
| Payroll Senior | 15,000 - 18,000 | 13.10 - 15.65 |
| Payroll Junior | 13,000 - 15,000 | 11.30 - 13.10 |
| Assistant Accountant | 16,000 - 20,000 | 13.90 - 17.40 |
| Reconciliations Assistant | 12,000 - 14,000 | 10.40 - 12.15 |
| Bookkeeper | 16,000 - 18,000 | 13.90 - 15.65 |
| Accounts Assistant | 12,000 - 13,000 | 10.40 - 11.30 |
| Accounts Payable | 13,000 - 16,000 | 11.30 - 13.90 |
| Accounts Receivable | 13,000 - 16,000 | 11.30 - 13.90 |

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

In Northern Ireland, fixed and long term contract roles have increased in popularity over recent years resulting in greater appeal to those candidates who are dissatisfied in permanent roles, as well as individuals who are available for work immediately.

Overall there is more demand than supply for qualified accounts staff . We have seen a short-fall in the number of candidates seeking temporary and contract work. This is largely due to the booming economy and increase in permanent employment opportunities.

One of the major differences between Northern Ireland and the Republic is that largest employers of temporary and contract staff in the North are the public sector and financial institutions. These sectors have experienced steady growth in the number of contract staff over the years. With the current Agenda for Change and restructuring of the Health Trusts within NI, this trend is likely to increase further due to the current freeze on permanent recruitment head count.

Due to the shortage of candidates, salary levels have seen an increase in most areas.

Public Practice & Taxation

| Job Title | Dublin € | Cork € | Belfast £ |
|--|-------------------|-------------------|-----------------|
| Audit Partner | 170,000 - 220,000 | 100,000 - 185,000 | 58,000 - 73,000 |
| Audit Director | 90,000 - 140,000 | 85,000 - 115,000 | 47,000 - 67,000 |
| Senior Manager Audit | 75,000 - 90,000 | 65,000 - 87,000 | 33,000 - 43,000 |
| Risk Manager | 70,000 - 80,000 | 55,000 - 65,000 | 33,000 - 43,000 |
| Corporate Finance Manager | 70,000 - 80,000 | 60,000 - 75,000 | 30,000 - 37,000 |
| Audit Manager (2 years' PQE) | 62,000 - 75,000 | 48,000 - 60,000 | 31,000 - 38,000 |
| Corporate Finance Executive | 55,000 - 65,000 | 50,000 - 55,000 | 25,000 - 28,000 |
| Assistant Manager (1 year's PQE) | 54,000 - 62,000 | 45,000 - 53,000 | 27,000 - 31,000 |
| Company Secretary (2-4 years' PQE) | 45,000 - 55,000 | 30,000 - 40,000 | 20,000 - 30,000 |
| Audit Senior - Top 4 | 46,000 - 50,000 | 40,000 - 48,000 | 27,000 - 29,000 |
| Audit Senior - General Practice | 42,000 - 48,000 | 30,000 - 40,000 | 25,000 - 29,000 |
| Company Secretary (<2 years' experience) | 35,000 - 40,000 | 28,000 - 35,000 | 17,000 - 22,000 |
| Audit Semi-Senior | 26,000 - 36,000 | 22,000 - 30,000 | 14,000 - 20,000 |
| Audit Junior | 22,000 - 26,000 | 17,000 - 22,000 | 13,000 - 15,000 |
| Graduate ACA (on contract) | 18,000 - 24,000 | 12,000 - 18,000 | 12,000 - 14,000 |

| Job Title | Dublin € | Cork € | Belfast £ |
|---|-------------------|-------------------|-----------------|
| Tax Partner | 180,000 - 280,000 | 100,000 - 160,000 | 58,000 - 73,000 |
| Head of Tax - Industry / Financial Services | 150,000 - 220,000 | 120,000 - 150,000 | 58,000 - 73,000 |
| Tax Director - Practice | 95,000 - 145,000 | 70,000 - 100,000 | 48,000 - 68,000 |
| Senior Tax Manager | 80,000 - 90,000 | 60,000 - 75,000 | 32,000 - 52,000 |
| VAT Manager | 75,000 - 90,000 | 50,000 - 80,000 | 33,000 - 43,000 |
| Capital Taxes Manager | 70,000 - 90,000 | 60,000 - 75,000 | 32,000 - 42,000 |
| Tax Manager | 60,000 - 75,000 | 50,000 - 65,000 | 30,000 - 47,000 |
| Corporate Tax Senior / Consultant | 48,000 - 52,000 | 38,000 - 45,000 | 24,000 - 30,000 |
| Personal Tax Senior / Consultant | 44,000 - 50,000 | 38,000 - 45,000 | 22,000 - 28,000 |
| Tax Assistant (2-3 years' experience) | 30,000 - 40,000 | 22,000 - 28,000 | 20,000 - 26,000 |
| Tax Assistant (1-2 years' experience) | 25,000 - 30,000 | 17,000 - 22,000 | 16,000 - 20,000 |
| Tax Trainee | 19,000 - 24,000 | 15,000 - 18,000 | 12,000 - 14,000 |

Salaries for qualified professional staff have continued to rise over the last 12 months within the practice market in the Republic. In the North, an increase of £2,000-£3,000 across the industry has been precipitated by the old adage of demand exceeding supply.

Demand for audit staff, particularly at the assistant manager to senior manager level continues to outstrip supply in firms of all sizes. 2006 has also seen a significant increase in salary levels in specialist areas of practice such as Corporate Finance with those candidates with experience in Transaction Services, M&A and PPP work demanding a particular premium.

An extreme lack of suitably experienced candidates in Northern Ireland, combined with a mass exodus of audit seniors into Business Banking and Industry has been the catalyst for salary increases across all departments especially tax departments which are also experiencing a severe lack of suitable candidates. In relation to qualified tax personnel however, the shortage has arisen more from organic growth within the tax industry than from people leaving it. It is likely that the industry will continue to have to offer more and more competitive salaries to entice staff to join.

The practice market in Ireland is attracting an increasing number of overseas professionals both from the newer EU Accession States and from more distant Anglophone locations. Whilst this has had some effect on the market, all our research shows that demand for staff in all areas of practice, particularly audit, tax and corporate finance will continue to apply upward pressure on remuneration levels for qualified staff.

Fund Services

| Job Title | ROI € |
|--|------------------|
| FUND SERVICES | |
| Senior Fund Accounting Manager | 65,000 - 85,000 |
| Fund Accounting / Admin Manager (>3 years' experience) | 52,000 - 65,000 |
| Fund Accounting Supervisor | 45,000 - 50,000 |
| Senior Fund Accountant (>3 years' experience) | 35,000 - 45,000 |
| Fund Accountant (1+ years' experience) | 30,000 - 33,000 |
| Fund Accountant / Administrator | 25,000 - 28,000 |
| SHAREHOLDER SERVICES | |
| Head of Shareholder Services | 90,000 - 110,000 |
| Shareholder Services Manager | 50,000 - 70,000 |
| Senior Shareholder Services Administrator | 32,000 - 40,000 |
| Shareholder Services Administrator | 26,000 - 30,000 |
| TRUSTEE | |
| Head of Trustee | 90,000 - 100,000 |
| Manager Level (1-3 years' experience) | 55,000 - 70,000 |
| Senior Trustee Officer | 34,000 - 38,000 |
| Trustee Administrator | 26,000 - 30,000 |
| Corporate Actions / Market Data Manager | 40,000 - 60,000 |
| Senior Administrator | 35,000 - 40,000 |
| Market Data / Corporate Actions Administrator | 28,000 - 32,000 |
| CUSTODY | |
| Custody Manager | 60,000 - 70,000 |
| Custody Supervisor | 42,000 - 50,000 |
| Senior Custody Administrator | 33,000 - 38,000 |
| Custody Administrator | 28,000 - 30,000 |
| CLIENT SERVICES | |
| Manager | 80,000 - 120,000 |
| Assistant Manager / Supervisor | 42,000 - 55,000 |
| Client Services Administrator | 30,000 - 35,000 |

There is still a huge demand for experienced candidates in the Fund Services area. Due to this demand, companies are now offering substantial increases to existing staff to ensure they will not lose key employees. The outlook for growth in the Fund Services industry in Ireland for 2007 remains positive with an increase in the number of companies opening offices outside of the greater Dublin area. This offers employees a lower cost of living, better quality of life and the chance to use their skills which were previously specific to the Dublin market. However overall demand still outweighs candidate availability and this looks set to continue throughout 2007.

Typical benefits include pension (schemes are usually dependant on age), fully paid health insurance, education subsidy (50% initial contribution and 50% on completion), life assurance and tax efficient travel plans. Bonuses for the Fund Services sector are likely to be in the region of 10% to 25% depending on the individual and company performance and levels of seniority.

More innovative companies are now offering living allowance, lunch allowance and mortgage subsidy which can significantly improve the package. Due to the nature of the business, payment of overtime and expenses is seen as a distinct advantage.

Banking

| Job Title | ROI € | Belfast £ |
|-----------------------------------|------------------|-----------------|
| SENIOR MANAGEMENT | | |
| Senior Lending Manager | 83,000 - 100,000 | 45,000 - 70,000 |
| Senior Operations Manager | 80,000 - 100,000 | 27,000 - 52,000 |
| Senior Risk Manager | 75,000 - 95,000 | 27,000 - 52,000 |
| Corporate Lending Manager | 70,000 - 85,000 | 33,000 - 55,000 |
| Private Banking Manager | 55,000 - 75,000 | 27,000 - 52,000 |
| Business Development Manager | 60,000 - 80,000 | 27,000 - 48,000 |
| MID MANAGEMENT | | |
| Leasing Sales Manager | 60,000 - 70,000 | 27,000 - 35,000 |
| Senior Credit Analyst | 50,000 - 64,000 | 28,000 - 43,000 |
| Senior Corporate Lender | 50,000 - 60,000 | 28,000 - 43,000 |
| Assistant Private Banking Manager | 45,000 - 50,000 | 27,000 - 42,000 |
| Senior Commercial Lender | 55,000 - 60,000 | 26,000 - 30,000 |
| Operations Supervisor | 42,000 - 50,000 | 22,000 - 37,000 |
| Pensions / Investment Consultant | 35,000 - 55,000 | 22,000 - 37,000 |
| Risk Analyst | 38,000 - 47,000 | 20,000 - 35,000 |
| Credit Analyst | 40,000 - 47,000 | 15,000 - 28,000 |
| Corporate Lender | 40,000 - 50,000 | 15,000 - 28,000 |
| Commercial Lender | 40,000 - 50,000 | 15,000 - 28,000 |
| Leasing Sales Executive | 35,000 - 50,000 | 14,000 - 25,000 |
| Junior Credit Analyst | 28,000 - 31,000 | 12,000 - 18,000 |
| Loans / Credit Administrator | 26,000 - 29,000 | 12,000 - 18,000 |
| Graduate | 25,000 - 26,000 | 12,000 - 18,000 |

| Job Title | ROI € | Belfast £ |
|---|-------------------|-----------------|
| TREASURY | | |
| Head of Treasury | 120,000 - 150,000 | 48,000 - 85,000 |
| Senior Dealer | 70,000 - 90,000 | N/A |
| Treasury Operations Manager (Back Office) | 62,000 - 75,000 | 32,000 - 48,000 |
| Middle Office Manager | 57,000 - 75,000 | N/A |
| Treasury Dealer | 40,000 - 70,000 | 22,000 - 28,000 |
| Treasury Settlements - Assistant Manager | 44,000 - 52,000 | N/A |
| Middle Office Supervisor | 37,000 - 42,000 | N/A |
| Treasury Settlements | 28,000 - 33,000 | N/A |

Banking

| Job Title | ROI € | Belfast £ |
|----------------------------------|------------------|-----------|
| STOCKBROKING | | |
| Institutional Equity Sales | 85,000 - 105,000 | N/A |
| Corporate Bond Sales | 80,000 - 105,000 | N/A |
| Private Client Portfolio Manager | 53,000 - 55,000 | N/A |
| Junior Stockbroker | 26,000 - 30,000 | N/A |
| Equity Analyst | 38,000 - 50,000 | N/A |
| Equity Settlements | 30,000 - 36,000 | N/A |
| Corporate Actions | 28,000 - 36,000 | N/A |

| Job Title | ROI € | Belfast £ |
|--|------------------|-----------------|
| COMPLIANCE (across all banking sectors) | | |
| Compliance Manager (>3 years' experience) | 80,000 - 100,000 | 28,000 - 50,000 |
| Compliance Manager (<3 years' experience) | 55,000 - 65,000 | 20,000 - 40,000 |
| Compliance Officer (>2 years' experience) | 40,000 - 47,000 | 16,000 - 35,000 |
| Compliance Officer (<2 years' experience) | 32,000 - 38,000 | 12,000 - 20,000 |

Typical benefits in the Republic of Ireland include healthcare, pension, educational support, professional subscriptions, bonuses (a broad range from 10% to 100% depending on role), overtime (up to middle management level), travel allowances & SAYE schemes. Sales roles within Financial Services & Banking offer attractive commission or OTE packages.

This year, we have seen candidates offered substantial increases in basic salaries to move within the areas of Corporate Banking, Private Banking, Compliance and Portfolio Management at all levels of experience. Another skill in high demand is underwriting, with new companies entering the market. There are also been a strong demand for suitably experienced operational candidates, particularly in the area of Treasury Operations.

The salary difference in both compliance and credit analysis (specifically with ABS) can vary hugely. The candidates are in high demand and therefore salaries have dramatically increased with more companies offering "sign on bonuses" to compensate for bonuses which may be lost due to candidates moving during the year. More banks are also offering car allowances and better health schemes.

Underwriters with over 2 years' experience are also in high demand; there is a large number of smaller property and mortgage firms starting up so the demand for candidates is very high and salaries will continue to increase into early 2007.

Banking has been a continuous area of high growth within the Northern Ireland market over the last number of years. With only 4 banks dominating the market place as a whole however, salary levels have not exactly been competitive, this in turn increases the likelihood of luring key employees to competitors.

In addition to this, there appears to be a shortage of suitable candidates for the business /corporate banking sector in particular. A recent survey indicates that more than 22% of financial services organisations & banks questioned stated that a lack of specific skills and qualifications for niche areas in the market was the main barrier to successful and timely recruitment.

The net result in Northern Ireland has been a general increase in salaries of £2,000-£5,000 for banking services personnel.

| Job Title | Dublin € | Cork € | Belfast £ |
|--|-------------------|-------------------|-----------------|
| LARGE / SPECIALIST FIRMS | | | |
| Salaried Partner | 105,000 - 150,000 | 100,000 - 160,000 | 45,000 - 75,000 |
| Solicitor (6+ years' experience) | 80,000 - 150,000 | 60,000 - 90,000 | 35,000 + |
| Solicitor (4-6 years' experience) | 65,000 - 80,000 | 55,000 - 70,000 | 28,000 - 40,000 |
| Solicitor (2-4 years' experience) | 58,000 - 70,000 | 45,000 - 60,000 | 23,000 - 30,000 |
| Solicitor (1-2 years' experience) | 51,000 - 62,000 | 40,000 - 45,000 | 20,000 - 24,000 |
| Newly Qualified Solicitor | 47,000 - 55,000 | 35,000 - 42,000 | 18,500 - 22,000 |
| Company Secretary (2-4 years' experience) | 30,000 - 60,000 | 30,000 - 40,000 | N/A |
| Company Secretary (1-2 years' experience) | 25,000 - 30,000 | 25,000 - 30,000 | N/A |
| Legal Executive / Paralegal (>3 years' experience) | 35,000 - 50,000 | 30,000 - 40,000 | 16,000 - 20,000 |
| Legal Executive / Paralegal (<3 years' experience) | 26,000 - 35,000 | 25,000 - 30,000 | 13,000 - 16,000 |

Once again, Commercial Property has been the "in-demand" area of expertise. All sized firms are looking for commercial property lawyers to bolster their departments. This has resulted in large increases in salaries for lawyers with experience in this particular area. Due to the commercial boom in Cork, Munster is also seeing a very high demand for experienced commercial solicitors. It is easier to attract these solicitors on behalf of clients via an advertised campaign as they are mainly sourced from the Dublin market.

As has been the norm in the market for the last few years, there is still a shortage of corporate and financial services lawyers, with funds lawyers in particular demanding salaries over the industry average for their level of PQE. The area of commercial litigation remains steady with little movement at the lower end of the market but experienced lawyers (5+ years' PQE) are still commanding solid salaries.

| Job Title | Dublin € | Cork € | Belfast £ |
|--|------------------|------------------|-----------------|
| MEDIUM / GENERAL PRACTICE FIRMS | | | |
| Salaried Partner | 80,000 - 100,000 | 90,000 - 140,000 | 45,000 - 75,000 |
| Solicitor (6+ years' experience) | 70,000 - 100,000 | 60,000 - 80,000 | 35,000 + |
| Solicitor (4-6 years' experience) | 60,000 - 70,000 | 55,000 - 65,000 | 28,000 - 40,000 |
| Solicitor (2-4 years' experience) | 55,000 - 65,000 | 45,000 - 58,000 | 22,000 - 30,000 |
| Solicitor (1-2 years' experience) | 47,000 - 55,000 | 40,000 - 45,000 | 20,000 - 23,000 |
| Newly Qualified Solicitor | 42,000 - 47,000 | 35,000 - 42,000 | 18,500 - 21,000 |
| Company Secretary (2-4 years' experience) | 30,000 - 50,000 | 30,000 - 40,000 | N/A |
| Company Secretary (1-2 years' experience) | 25,000 - 30,000 | 25,000 - 30,000 | N/A |
| Legal Executive / Paralegal (>3 years' experience) | 30,000 - 45,000 | 30,000 - 35,000 | 15,000 - 19,000 |
| Legal Executive / Paralegal (<3 years' experience) | 25,000 - 35,000 | 25,000 - 30,000 | 13,000 - 15,000 |

Residential conveyancing is still the main driving force behind the majority of general practices. The litigation area began to improve slightly toward the end of 2006. This was mainly due to more work being turned back by PIAB or due to more complicated litigations not being able to be resolved during the statutory time limit for PIAB. The trend of many small firms retaining their apprentices continued, which is indicative of a strong market.

The Munster market has seen a steady demand for general practice solicitors while both family law and employment law are growing areas in the region. Salary levels here are very dependent on experience and there is an increasing trend towards attractive bonus schemes for new business gained.

In the North, experienced solicitors continue to be in high demand and short supply, particularly for residential and commercial conveyancing work. Finding candidates for areas outside of Belfast City Centre also poses a challenge for legal practices trying to recruit.

| Job Title | Dublin € | Cork € | Belfast £ |
|--|-------------------|-------------------|-----------------|
| IN-HOUSE | | | |
| Head of Legal (T/O >15m) | 100,000 - 150,000 | 100,000 - 150,000 | 52,000 - 70,000 |
| Head of Legal (T/O <15m) | 80,000 - 120,000 | 70,000 - 95,000 | 39,000 - 52,000 |
| Senior Transactional Lawyer | 90,000 - 120,000 | 65,000 - 85,000 | 35,000 - 45,000 |
| Legal Advisor (>6 years' experience) | 75,000 - 100,000 | 55,000 - 65,000 | 30,000 + |
| Legal Advisor (4-6 years' experience) | 60,000 - 75,000 | 45,000 - 55,000 | 24,000 - 30,000 |
| Legal Advisor (2-4 years' experience) | 50,000 - 65,000 | 40,000 - 50,000 | 22,000 - 24,000 |
| Newly Qualified Solicitor | 42,000 - 48,000 | 35,000 - 40,000 | 18,500 - 21,000 |
| Company Secretary (3+ years' experience) | 30,000 - 50,000 | 30,000 - 40,000 | 22,000 + |
| Company Secretary (1-2 years' experience) | 25,000 - 30,000 | 25,000 - 30,000 | 15,000 - 20,000 |
| Legal Executive / Paralegal (>3 years' experience) | 30,000 - 45,000 | 23,000 - 30,000 | 16,000 - 19,000 |
| Legal Executive / Paralegal (<3 years' experience) | 25,000 - 35,000 | 23,000 - 30,000 | 14,000 - 16,000 |
| Legal Graduate | 24,000 - 28,000 | 20,000 - 25,000 | 12,000 - 14,000 |

The Irish in-house market continued to grow this year, as many companies recognised the benefits of employing an in-house general counsel. The majority of these roles were newly created positions, while others, especially within the Financial Services arena were due to expansion.

FINANCIAL BENEFITS

It is important to note that not all firms offer bonuses.

For those that do, annual performance related bonuses usually vary between assistant solicitors, associates, senior associates etc. Bonuses can range from 5% to 25% of the base salary.

Some firms offer a discretionary Christmas bonus of 1-2 weeks' pay and some will also offer a car scheme or allowance, the value of which is circa €10,000 per annum for relatively senior staff in the Dublin area.

Car parking is not offered by all firms but if offered it will be highlighted at the negotiation stage of an offer.

- Professional membership fees are paid by all firms surveyed by Brightwater.
- Some firms offer PRSA contribution of up to 5% and some also offer Tax Saver Travel Scheme
- Most large firms provide staff club subscriptions to a pre-agreed value.
- Some firms offer private health insurance or a group discount scheme while life assurance, if offered, is usually 3-5 times the value of the base salary.
- One unique bonus that some legal firms can offer is free / cost price Conveyancing Service.

HOLIDAYS

Holidays vary from 20-25 days annual leave and will usually increase with length of service.

Insurance

| Job Title | ROI € | Belfast £ |
|--|------------------|-----------------|
| Captive Manager (5-10 years' experience) | 68,000 - 72,000 | N/A |
| Captive Manager (3-5 years' experience) | 58,000 - 69,000 | N/A |
| Captive Manager (1-3 years' experience) | 48,000 - 57,000 | N/A |
| Reinsurance Underwriter (5-10 years' experience) | 58,000 - 85,000 | N/A |
| Reinsurance Underwriter (3-5 years' experience) | 47,000 - 58,000 | N/A |
| Reinsurance Underwriter (1-3 years' experience) | 38,000 - 47,000 | N/A |
| Reinsurance Administrator (5-10 years' experience) | 47,000 - 55,000 | N/A |
| Reinsurance Administrator (3-5 years' experience) | 38,000 - 46,000 | N/A |
| Reinsurance Administrator (1-3 years' experience) | 28,000 - 37,000 | N/A |
| Underwriting Manager (10+ years' experience) | 87,000 + | 55,000 + |
| Underwriting Manager (5-10 years' experience) | 65,000 - 87,000 | 41,000 - 50,000 |
| Underwriting Manager (3-5 years' experience) | 54,000 - 64,000 | 39,000 - 45,000 |
| Underwriting Manager (1-3 years' experience) | 41,000 - 55,000 | 30,000 - 38,000 |
| Developmental Underwriter (5-10 years' experience) | 63,500 - 78,000 | 39,000 - 45,000 |
| Developmental Underwriter (3-5 years' experience) | 45,000 - 59,500 | 34,000 - 38,500 |
| Developmental Underwriter (1-3 years' experience) | 38,000 - 44,000 | 29,000 - 35,000 |
| Underwriter - General (5-10 years' experience) | 49,000 - 57,000 | 35,000 - 42,000 |
| Underwriter - General (3-5 years' experience) | 38,000 - 46,000 | 29,000 - 35,000 |
| Underwriter - General (1-3 years' experience) | 31,000 - 37,000 | 19,000 - 29,000 |
| Underwriter - Life (10+ years' experience) | 68,000 + | 40,000 + |
| Underwriter - Life (5-10 years' experience) | 54,000 - 67,000 | 30,000 - 36,000 |
| Underwriter - Life (1-5 years' experience) | 28,000 - 49,000 | 22,000 - 30,000 |
| Trainee Underwriter (3-5 years' experience) | 28,000 - 33,000 | N/A |
| Trainee Underwriter (1-3 years' experience) | 25,000 - 27,500 | 18,000 - 21,000 |
| Wealth Manager (10+ years' experience) | 88,000 + | 55,000 + |
| Wealth Manager (5-10 years' experience) | 65,000 - 85,000 | 44,500 - 55,000 |
| Compliance Manager (10+ years' experience) | 115,000 + | 50,000 + |
| Compliance Manager (5-10 years' experience) | 78,000 - 110,000 | 40,000 - 48,000 |
| Compliance Manager (1-5 years' experience) | 48,000 - 62,000 | 29,500 - 38,000 |
| Pensions Consultant (10+ years' experience) | 75,000 + | 45,000 + |
| Pensions Consultant (5-10 years' experience) | 58,000 - 74,500 | 37,000 - 43,500 |
| Pensions Consultant (1-5 years' experience) | 42,000 - 55,000 | 21,500 - 33,000 |
| Pensions Administrator (10+ years' experience) | 52,000 + | 34,000 + |
| Pensions Administrator (5-10 years' experience) | 35,000 - 46,000 | 27,000 - 32,000 |
| Pensions Administrator (3-5 years' experience) | 28,000 - 35,000 | 24,000 - 27,000 |
| Pensions Administrator (1-3 years' experience) | 25,000 - 27,000 | 19,500 - 22,500 |
| Life Administrator (5-10 years' experience) | 31,000 - 48,000 | 27,500 - 29,500 |
| Life Administrator (3-5 years' experience) | 27,000 - 30,000 | 24,000 - 26,500 |
| Life Administrator (1-3 years' experience) | 22,000 - 27,000 | 18,000 - 23,500 |

Insurance



| Job Title | ROI € | Belfast £ |
|--|-----------------|-----------------|
| Corporate Broker (10+ years' experience) | 85,000 + | 55,000 + |
| Corporate Broker (5-10 years' experience) | 68,000 - 82,000 | 32,000 - 43,500 |
| Corporate Broker (3-5 years' experience) | 55,000 - 67,500 | 29,000 - 32,000 |
| Corporate Broker (1-3 years' experience) | 45,000 - 53,000 | 22,500 - 26,000 |
| Corporate Servicing Executive (5-10 years' experience) | 39,000 - 45,000 | 29,500 - 33,000 |
| Corporate Servicing Executive (3-5 years' experience) | 34,000 - 40,000 | 24,000 - 28,500 |
| Corporate Servicing Executive (1-3 years' experience) | 28,000 - 36,000 | 20,000 - 23,000 |
| Account Handler (5-10 years' experience) | 37,000 - 44,000 | 28,500 - 33,000 |
| Account Handler (3-5 years' experience) | 29,000 - 36,000 | 24,000 - 28,000 |
| Account Handler (1-3 years' experience) | 24,000 - 28,000 | 19,000 - 23,500 |
| Personal Lines (10+ years' experience) | 45,000 + | 30,000 + |
| Personal Lines (5-10 years' experience) | 36,000 - 45,000 | 26,000 - 28,000 |
| Personal Lines (3-5 years' experience) | 28,000 - 35,000 | 22,500 - 24,500 |
| Personal Lines (1-3 years' experience) | 23,000 - 27,000 | 19,000 - 21,500 |
| Claims Management (10+ years' experience) | 65,000 + | 50,000 + |
| Claims Management (5-10 years' experience) | 50,000 - 60,000 | 38,000 - 44,000 |
| Claims Management (3-5 years' experience) | 43,000 - 50,000 | 32,000 - 37,000 |
| Claims Management (1-3 years' experience) | 35,000 - 42,000 | 27,000 - 32,000 |
| Senior Claims Handler (10+ years' experience) | 53,000 + | 40,000 + |
| Senior Claims Handler (5-10 years' experience) | 43,000 - 52,000 | 33,000 - 39,000 |
| Senior Claims Handler (1-5 years' experience) | 30,000 - 40,000 | 23,500 - 32,000 |
| Claims Handler (5-10 years' experience) | 33,000 - 40,000 | 25,000 - 31,000 |
| Claims Handler (3-5 years' experience) | 27,000 - 32,000 | 21,000 - 24,000 |
| Claims Handler (1-3 years' experience) | 23,000 - 26,000 | 18,500 - 21,000 |

New legislation set by the Financial Regulator in 2006, coupled with the authorisation of five new insurance companies and their entrance into the IFSC, have initiated an upsurge in the demand and appreciation for compliance specialists throughout the year. With this growth firmly set to increase in 2007, individuals with international life and investment compliance exposure will have the luxury of choice when assessing prospective employers.

Benefits within the insurance market tend to be generous as major companies are making huge efforts to retain their existing staff as well as attract new employees. Typical benefits include bonuses (dependant on performance of both individual and company), mortgage allowance, health insurance and life cover.

Movements in the market going forward, will include a continuing client requirement for wealth managers and corporate brokers of calibre who develop business and client relationships, whilst raising the intermediaries' profile and profitability.

Resourceful underwriters in both life and general insurance are in strong demand. In 2007, lateral thinking is vital as intense competition and the entrance of new market players in both the Republic and Northern Ireland have forced the industry to become more competitive.

Executive

| Job Title | ROI € |
|------------------------------|-------------------|
| GENERAL | |
| Managing Director (T/O >10m) | 160,000 - 250,000 |
| Managing Director (T/O <10m) | 120,000 - 180,000 |
| Managing Director (T/O < 5m) | 90,000 - 140,000 |
| Finance Director (T/O >10m) | 150,000 - 220,000 |
| Finance Director (T/O <10m) | 90,000 - 130,000 |
| Finance Director (T/O <5m) | 65,000 - 90,000 |

| Job Title | ROI € |
|---------------------------|-------------------|
| FINANCIAL SERVICES | |
| Managing Director | 130,000 - 150,000 |
| Head of Major Function | 90,000 - 100,000 |
| Head of Finance | 90,000 - 100,000 |
| Head of Operations | 90,000 - 100,000 |

As in previous years, executive benefit packages are often built around specific individual appointments. Bonuses feature strongly in executive compensation and can be as much as 100% of base salary in any one year.

Usual benefits include: Pension, private health care, club & professional subscriptions, car / car allowance, parking and equity. The potential to receive equity in a business is often discussed as a possible option at contract negotiation stage but only put in place after certain objectives and timescales are achieved.

Salary levels within the executive market have not increased substantially over the last year. Quite often, it is the breadth of the role that first attracts an executive candidate with financial considerations a close second.

Key areas of growth in the financial services arena at executive level include senior relationship management roles within both corporate banking and wealth management.

In the general market, recruitment of senior level personnel has remained fairly steady with a preference by companies for executive candidates with a strong reporting focus rather than a purely commercial one. There has been no particular increase in any one sector but instead there has been consistent levels of recruitment across all areas.

Human Resources



| Job Title | Dublin € | Cork € | Belfast £ |
|---|-------------------|------------------|-----------------|
| COMPANIES OVER 750 EMPLOYEES | | | |
| HR Director | 130,000 - 190,000 | 90,000 - 120,000 | 46,000 - 70,000 |
| Compensation & Benefits Manager | 90,000 - 120,000 | 50,000 - 70,000 | 30,000 - 45,000 |
| HR Manager / Business Partner | 60,000 - 120,000 | 50,000 - 75,000 | 30,000 - 50,000 |
| Recruitment Manager | 45,000 - 65,000 | 35,000 - 55,000 | 22,000 - 34,000 |
| Industrial / Employee Relations Manager | 55,000 - 75,000 | 45,000 - 60,000 | 25,000 - 40,000 |
| HR Generalist | 35,000 - 50,000 | 32,000 - 40,000 | 21,000 - 25,000 |
| HR Officer | 30,000 - 35,000 | 25,000 - 32,000 | 20,000 - 29,000 |
| Recruitment Specialist | 30,000 - 45,000 | 24,000 - 38,000 | 17,000 - 25,000 |
| HR / Recruitment Administrator | 25,000 - 30,000 | 21,000 - 27,000 | 14,000 - 16,000 |
| HR Graduate | 22,000 - 26,000 | 15,000 - 20,000 | 11,000 - 14,000 |
| COMPANIES UP TO 750 EMPLOYEES | | | |
| HR Director | 90,000 - 150,000 | 90,000 - 120,000 | 40,000 - 68,000 |
| Compensation & Benefits Manager | 60,000 - 80,000 | 50,000 - 70,000 | 25,000 - 40,000 |
| HR Manager / Business Partner | 55,000 - 80,000 | 50,000 - 75,000 | 28,000 - 40,000 |
| Recruitment Manager | 40,000 - 60,000 | 35,000 - 55,000 | 22,000 - 30,000 |
| Industrial / Employee Relations Manager | 50,000 - 70,000 | 45,000 - 60,000 | 22,000 - 28,000 |
| HR Generalist | 35,000 - 45,000 | 32,000 - 40,000 | 18,000 - 23,000 |
| HR Officer | 28,000 - 34,000 | 25,000 - 32,000 | 15,000 - 25,000 |
| Recruitment Specialist | 28,000 - 40,000 | 24,000 - 38,000 | 15,000 - 20,000 |
| HR / Recruitment Administrator | 25,000 - 30,000 | 21,000 - 27,000 | 12,000 - 16,000 |
| HR Graduate | 22,000 - 26,000 | 20,000 - 26,000 | 11,000 - 14,000 |
| ALL COMPANIES | | | |
| Learning & Development Director | 90,000 - 140,000 | 85,000 - 130,000 | 35,000 - 65,000 |
| Learning & Development Manager | 45,000 - 65,000 | 40,000 - 55,000 | 22,000 - 35,000 |
| Training Specialist | 35,000 - 50,000 | 32,000 - 36,000 | 20,000 - 35,000 |
| Training Officer / Co-ordinator | 30,000 - 35,000 | 25,000 - 32,000 | 16,000 - 19,000 |
| Training Administrator | 25,000 - 30,000 | 23,000 - 27,000 | 12,000 - 15,000 |

The HR Market in Ireland has been particularly buoyant over the last 12 months. HR Professionals have been seeking a move at all levels - many to broaden their HR skills, or to gain experience in a different industry. The contract market is especially lucrative with HR professionals opting to acquire valuable experience in a short or long term contract. Companies also hire a HR professional to cover maternity leave, project manage a company move or assist with a large recruitment drive.

While the HR market remains competitive in generalist HR, the specialist areas of recruitment, compensation & benefits and learning & development have experienced a skill shortage. For this reason, the salaries for these specialisms have increased considerably. As predicted, opportunities at the executive level have increased markedly - companies that previously had no HR function have realised the need to invest in their people and are employing HR professionals to join the senior management team. Salary brackets have remained steady over the last two years, with some increases in the higher end. HR graduates are finding it increasingly difficult to break into the competitive HR market and candidates are willing to move for a similar salary level to gain experience in a different sector. In conclusion, the HR market remains a competitive and lucrative area and demand for HR professionals continues to grow.

During 2006 there has been an increase in HR opportunities within Northern Ireland, specifically with outsourcing centres setting up in Belfast. Opportunities for interim roles have increased due to the decline of the manufacturing industry in particular which has brought around redundancies and the effects of mergers and acquisitions in Northern Ireland. Availability of HR candidates is good however, there are only small pools of "excellent" candidates, particularly in specific areas such as occupational testing, learning & development and consultancy.

Engineering & Construction

| Job Title | ROI € | Belfast £ |
|----------------------------|-----------------|-----------------|
| ENGINEERING | | |
| Plant Manager | 55,000 - 75,000 | 35,000 - 55,000 |
| Operations Manager | 65,000 - 85,000 | 35,000 - 50,000 |
| Production Manager | 40,000 - 60,000 | 28,000 - 45,000 |
| Program Manager | 40,000 - 60,000 | 30,000 - 35,000 |
| Electronic Design Engineer | 35,000 - 65,000 | 18,000 - 35,000 |
| Mechanical Design Engineer | 35,000 - 55,000 | 18,000 - 30,000 |
| Maintenance Engineer | 35,000 - 50,000 | 18,000 - 30,000 |
| Service Engineer | 32,000 - 45,000 | 16,000 - 25,000 |
| Quality Engineer | 40,000 - 60,000 | 18,000 - 28,000 |
| Process Engineer | 40,000 - 60,000 | 20,000 - 32,000 |
| Manufacturing Engineer | 45,000 - 65,000 | 20,000 - 32,000 |
| Commissioning Engineer | 45,000 - 60,000 | 20,000 - 32,000 |
| Test Engineer | 35,000 - 60,000 | 15,000 - 26,000 |
| Health & Safety Engineer | 45,000 - 65,000 | 20,000 - 35,000 |

Salaries in the Engineering arena are relatively stable, with quite standardised rates across the various sectors.

| Job Title | ROI € | Belfast £ |
|---|------------------|-----------------|
| BUILDING & CIVIL CONTRACTORS | | |
| Project Manager | 55,000 - 95,000 | 35,000 - 45,000 |
| Contracts Manager | 70,000 - 110,000 | 35,000 - 45,000 |
| Site Manager | 70,000 - 90,000 | 28,000 - 35,000 |
| Senior Quantity Surveyor | 80,000 - 150,000 | 35,000 - 45,000 |
| Quantity Surveyor | 50,000 - 70,000 | 18,000 - 34,000 |
| Senior Estimator | 80,000 - 120,000 | 35,000 - 45,000 |
| Estimator | 55,000 - 75,000 | 18,000 - 34,000 |
| Site Foreman | 70,000 - 90,000 | 28,000 - 35,000 |
| Senior Site Engineer | 45,000 - 65,000 | 30,000 - 35,000 |
| Site Engineer | 35,000 - 55,000 | 18,000 - 29,000 |
| Health & Safety Engineer | 50,000 - 70,000 | 18,000 - 35,000 |
| Electrical Engineer | 35,000 - 45,000 | 18,000 - 32,000 |
| Mechanical Engineer | 32,000 - 48,000 | 18,000 - 32,000 |
| CAD Technician | 28,000 - 45,000 | 15,000 - 20,000 |

Salaries in the Construction arena are currently in a state of flux due to the demand for experienced professionals at all levels. For this reason, presenting a representative overview of current salaries is challenging. Particularly in the Construction industry, those candidates with specific skill sets are in a position to demand higher salaries.

Engineering & Construction



| Job Title | ROI € | Belfast £ |
|---|-----------------|-----------------|
| CONSULTANCY / PRACTICE | | |
| Project Manager | 70,000 - 90,000 | 35,000 - 40,000 |
| Architect | 60,000 - 90,000 | 18,000 - 28,000 |
| Planner | 35,000 - 65,000 | 18,000 - 30,000 |
| Electrical Engineer (Building Services) | 35,000 - 55,000 | 18,000 - 35,000 |
| Mechanical Engineer (Building Services) | 35,000 - 65,000 | 18,000 - 35,000 |
| Quantity Surveyor | 50,000 - 75,000 | 18,000 - 30,000 |
| Building Surveyor | 35,000 - 55,000 | 18,000 - 30,000 |
| Civil Engineer | 60,000 - 80,000 | 18,000 - 35,000 |
| Structural Engineer | 60,000 - 80,000 | 18,000 - 35,000 |
| Transport Planner | 60,000 - 80,000 | 18,000 - 35,000 |
| CAD Technician | 28,000 - 38,000 | 15,000 - 20,000 |

There has been little change within the Engineering & Construction sectors since last year. The manufacturing sector in Northern Ireland remains in decline with most companies relocating their plant operations to countries with lower labour costs in areas such as the Eastern Bloc.

*However, the Construction Industry is booming with 78,310 engineers and architects currently in employment, this figure is set to rise to 88,100 by 2010. **

It is expected that by 2010 construction output is set to be 26% higher than in 2004, due to funding by major public investment. Overall the market is buoyant and prosperous for companies and candidates alike as we move forward into 2007.

*Source: Construction Skills Network - Northern Ireland

In terms of the Engineering & Construction markets in the Republic, the manufacturing sector appears to be in recovery while demand continues to significantly outstrip supply in terms of professionals in the construction sector. Direct employment in the Construction sector stands at a record-breaking 264,300 people.

Across all sectors, renewed emphasis has been placed on the professional development and nurturing of talent. Experienced professionals are exploring chartered status and further education to give them a competitive edge in the employment market. Both chartered status and a Masters or other qualifications add to the marketability of a candidate in terms of maximising earning potential. Often employers encourage and finance further education programmes, both as an incentive to boost loyalty and as a means of developing individuals for progression within the organisation.

In terms of benefits, the size and breadth of the Engineering field makes a general statement difficult. As a general rule, larger organisations have better "hard" benefit structures (such as bonus, pension etc.) in place. Performance related bonus schemes are also increasingly attractive to employers as a means of securing individual loyalty and motivation. Increasingly, companies are also developing "soft" benefit packages, including further education packages, the facility of working from home and extra holidays. These soft benefits are still relatively rare outside of a manufacturing or international context.

Sales & Marketing

This salary survey reflects the type of individuals Brightwater is attracting from the marketplace. In 2006 Brightwater made the decision to focus efforts on mid- to senior-level Sales & Marketing professionals with a minimum of 3 years' experience in their chosen sector.

| Job Title | ROI € Base | ROI € OTE |
|--|------------------|-------------------|
| ICT SALES (INFORMATION COMMUNICATIONS TECHNOLOGY) | | |
| Sales Director (T/O > 50m) | 95,000 - 140,000 | 117,000 - 250,000 |
| Sales Director (T/O < 50m) | 90,000 - 110,000 | 105,000 - 150,000 |
| Sales / Commercial Manager | 80,000 - 95,000 | 120,000 - 150,000 |
| Channel Manager | 65,000 - 95,000 | 84,000 - 127,000 |
| Business Development Manager | 65,000 - 95,000 | 84,000 - 127,000 |
| Senior Account Manager | 60,000 - 85,000 | 78,000 - 122,000 |
| Senior Sales (5+ years' experience) | 60,000 - 85,000 | 84,000 - 127,000 |
| Mid - Senior Level Sales (3-5 years' experience) | 40,000 - 65,000 | 60,000 - 97,000 |

On Target Earnings (OTE) would vary most dramatically in this sector. Exceptional OTE packages may include a multiplier effect from 150% OTE which increases salaries to €250,000 mark for senior Sales professionals. As the norm is far below this level we have removed the extreme cases from the range so as not to skew the results.

There is a definite trend towards convergence of roles in ICT Sales in that mid-level organisations with €40-50m turnover in hardware, telecoms or software, are moving towards an overall solutions model rather than a single offering. They are looking specifically for senior sales people with a consultancy background so that they may open doors to larger enterprises. Also there is a need for business leaders with a strong sales / business development focus to drive the business from the front.

| Job Title | ROI € Base | ROI € OTE |
|--|------------------|-------------------|
| MEDICAL / PHARMACEUTICAL / HEALTHCARE SALES | | |
| Sales Director | 90,000 - 120,000 | 120,000 - 150,000 |
| Business Unit Manager | 70,000 - 90,000 | 90,000 - 125,000 |
| Sales Manager (Team >8) | 60,000 - 80,000 | 75,000 - 100,000 |
| Sales Manager (Team <8) | 55,000 - 70,000 | 70,000 - 95,000 |
| Hospital / Product Specialist | 45,000 - 60,000 | 57,500 - 75,000 |
| Hospital / GP Rep (3-5 years' experience) | 40,000 - 55,000 | 50,000 - 65,000 |
| GP Rep (1-3 years' experience) | 35,000 - 45,000 | 40,000 - 55,000 |

Following strong indications from last year's salary survey, there has been an increase in the average base salary for experienced reps in the Pharmaceutical / Healthcare sector. This rise has been largely due to the increase in demand for experienced reps and therefore these individuals are now receiving higher salaries from their employers to retain or attain their services. Another emerging trend is the increase in average base salary and benefits amongst experienced GP Reps. This increase is intended to raise the profile of experienced GP Reps who have established good relationships with clients in their territory and to give them an alternative to moving towards the role of Hospital Rep.

The main difficulties for employers this year has been the lack of experienced candidates in specialist areas. With continued growth and demand for personnel, the Pharmaceutical / Healthcare sector is likely to continue to look for alternative ways to attract and retain staff.

Sales & Marketing



| Job Title | ROI € Base | ROI € OTE |
|---------------------------|------------------|-------------------|
| FMCG SALES | | |
| Sales Director | 80,000 - 120,000 | 100,000 - 150,000 |
| National Sales Manager | 75,000 - 80,000 | 97,000 - 104,000 |
| National Accounts Manager | 65,000 - 85,000 | 84,000 - 110,000 |
| Field Sales Manager | 55,000 - 65,000 | 71,000 - 84,000 |
| Regional Sales Manager | 45,000 - 65,000 | 57,000 - 75,000 |
| Key Account Manager | 40,000 - 55,000 | 50,000 - 67,000 |

Strong demand continues for regional sales managers which has a knock-on effect on salaries in 2006 with a clear increase of 6-8%. 2007 is set to be a bumper year for FMCG staff. The difficulty at senior level is that more opportunities exist internationally and staff are typically not prepared to move outside of Ireland.

| Job Title | ROI € Base | ROI € OTE |
|--|------------------|-------------------|
| TECHNICAL & CONSTRUCTION SALES | | |
| Sales Director | 75,000 - 105,000 | 150,000 - 180,000 |
| Regional Sales Manager | 60,000 - 80,000 | 120,000 - 150,000 |
| Sales Manager | 55,000 - 75,000 | 95,000 - 120,000 |
| Business Development Executive | 45,000 - 65,000 | 63,000 - 98,000 |
| Key Accounts Manager | 50,000 - 65,000 | 70,000 - 95,000 |
| Senior Sales (5+ years' experience) | 55,000 - 60,000 | 78,000 - 91,000 |
| Mid-Senior level Sales (3-5 years' experience) | 40,000 - 55,000 | 56,000 - 78,000 |

The technical and construction sectors are now peaking with growth set to plateau in the residential sector in 2007. Current demand is still high for business developers and senior sales people in capital equipment and specialist construction sales.

| Job Title | ROI € |
|---|------------------|
| MARKETING & COMMUNICATIONS | |
| Marketing Director | 80,000 - 120,000 |
| Marketing Manager | 65,000 - 90,000 |
| Senior Marketing Executive (5+ years' experience) | 45,000 - 65,000 |
| Marketing Executive (3-5 years' experience) | 35,000 - 52,000 |
| Senior Product / Brand Manager (5+ years' experience) | 45,000 - 68,000 |
| Product / Brand Manager (3-5 years' experience) | 40,000 - 57,000 |
| PR / Communications Manager | 40,000 - 75,000 |
| Category Manager | 40,000 - 55,000 |

There remains a shortage of executive level roles in marketing, but there is a strong demand for mid-career marketing professionals, particularly product and brand managers, and marketing executives in the FMCG, ICT and Pharmaceutical sectors, with a 6% increase in the number of available roles in 2006, compared with 2005. There has been a gap in availability of category managers through Q2 and Q3 of this year, and this is set to continue into the New Year as demand remains strong.

Information Technology - Contract

| Job Title | Dublin € Daily | Cork € Daily | Belfast £ Daily |
|---|----------------|--------------|-----------------|
| Interim IT Director / Consultant | 550 - 1,000 | 440 - 800 | 200 - 340 |
| Interim IT / Development Manager | 400 - 600 | 320 - 480 | 200 - 310 |
| Programme Manager | 500 - 900 | 400 - 800 | 220 - 350 |
| Project Manager | 380 - 500 | 310 - 440 | 180 - 280 |
| QA / Test Manager | 360 - 480 | 280 - 385 | 200 - 250 |
| Business Systems Analyst / Consultant | 300 - 480 | 240 - 400 | 140 - 200 |
| Snr. Engineer / Technical Team Lead (J2EE / .Net) | 360 - 500 | 240 - 400 | 200 - 250 |
| J2EE Engineer | 300 - 450 | 250 - 400 | 140 - 220 |
| .Net Engineer | 300 - 450 | 250 - 400 | 140 - 220 |
| Web Services Developer | 380 - 500 | 300 - 400 | 120 - 180 |
| Mainframe Engineer | 240 - 440 | 240 - 350 | 100 - 150 |
| Software Test / QA Engineer | 250 - 350 | 200 - 300 | 100 - 180 |
| Database Developer (Oracle / SQL Server) | 300 - 450 | 250 - 400 | 140 - 200 |
| Database Admin. (Oracle / SQL Server / Sybase) | 350 - 600 | 280 - 480 | 130 - 240 |
| Application Support Consultant | 300 - 450 | 240 - 360 | 100 - 220 |
| Bus. Intelligence / Datawarehousing Consultant | 500 - 700 | 450 - 630 | 200 - 280 |
| Multimedia / Graphic / Web Designer | 250 - 350 | 240 - 300 | 100 - 150 |
| Technical Writer / Editor | 200 - 350 | 180 - 300 | 100 - 140 |
| Localisation Project Manager | 240 - 370 | 240 - 300 | 100 - 150 |
| Localisation Engineer | 180 - 260 | 160 - 240 | 80 - 140 |
| Localisation QA Engineer | 150 - 200 | 140 - 200 | 80 - 140 |
| Unix/Linux Administrator | 240 - 400 | 220 - 360 | 120 - 200 |
| Network / Systems Administrator | 240 - 380 | 220 - 360 | 120 - 200 |
| SAP Consultant (Functional / Technical) | 300 - 550 | 250 - 480 | 180 - 300 |
| Oracle Apps. Consultant (Functional / Technical) | 400 - 600 | 350 - 550 | 250 - 350 |
| Oracle Applications DBA | 450 - 650 | 400 - 600 | 300 - 400 |
| SAP Basis Consultant | 400 - 520 | 350 - 450 | 280 - 300 |

There has been a significant increase in the demand for IT contractors in 2006. The number of contract requirements registered in Brightwater increased by 12%.

Overall on the candidate front, we are seeing a shortage across the board of skilled IT contractors particularly business analysts (Financial Services), .Net Developers and J2EE Developers. These candidates are difficult to source in Ireland and we are now looking overseas to fill these niche skill sets. Skilled candidates on the contract front are being offered a number of roles at any one time and this has led to daily rates being increased in order to gain the competitive edge. As a result of the buoyancy in the contract market, we have seen a large number of people coming out of permanent roles and opting to contract. They find this route attractive as it gives them an opportunity to up-skill and increase their market value.

As a result of the shortage of skilled IT candidates in the market, there has been an upward trend in the rates. They have increased approximately by 15% on average over the last year. We have also seen a large increase in the number of fixed term contract requirements on the client side but career contractors are reluctant to go down this route due to the tax benefits of remaining as a contractor.

In Northern Ireland the Public Sector remains buoyant and both the Public and Private sector is predicted to reach an annual IT spend of £875 million by 2010. A number of leading IT companies have recently set up operations in the region and existing operations have expanded their resources. There have also been a number of recent announcements of foreign investment plans for the NI technology market over the next few years.

Information Technology - Permanent

| Job Title | Dublin € | Cork € | Belfast £ |
|---|------------------|------------------|-----------------|
| Chief Technology Officer (CTO) | 80,000 - 130,000 | 65,500 - 110,000 | 42,000 - 70,000 |
| Operations / IT Manager | 75,000 - 95,000 | 62,000 - 78,000 | 35,000 - 50,000 |
| Engineering / Development Manager | 70,000 - 90,000 | 57,500 - 72,500 | 32,000 - 40,000 |
| Programme Manager | 70,000 - 100,000 | 57,000 - 82,000 | 35,000 - 60,000 |
| Project Manager | 45,000 - 75,000 | 35,000 - 61,000 | 32,000 - 45,000 |
| QA / Test Manager | 55,000 - 70,000 | 45,000 - 57,500 | 30,000 - 40,000 |
| Business Systems Analyst / Consultant | 40,000 - 70,000 | 32,000 - 57,500 | 19,000 - 31,000 |
| Snr. Engineer / Technical Team Lead (J2EE / .Net) | 50,000 - 68,000 | 41,000 - 56,000 | 30,000 - 38,000 |
| J2EE Engineer | 30,000 - 55,000 | 25,000 - 45,000 | 18,000 - 30,000 |
| .Net Engineer | 30,000 - 55,000 | 25,000 - 45,000 | 18,000 - 30,000 |
| Web Services Developer | 35,000 - 58,000 | 29,000 - 47,500 | 18,000 - 30,000 |
| Mainframe Developer | 25,000 - 55,000 | 21,000 - 41,000 | 18,000 - 30,000 |
| Software Test / QA Engineer | 28,000 - 50,000 | 23,000 - 40,000 | 17,000 - 30,000 |
| Database Develop. (Oracle / SQL Server / Sybase) | 30,000 - 55,000 | 25,000 - 45,000 | 20,000 - 30,000 |
| Database Admin. (Oracle / SQL Server / Sybase) | 30,000 - 70,000 | 25,000 - 57,500 | 18,000 - 30,000 |
| Application Support Consultant | 25,000 - 55,000 | 21,000 - 45,000 | 18,000 - 28,000 |
| Bus. Intelligence / Datawarehousing Consultant | 30,000 - 75,000 | 25,000 - 62,000 | 18,000 - 40,000 |
| Multimedia / Graphic / Web Designer | 24,000 - 50,000 | 20,000 - 41,000 | 18,000 - 30,000 |
| Technical Writer / Editor | 25,000 - 55,000 | 21,000 - 45,000 | 16,000 - 28,000 |
| Localisation Project Manager | 35,000 - 60,000 | 29,000 - 49,500 | N/A |
| Localisation Engineer | 25,000 - 40,000 | 21,000 - 32,000 | N/A |
| Localisation QA Engineer | 23,000 - 38,000 | 19,000 - 31,000 | N/A |
| Unix / Linux Administrator | 30,000 - 65,000 | 25,000 - 53,000 | 18,000 - 35,000 |
| Network / Systems Administrator | 24,000 - 60,000 | 20,000 - 49,500 | 16,000 - 32,000 |
| SAP Consultant (Functional / Technical) | 40,000 - 70,000 | 32,000 - 65,000 | 25,000 - 45,000 |
| Oracle Apps. Consultant (Functional / Technical) | 45,000 - 75,000 | 38,000 - 65,000 | 25,000 - 50,000 |
| Oracle Applications DBA | 45,000 - 75,000 | 38,000 - 65,000 | 25,000 - 50,000 |
| SAP Basis Consultant | 40,000 - 65,000 | 32,000 - 58,000 | 22,000 - 45,000 |

In last year's IT salary survey, we noted an increase in demand for candidates in all ICT disciplines in the preceding 12 months and projected sustained growth in 2006. That growth has continued unabated with Brightwater seeing a 15% increase in registered IT permanent positions in 2006. The impact of this growth on the permanent market has been significant with demand for experienced IT jobseekers continuing to outstrip supply; it has become increasingly common for our candidates to be interviewing with several organisations concurrently. We have also seen a clear increase in counter offers over the last year. Employers have to respond quickly and with more imagination in terms of package to tie up the top candidates in the market place. Increasingly many employers are broadening their recruitment search, and are also focusing on the talent pool coming through from international markets.

Salary levels have risen in most areas by 10-15% with business analysts and project managers with proven backgrounds in financial services seeing increases of up to 20%. Solid analyst programmers on all platforms, network and system administrators, business intelligence and datawarehousing consultants continue to be in demand and salaries have also increased in these areas.

Typical benefits include health insurance, bonuses from 10 to 30 per cent based on company, team and individual performance, contributory pension averaging 7%, educational support ranging from €1,000 to €5,000 per annum, share options in some cases and flexible hours. Work from home arrangements and other perks are becoming more common as the battle for talent continues. Most companies are projecting increases in IT spend in 2007; growth is set to continue into 2007 which will put further strain on supply. Speed of the recruitment process, flexibility and innovation in terms of package are going to be essential for employers in 2007.

Supply Chain & Logistics

| Job Title | ROI € |
|--------------------------|-------------------|
| Director of Operations | 100,000 - 130,000 |
| Head of Supply Chain | 85,000 - 120,000 |
| General Manager | 75,000 - 95,000 |
| Operations Manager | 65,000 - 80,000 |
| Materials Manager | 65,000 - 75,000 |
| Procurement Manager | 55,000 - 75,000 |
| Demand Planner | 50,000 - 60,000 |
| Logistics Manager | 60,000 - 80,000 |
| Commodity Manager | 55,000 - 75,000 |
| Senior Buyer | 50,000 - 65,000 |
| Inventory Manager | 45,000 - 60,000 |
| Production Manager | 45,000 - 60,000 |
| Transport Manager | 40,000 - 50,000 |
| Supply Chain Analyst | 35,000 - 45,000 |
| Buyer | 35,000 - 45,000 |
| Purchasing Officer | 30,000 - 40,000 |
| Order Management Officer | 25,000 - 35,000 |

Recruitment levels within Supply Chain & Logistics increased steadily in 2006, with many new positions being created in this field. The main sectors of continued growth include Pharmaceutical, Retail, Distribution and Construction. The highest volume of jobs tends to be in Procurement and Buying, with a steady flow of positions in Supply Chain, Logistics and Inventory Management.

Typical benefits within this sector include a car or car allowance, pension, health insurance, mobile phone and laptop if required and a bonus ranging from 10% to 25% of base salary. Any bonus would be dependent on a combination of individual targets and company performance.

A trend that has recently emerged among the bigger companies is outsourcing. Some major companies, particularly within the financial services sector, have outsourced or centralised their procurement function. The pharmaceutical sector in particular has seen a huge demand for more accountability and visibility in the supply chain process most notably within the areas of accuracy of forecasting, demand planning and inventory management.

The FMCG sector has witnessed a very healthy 2006 and the trend looks set to continue throughout 2007. As always, the busy times for FMCG companies are Christmas and Easter which affect primarily the retail and distribution sectors and they tend to recruit well in advance of these seasons.

Increasingly people working within Supply Chain and Logistics are studying for professional qualifications in this area, whether it's the IIPMM, APICS, a BA or Masters in Supply Chain Management or a variety of Diploma courses run by the NILT. This has brought more attention to the Supply Chain as an important function within every organisation.

Science & Pharmaceutical



| Job Title | Dublin € | Regional € |
|--|------------------|------------------|
| QUALITY & VALIDATION | | |
| Director of Quality | 80,000 - 105,000 | 70,000 - 100,000 |
| Quality Manager | 55,000 - 70,000 | 48,000 - 65,000 |
| Qualified Person | 60,000 - 75,000 | 60,000 - 75,000 |
| QA / QC Supervisor | 40,000 - 53,000 | 40,000 - 53,000 |
| QA / QC Analyst (1-3 years' experience) | 25,000 - 35,000 | 25,000 - 35,000 |
| QA / QC Analyst (3+ years' experience) | 35,000 - 40,000 | 32,000 - 40,000 |
| Quality Engineer (3+ years' experience) | 42,000 - 55,000 | 42,000 - 55,000 |
| Validation Manager | 55,000 - 75,000 | 55,000 - 75,000 |
| Validation Engineer (1-3 years' experience) | 31,000 - 42,000 | 31,000 - 42,000 |
| Validation Engineer (3+ years' experience) | 40,000 - 55,000 | 40,000 - 55,000 |
| Analytical Chemist (1-3 years' experience) | 32,000 - 40,000 | 32,000 - 40,000 |
| Analytical Chemist (3+ years' experience) | 40,000 - 51,000 | 40,000 - 51,000 |
| Documentation Officer | 24,000 - 31,000 | 24,000 - 31,000 |
| Microbiology Analyst (1-3 years' experience) | 26,000 - 30,000 | 26,000 - 30,000 |
| Microbiology Analyst (3+ years' experience) | 31,000 - 40,000 | 31,000 - 40,000 |
| Health and Safety Officer | 25,000 - 36,000 | 25,000 - 36,000 |
| Environmental Officer | 28,000 - 35,000 | 28,000 - 35,000 |
| REGULATORY & COMPLIANCE | | |
| Regulatory Affairs Manager | 65,000 - 78,000 | 60,000 - 78,000 |
| Senior Regulatory Affairs Officer | 45,000 - 52,000 | 45,000 - 52,000 |
| Regulatory Affairs Officer | 30,000 - 42,000 | 30,000 - 40,000 |
| Clinical Operations Manager | 60,000 - 70,000 | 60,000 - 70,000 |
| Clinical Research Officer | 35,000 - 45,000 | 33,000 - 40,000 |
| Clinical Data Manager | 26,000 - 36,000 | 26,000 - 36,000 |
| RESEARCH AND DEVELOPMENT | | |
| Process Chemist (1-3 years' experience) | 32,000 - 41,000 | 30,000 - 41,000 |
| Process Chemist (3+ years' experience) | 42,000 - 48,000 | 42,000 - 48,000 |
| Development Chemist (1-3 years' experience) | 32,000 - 39,000 | 32,000 - 39,000 |
| Development Chemist (3+ years' experience) | 40,000 - 50,000 | 36,000 - 48,000 |
| Formulations Scientist (1-3 years' experience) | 33,000 - 39,000 | 33,000 - 39,000 |
| Formulations Scientist (3+ years' experience) | 40,000 - 50,000 | 35,000 - 48,000 |

Overall throughout 2006, the pharmaceutical and science sector has seen a steady growth in movement with new international companies still viewing Ireland as an ideal location for their European headquarters.

On the manufacturing side, the west is out-performing its Leinster counterpart with big name manufacturing plants in Galway, the midlands and Sligo. Expansion in most of the organisations has been on the increase and some specialist organisations have achieved major levels of funding and have increased staffing levels accordingly. Areas of high demand include process chemistry and Qualified Persons (QPs). There is also a huge demand still for regulatory personnel at all levels.

The main difficulties for employers this year has been the lack of experienced candidates in specialist areas. With continued growth and demand for personnel, the Pharmaceutical / Healthcare sector is likely to continue to look to alternative ways to attract and retain staff over the course of 2007.

36 Merrion Square, Dublin 2
Tel: 01 662 1000 Fax: 01 662 3900
Web: www.brightwater.ie
Email: dublin@brightwater.ie

49 South Mall, Cork
Tel: 021 422 1000 Fax: 021 422 4001
Web: www.brightwater.ie
Email: cork@brightwater.ie

51-53 Adelaide Street, Belfast, BT2 8FE
Tel: 028 90 325 325 Fax: 028 90 890 700
Web: www.brightwaterNI.com
Email: belfast@brightwaterNI.com

www.brightwater.ie

www.brightwaterNI.com



This survey was conducted by Brightwater in September 2006. A selection of over 1,000 companies were surveyed which ranged from SME businesses to blue chip organisations. These figures are anticipated to reflect market rates for the year October 2006 to November 2007.