

SALARY SURVEY 2015

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**“IRISH COMPANIES ARE
GENERALLY CONFIDENT
AND IN GROWTH MODE”**

BRIGHTWATER
Executive

BrightStar


Brightwater
RECRUITMENT SPECIALISTS



DAVID BLOCH

Managing Director

Overall, the CSO Ireland revealed Labour Costs increased just 0.4% in 2013 in Ireland. However, our survey showed much higher increases required to retain and attract professionals. I suspect 2014 will reveal the same.

The average salary in ROI is now €32,500, but with high taxes demanded from those with higher incomes, plus increased competition for key staff, salaries have increased between 2% and 10% this year (depending on the sector and role.) However, this was as expected and similar to last year. The real change for 2015 has been the rise in benefits, and split evenly across small, medium and large organisations, and in all sectors. Standard types of benefits include:

- Bonuses from 5% to 20% dependent on individual, and company performance.
- Healthcare for self, and sometimes family.
- Car, car allowance, or sometimes car space.
- Paid professional membership, plus study assistance & study time as standard.
- Phones & laptops are becoming more standard.
- Life, critical illness and disability insurance, plus pensions (usually in Financial Services) now more common.
- Other benefits included everything from gym membership to canteens, but also 40% of respondents said their companies offered some form of flexible working.

There is clearly pressure to attract and retain talent, and this stems from companies' employment intentions i.e. Irish companies are generally confident and in growth mode. While we are nowhere near 2007 where Ireland employed 2.15 million people (currently 1.93 million) we are growing. It is still possible to hire people, but at the right price. I feel we are in a good, strong, balanced market where companies can still attract quality staff, and quality staff can expect to be rewarded for their efforts.

EXECUTIVE

We began 2014 cautiously optimistic around the economy and the job market. Confidence was the key word from the start of the year, this was echoed at various survey launches and industry conferences throughout 2014 becoming slightly louder each month and culminating in the arrival of the first non-austerity budget in seven years.

Leading the charge of this optimism is the job market, a significant bell weather for the wider economy. Since 2012 Brightwater Group has seen a solid increase in job flow, mainly across hires up to mid - management with senior management and executive level hires peppered throughout this period. Since mid - 2013 onwards though we have experienced a steady and more notable increase each quarter with Q3 and Q4 of 2014 witnessing an encouraging increase in senior level hires across industry and financial services sectors. The anticipation and expectation is continued momentum throughout 2015.

Looking at trends from assignments registered in 2014, across industry, circa 52% have been down to replacement roles with 48% down to newly created roles with 45% versus 55% respectively across financial services sectors. A number of new market entrants from 2012 - 13 are now building and scaling up which reflects the short to medium terms FDI commitments from multinationals is still very much on the strategic agendas. Steady expansion at VP, director and CxO level hires has been seen across pockets of certain sectors, in particular with some international banks, life and investment firms, high tech organisations, pharmaceutical and medical devices (innovation and R&D) organisations.

We are also noticing a much welcomed and long over-due expansion in the SME sector, a group which has not engaged as much with the senior job market in recent years. This is a very positive indicator and a great boost in confidence for the domestic market. Where companies have remained with either a financial director or financial controller for example, they are now re - hiring the second post due to

increased confidence in their markets and their own company results from 2013 into 2014 and beyond.

This is resulting in a natural chain reaction. Candidates who did not look for new opportunities throughout the recession are now beginning to look for and consider a career move.

Head of marketing & sales and director level opportunities have been slowly building each quarter and there is a sense of increased budget spend and investment for these functions in 2015. With sales being the pulse of any business

coupled with circa a 15% increase in opportunities coming through in the latter half of 2014 due to continued organisational restructure and expansion plans, we should be in a good position for continued momentum in 2015.

Across the fund managers/administrators, insurers and international banks, there have been a few notable restructures and team migrations to ROI that have benefited our economy on the jobs creation front which has counteracted positively some of the redundancies across the domestic players. With M&As and continued growth of centres of excellence supporting EMEA regions, the outlook

FINANCIAL SERVICES

Banking, Investment & Funds Management / Administration

Job Title	€
Managing Director / CEO	185,000 - 395,000
Chief Operating Officer	150,000 - 250,000
Financial Director / CFO	115,000 - 180,000
Risk Director / Chief Risk Officer	100,000 - 180,000
Head of Audit	110,000 - 170,000
Head of Compliance	95,000 - 145,000
VP / Director / Head of Legal	135,000 - 200,000
Treasury Director	95,000 - 155,000
Corporate Finance Director	100,000 - 170,000
VP / Director - Credit / Restructuring	100,000 - 150,000
VP / Director - Wealth Management	85,000 - 125,000
VP / Director - Institutional	95,000 - 135,000
Investment Director - Chief Investment Officer	105,000 - 185,000
VP / Director - TA / Investor Services	95,000 - 165,000
VP / Director - Client Relationship Management	95,000 - 130,000
VP / Director - Trustee / Custodian	95,000 - 140,000
VP / Director - Fund Accounting / Financial Reporting	95,000 - 125,000
VP / Director - Funds Product	90,000 - 125,000
VP / Director - Network Manager (Funds)	90,000 - 115,000
VP / Director - Middle Office	90,000 - 125,000
VP / Director - Portfolio Manager / Trading	95,000 - 145,000
Business Development / Commercial Director	85,000 - 145,000
Senior Operational Risk Manager	85,000 - 120,000
Head of a Major Function	110,000 - 175,000

“WE ARE NOTICING A MUCH WELCOMED AND LONG OVERDUE EXPANSION IN THE SME SECTOR - A VERY POSITIVE INDICATOR FOR THE DOMESTIC MARKET”

looks healthy for some key players and the knock on effect across compliance, risk, governance and oversight roles coupled with product, CRM and new business development roles has been evidenced. Individuals with strong skills across operating model change and improvement, upstream regulatory knowledge and implementation and / or new product and market entry skills are in strong positions across the funds, insurance, investments and aviation leasing sectors.

From supply chain to marketing, finance to sales, compliance to risk and beyond, for all these senior level posts there is movement across the multinationals and indigenous organisations.

Aviation Leasing

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

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

Job Title	€
Managing Director / CEO	155,000 - 400,000
Chief Operating Officer	125,000 - 320,000
Financial Director / CFO	110,000 - 180,000
Senior Risk Manager / Chief Risk Officer	100,000 - 175,000
Head of Legal / General Counsel	110,000 - 175,000
Investment Director / Chief Investment Officer	120,000 - 190,000
Senior Compliance Manager / Head of Compliance	90,000 - 145,000
Chief Actuary	150,000 - 300,000
Senior Actuary - Pricing / Reserving Specialist	120,000 - 180,000
Sales Director / Commercial Director	100,000 - 145,000
Senior Underwriter / Head of Underwriting	95,000 - 170,000
Senior Claims Manager / Head of Claims	95,000 - 170,000
Senior Investment (Sales) Consultant	85,000 - 120,000
Captive Manager	95,000 - 140,000
Head of a Major Function	100,000 - 170,000

EXECUTIVE INDUSTRY

General Management & Operations

Job Title	€
CEO	140,000 - 300,000
Managing Director >100 staff	120,000 - 150,000
Managing Director <100 staff	80,000 - 110,000
General Manager >100 staff	85,000 - 120,000
General Manager <100 staff	70,000 - 90,000
COO	120,000 - 250,000
Director of Operations	100,000 - 125,000
Head of Operations >100 staff	80,000 - 90,000
Head of Operations <100 staff	60,000 - 90,000

Accounting & Finance

Job Title	€
Chief Financial Officer	140,000 - 160,000
Group Financial Director	120,000 - 145,000
Financial Director T/O >10m	95,000 - 140,000
Financial Director T/O <10m	85,000 - 100,000
Group Financial Controller	85,000 - 120,000
Financial Controller T/O >10m	75,000 - 120,000
Financial Controller T/O <10m	70,000 - 100,000
Director of Internal Audit	100,000 - 140,000
Global Director of Tax	130,000 - 190,000
EMEA Tax Director	90,000 - 150,000
Director of Shared Services	110,000 - 150,000
Head of Risk / Compliance / Regulatory Affairs	85,000 - 160,000
Divisional Head	80,000 - 100,000

Sales & Marketing

Job Title	€
Commercial Director	90,000 - 145,000
VP / Director / Head of Sales	85,000 - 130,000
VP / Director / Head of Marketing	75,000 - 120,000
Director / Head of Business Development	80,000 - 120,000
Account Director	80,000 - 100,000

THE CHALLENGES

Across sales and marketing hires, companies still seem to put direct sector exposure as critical with many hiring companies still focusing on sector and market experience as part of the key capability piece. Companies have been very risk adverse to hiring outside their sector or complementary sectors over the last few years. As result the talent pool in these areas is shrinking. Companies are now reaching out to international candidates and in some instances having to consider contingency, alternative sectors to fill those niche roles, impacting on hiring processes taking anywhere from 3 - 6 months at times. The sense is that this will be the trend for 2015. Where candidates with international / EMEA exposure are becoming very attractive for most growing companies, especially indigenous players looking to expand internationally, we expect budgets for these hires will need to be revised to attract that talent in.

Across finance and operations base salaries have not necessarily seen significant increases, more modest increments. Businesses are looking at innovative ways of putting remuneration packages together which would include a heavily incentivised piece to ensure positive performance and delivery to an improved bottom line. Those candidates who secured roles pre - 2008 can still be expensive for today's market, whereas those who secured roles post 2009 will potentially see an increase when moving roles. On a final note, we are pre-empting that counter offers will become more of an issue in 2015 for niche roles with specific and hard to find skill sets.

It would be advisable and certainly very cost efficient for companies to look after these people before they approach the market and have in place strong engagement and ongoing communications surrounding career trajectory paths for their current leaders and leaders of the future.

CONCLUSION

The general consensus is that it is still sector specific and a client driven market. At this stage a client does not necessarily have to look beyond their own sector for a specific skill set and it will be an interesting trend to monitor for 2015 as we see the job markets continuing to pick up.

Overall we have seen an increase on executive level base salaries ranging from 10% to as much as 18%. Discretionary target bonuses are improving with ranges varying dramatically from 18% - 55% as an average and very much depending on sector specialisms. As the market is picking up, those standing out from the crowd have demonstrated key qualities across the following areas: strong &

decisive thought leadership, innovation and implementation of IT strategies that have aided efficiencies, cost & time savings coupled with strong performance records are those that often have more than one offer to consider and see substantial salary increments with their next career move. Often companies need to and are willing to go that bit more “beyond their budget” to hire these people.

This reinforces that the “value add fit” at senior management is vital when building a leadership team that you want to attract and retain in a market that is regaining confidence and improving year on year. In time as the job market continues to grow we envisage across certain pockets of sectors and role specialisms, that candidates may once again be more in the driving seat, reminiscent of those boom days.

PROFESSIONAL SERVICES

Human Resources

Job Title	€
HR Director / Head of HR	85,000 - 170,000
Organisational Development Director	90,000 - 145,000
Head of Reward	85,000 - 130,000
Learning & Development Director	80,000 - 120,000

Public Practice / Consulting

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

Legal

Job Title	€
Equity Partner	150,000 - 250,000+
Salaried Partner	90,000 - 200,000+
Senior Associate	80,000 - 120,000
Head of Legal (In - House) Global >100 lawyers	200,000 - 350,000+
Head of Legal (In - House) EMEA <25 - 50 lawyers	150,000 - 200,000+
Head of Legal (In - House) 3 - 25 lawyers	100,000 - 150,000
General Counsel	95,000 - 160,000
Senior Lawyer	80,000 - 135,000
Senior Legal & Compliance Officer	95,000 - 130,000

TECHNICAL SERVICES

Science & Pharmaceutical / Supply Chain & Logistics / Engineering

Job Title	€
Director of Supply Chain	100,000 - 140,000
Director of Procurement	100,000 - 140,000
Plant Director	80,000 - 125,000
Purchasing Director	90,000 - 120,000
Director of Quality	80,000 - 110,000
Director of R&D	80,000 - 120,000
Manufacturing Director	85,000 - 130,000
Engineering Director	90,000 - 120,000
Director of Regulatory Affairs	90,000 - 120,000

Information Technology

Job Title	€
Chief Operations Officer (COO)	110,000 - 150,000
Chief Information Officer (CIO)	110,000 - 160,000
Chief Technical Officer (CTO)	90,000 - 160,000
Head of IT	90,000 - 135,000
Programme Director	90,000 - 140,000
Head of Professional Services	120,000+
Service Delivery Director	90,000+

ACCOUNTANCY

GENERAL

2014 started in a recession and ended in a dramatic recovery. Growth in 2015 is predicted to maintain steady within Dublin, Cork & Galway.

Commercially focused candidates with specific industry skills and a proven track record in adding value can expect to see a 2% - 5% increase in their basic salary. This is particularly evident in the newly qualified market and candidates with specific industry experience in the growth markets such as hi - tech, FMCG (especially food & drink), retail, pharmaceutical, multinationals and shared service centres. There has been some continued growth in the SME market but the majority of hires were across medium to large organisations.

With continued optimism in the overall market, the growth has come from replacement roles as well as expansion positions. Noticeably this year there has been an increase in group & consolidation reporting roles within Plcs & multinationals where strong IFRS & US Gaap were required. Process improvement & lean accounting have come back into the fold as reporting efficiencies are coupled with margin increases to greater aid recovering companies. Candidates with strong commercial analysis, forecasting and financial modelling experience are still in great demand particularly if they have a proven track record in influencing change.

The newly qualified market within Ireland is very buoyant due to reduced in-take numbers in 2009 & 2010. Candidate flow is now not matching demand. More & more newly qualified candidates are remaining in Ireland to progress in practice, industry or financial services. This increased competition for candidates has pushed the salary levels up slightly.

Companies are experiencing the need for innovation in attracting and retaining staff. Typically at the senior level, candidates are expecting to receive a bonus, full health insurance for themselves and potentially their families, 22-25 days leave, death in service & car allowance. Car allowances are becoming more popular and are being taken on top of salary.

Qualified

Job Title	Dublin €	Regional €
Financial Controller T/O >10m	70,000 - 120,000	70,000 - 120,000
Financial Controller T/O <10m	70,000 - 110,000	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	40,000 - 55,000
Management Accountant	50,000 - 65,000	45,000 - 65,000
Project Accountant	55,000 - 80,000	50,000 - 70,000
Cost Accountant	50,000 - 65,000	42,000 - 55,000
Financial Analyst	45,000 - 65,000	40,000 - 60,000
Systems Accountant	60,000 - 85,000	55,000 - 75,000
Internal Auditor	45,000 - 60,000	40,000 - 55,000
Financial Accountant	50,000 - 65,000	42,000 - 55,000
Newly Qualified Accountant	45,000 - 52,000	38,000 - 45,000
Credit Control Manager	45,000 - 65,000	45,000 - 55,000
Accounts Payable Manager	45,000 - 65,000	45,000 - 55,000
Payroll Manager	45,000 - 65,000	42,000 - 55,000

Part-Qualified

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

Bonuses are back with predictions of 10% to 15% with up to 20% in some of the large multinationals. Companies trying to attract part-qualified or accounts staff are now providing study leave with employees expecting at least 1 to 2 days off per exam, plus the day of the exam itself. Full or part payment of exams fees is standard as companies who are expanding are now readily investing in their work force.



“COMPANIES ARE EXPERIENCING THE NEED FOR INNOVATION IN ATTRACTING AND RETAINING STAFF”

ACCOUNTANCY

PUBLIC PRACTICE

2014 saw an increase in hiring across all the professional accountancy firms. Big 4 and Top 20 firms increased headcount across audit, risk, compliance and corporate finance. Consulting roles in performance improvement, risk advisory and corporate finance have also shown growth throughout 2014. Many employers in the multinational and large Plc space are looking to realign themselves for growth and improve upon existing processes and procedures. The majority of clients tend to be across the financial services, technology and shared service sectors.

There is a particular shortage of qualified accountants at manager and senior manager level and this has led to experienced professionals receiving multiple offers. Speed to market will be extremely crucial when hiring in 2015 as top talent will go off the market very quickly and will have the pick of opportunities from prospective employers within practice and industry.

Following the large cuts in graduate recruitment in 2009 and 2010, coupled with people choosing to emigrate and travel upon completion of training contracts, there has been a noticeable decrease in the current availability of newly qualified accountants. Due to this, graduate level hiring has increased over

the course of 2014 to match and in some instances exceed pre-recession levels. We would expect to see this trend continue into 2015.

The small to medium sized practices have been recruiting throughout the last year and are expanding for the first time in 5 years. Employers in this area are looking to hire across all departments, particularly in audit and corporate finance. When hiring top talent, employers will need to highlight clear career progression plans. We have also noticed employers re-introducing counter offers over the past 12 months to retain exceptional talent that is in short supply.

In 2014, salaries have increased by 3-5% with some increases of 5-10% for top talent with unique skill sets in the niche areas of risk and consulting. However the short supply of top talent and the lure of candidates to make the move across to industry will require employers to offer more competitive benefit packages in 2015, including higher base salaries and bonus structures.

Our prediction for 2015 is for continued growth in hiring across all areas of professional accountancy firms from Big 4 to the small to medium sized practices.

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	55,000 - 65,000
Company Secretary	40,000 - 60,000	35,000 - 55,000
Assistant Manager	48,000 - 55,000	47,000 - 55,000
Senior / Associate	40,000 - 50,000	35,000 - 45,000
Audit Semi - Senior / Finalist	26,000 - 38,000	25,000 - 35,000
Audit Junior	23,000 - 27,000	19,000 - 25,000
Audit Trainee / Graduate	20,000 - 24,000	20,000 - 23,000

ACCOUNTANCY

TAXATION

The taxation sector in Ireland has gone from strength to strength during the past year. We began to see almost a 50% increase in the demand for tax professionals from this time last year at all levels across practice, industry and financial services. Many practices have begun recruiting earlier in the year in anticipation of a busier tax season in both income and corporation tax.

Big 4 and Top 20 practices are recruiting aggressively across all tax heads at senior level and manager level. This is mirrored in the number of graduates undertaking professional tax qualifications and the many opportunities available at entry

level. The AITI qualification is the most recognised of all the tax qualifications and is the global standard.

Newly qualified tax professionals are particularly in demand and this is reflected in an increase of 3-5% in salaries at this level. This shortage is due to the smaller intake of graduates in 2009 and 2010. Manager level candidates are also in demand and can expect a similar increase in salary with bonuses of between 5-20% depending on performance.

Industry and financial services salaries are slightly above practice, but practices have recognised this and acted accordingly.

Niche areas such as indirect tax and transfer pricing will always command higher salaries due to the number of professionals specialising in these areas and we do not expect that to change.

2015 promises to be a very exciting year in the tax sector with many clients indicating that they will be expanding their tax departments in the coming months due to the increasing confidence in the Irish market.

Taxation

Job Title	Dublin €	Regional €
Tax Partner	120,000+	100,000+
Head of Tax - Industry / Financial Services	100,000 - 180,000	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	65,000 - 80,000	50,000 - 70,000
Tax Accountant - Industry / Financial Services	52,000 - 58,000	40,000 - 55,000
Tax Manager	55,000 - 70,000	55,000 - 65,000
Tax Assistant Manager	48,000 - 56,000	45,000 - 55,000
Tax Senior	43,000 - 52,000	35,000 - 45,000
Tax Semi - Senior / Finalist	28,000 - 38,000	24,000 - 35,000
Tax Junior	24,000 - 28,000	23,000 - 25,000
Tax Trainee / Graduate	21,000 - 25,000	20,000 - 23,000

“2015 PROMISES TO BE A VERY EXCITING YEAR IN THE TAX SECTOR WITH MANY CLIENTS INDICATING THAT THEY WILL BE EXPANDING THEIR TAX DEPARTMENTS”

ACCOUNTANCY

TEMPORARY & CONTRACT

2014 has been another very exciting year for temporary and contract accountants with continuing demand from SMEs and multinationals alike to increase the talent and skills within their teams. This has been timely for candidates returning to the Irish market after a number of years abroad with some great international or project experience under their belt. This experience has included exposure to IFRS, US, AUS & UK GAAP as well as SOX compliance. Accountants with strong working knowledge across numerous ERP systems are also readily available in the Irish market.

Throughout 2014, we have witnessed a shift in the market with particularly strong candidates experiencing numerous offers simultaneously. This has resulted in some companies losing out on their first choice candidate which has encouraged them to speed up their recruitment process going forward and we expect this trend to continue well into 2015.

Across financial services, the renewed interest for Solvency II accountants has again increased the traction in the insurance sector and more of the same is expected for 2015. Internal auditors have been consistently in demand with strong candidates being able to command an even greater uplift in salary. The

banking and funds industries have had another strong year and with business on the up, this surge is set to roll over into 2015.

In industry, the FMCG and IT sectors are busy investing in strong commercial accountants and contractors have proven their worth in adding value to a business. We do expect that SMEs will increase hiring in 2015 and the multi-nationals will continue to hire on an ongoing basis.

Overall basic salaries have increased between 2-4% and performance related/completion bonuses are back in play and are being rolled out across senior and junior levels. Traditional benefits such as healthcare etc are not common practice for temporary and contract roles but we have seen these apply for some longer term contracts, particularly within the insurance industry.

To summarise we are expecting 2015 to be a busy year for temporary and contract accountants at both a junior and senior level. Competition on roles is increasing hugely so employers will need to take this into consideration when deciding on budgets and recruitment timelines for new hires.

Qualified

Job Title	Dublin € p/a	Dublin € p/h	Regional € p/a	Regional € p/h
Financial Controller	75,000 - 120,000	62.65 - 100.00	65,000 - 110,000	54.00 - 90.00
Finance Manager	65,000 - 85,000	53.70 - 71.00	55,000 - 80,000	45.50 - 66.00
Internal Audit Manager	65,000 - 95,000	53.70 - 79.00	55,000 - 80,000	56.50 - 66.00
Project Accountant	60,000 - 90,000	50.00 - 75.00	50,000 - 70,000	41.35 - 57.00
Systems Accountant	60,000 - 90,000	50.00 - 75.00	50,000 - 75,000	45.50 - 62.00
Financial Analyst	45,000 - 65,000	37.60 - 53.70	40,000 - 60,000	33.00 - 49.60
Financial Accountant	50,000 - 65,000	43.40 - 53.70	42,000 - 55,000	34.80 - 45.50
Management Accountant	50,000 - 65,000	37.60 - 53.70	42,000 - 55,000	34.80 - 45.50
Internal Auditor	45,000 - 65,000	37.60 - 53.70	40,000 - 60,000	33.00 - 49.60
Newly Qualified Accountant	45,000 - 52,000	37.60 - 43.50	40,000 - 45,000	33.00 - 37.00
Credit Control Manager	45,000 - 65,000	37.60 - 53.70	45,000 - 65,000	37.60 - 53.70
Payroll Manager	45,000 - 65,000	37.60 - 53.70	40,000 - 65,000	33.40 - 53.70
Accounts Payable Manager	45,000 - 65,000	37.60 - 53.70	40,000 - 65,000	33.40 - 53.70

Part-Qualified

Job Title	Dublin € p/a	Dublin € p/h	Regional € p/a	Regional € p/h
Finalist	38,000 - 45,000	31.75 - 37.60	35,000 - 42,000	29.00 - 34.85
Part-Qualified Accountant	35,000 - 42,000	29.25 - 35.00	32,000 - 38,000	26.55 - 31.50
Bookkeeper	32,000 - 40,000	26.70 - 33.40	30,000 - 38,000	24.90 - 31.50
Assistant Accountant	35,000 - 40,000	29.25 - 33.40	30,000 - 35,000	24.90 - 29.00
Credit Controller	35,000 - 40,000	29.25 - 33.40	28,000 - 35,000	19.10 - 29.00
Payroll Administrator	35,000 - 40,000	29.25 - 33.40	25,000 - 35,000	20.80 - 24.90
Accounts Assistant	30,000 - 35,000	25.00 - 29.25	23,000 - 32,000	19.10 - 24.90
Accounts Payable	28,000 - 35,000	23.40 - 29.25	23,000 - 32,000	19.10 - 24.90
Accounts Receivable	28,000 - 35,000	23.40 - 29.25	23,000 - 32,000	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 charges and Brightwater's management fees.

ACCOUNTANCY

FINANCIAL SERVICES

The financial services market in Ireland saw continued growth in 2014. Trends indicate that further growth for 2015 can be expected with particular areas within financial services experiencing more growth than others.

Historically a busy area, funds and asset managers along with their administrators have continued to grow with overall headcount growth in established companies as well as an increase in newly created and/or established companies setting up new offices in Dublin.

Recruitment in the insurance sector has been steady throughout 2014 with a good mix of senior level and graduate / junior roles. As the deadline for Solvency II implementation approaches, there has been an increased demand for candidates

with SII knowledge and experience pushing an increase in salaries in this area (5% - 10%). While many positions are on a contract basis in order to complete projects, we have seen an appetite for building out permanent financial reporting teams who specialise in this reporting regime.

Banking continues to make a steady recovery. The international banks have seen headcount growth along with salary increases, promotions and payment of bonuses. As the market becomes more competitive, the positive noises from the international market have started to trickle through to the domestic side.

There has been a steadily increasing demand for newly qualified accountants with up to five years' post - qualification experience with salaries at this

“OUR PREDICTION FOR 2015 IS FOR STEADY GROWTH ACROSS ALL SECTORS WITHIN FINANCIAL SERVICES”

level increasing accordingly. For candidates at management level, roles occur less frequently and salaries have increased more modestly. This is due to multinationals preferring to promote from within. Any external opportunities at a manager level are usually driven by instances where new teams in specialist areas are being set up, or where companies are looking to bring in new blood and new ideas to certain departments.

Across the board, there have been increases in salary at the part-qualified level with entry - level graduate salaries increasing relatively sharply since 2013 thus increasing market competition for graduates and part-qualified accountants. There are increasing instances of candidates having both multiple and counter-offers on the table, a strong indicator that the market is on track to pre-downturn days.

There is an ongoing demand for candidates coming out of Big 4 practice from audit senior up to director level. Candidates that have trained in the asset management or insurance divisions are particularly attractive. There has been a spike in demand for internal auditors this year, especially with sector specific knowledge.

There have been some changes in remuneration packages this year, with most clients planning to implement 2% to 5% salary increases across the board. Multinationals are becoming more competitive on benefits packages offering attractive healthcare and pension as an incentive. Bonuses are still very much discretionary but are being paid with up to 15% for mid management and 20% for senior management. Educational support has become a standard benefit as more candidates show interest in upskilling.

Our prediction for 2015 is for steady growth across all sectors within financial services. Large multinational organisations are continuing to grow headcount and with many European headquarters based in Dublin, we will continue to see high calibre candidates demand competitive salaries.

Qualified

Job Title	Dublin €	Regional €
Chief Financial Officer	120,000 - 190,000	100,000 - 130,000
Financial Controller	70,000 - 110,000	65,000 - 80,000
Finance Manager	65,000 - 85,000	65,000 - 80,000
Internal Audit Manager	70,000 - 100,000	68,000 - 80,000
Internal Auditor	50,000 - 70,000	50,000 - 60,000
Financial Reporting Manager	65,000 - 85,000	65,000 - 80,000
Financial Reporting Accountant	50,000 - 70,000	50,000 - 65,000
Project Accountant	60,000 - 80,000	55,000 - 65,000
Treasury Accountant	50,000 - 80,000	50,000 - 65,000
Senior Financial Analyst	60,000 - 80,000	48,000 - 65,000
Financial Analyst	50,000 - 60,000	40,000 - 55,000
Senior Financial Accountant	55,000 - 75,000	50,000 - 70,000
Financial Accountant	50,000 - 65,000	45,000 - 60,000
Management Accountant	50,000 - 55,000	45,000 - 55,000
Newly Qualified Accountant	48,000 - 52,000	40,000 - 50,000

Part-Qualified

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

FUND ADMINISTRATION

As predicted the growth across the funds industry has been excellent in 2014 and the same is forecast for 2015. There are now well over 12,500 people employed in the industry and this figure is set to increase further during the early part of 2015. Salaries have continued to improve as the opportunities for skilled professionals increase.

During 2012 there was a very small number of the international fund administrators hiring in the Irish market and the roles were mainly being offered on a short term contract basis. This has changed greatly in the last 18 months with the majority of firms, large and small, recruiting professionals at all levels on permanent contracts.

The introduction of AIFMD and other regulatory changes have been the cause of much of this growth but many firms are citing new business, new service offerings and project work as reasons for increasing head count in 2014. Professionals with niche trustee or regulatory exposure are commanding a slightly higher base salaries than their peers. We have also seen an increase in demand for more specialised professionals sitting within compliance such as AML Managers or Data Protection officers. As the compliance function begins to grow we are seeing a bigger demand for qualified individuals to join these teams.

Base salaries for graduates have increased slightly in the last 12 months. More and more students are now taking part in college placements/internships as part of their undergraduate degree. They are gaining up to 6 - 9 months valuable experience during their 3rd year of studies and are therefore very attractive when they come to the market upon graduating.

There has also been a continuing trend for hedge fund accounting and investor service professionals with 3 years' plus experience, leadership and client relationship skills to be in demand. As a result salaries have increased within this area. Many firms are placing a heavy emphasis on further education for professionals at this level.

Project experience, fund migration work, client on board and system upgrade exposure are all areas of demand. Many firms are in the process of upgrading systems or increasing efficiencies so professionals with previous relevant experience are in demand.

Niche product exposure such as private equity or real estate will also add value to a fund accountant's experience and may result in a 5-10% premium on a base salary level.

With more opportunities coming on stream across the whole financial services sector, the "war on talent" is set to continue into 2015. More firms are now placing a heavier emphasis on staff retention, regular employee review programmes, strong benefits packages and more focus on internal promotion to avoid the loss of key skills.

Predictions for 2015 are very positive for the industry with an increase in opportunities at both junior and senior levels.

Fund Services

Job Title	Dublin €	Regional €
Head of Fund Accounting (VP / Director)	95,000 - 165,000	90,000 - 120,000
Senior Manager Fund Accounting (VP)	75,000 - 95,000	65,000 - 85,000
Manager Fund Accounting / AVP (3-5 years' exp.)	55,000 - 75,000	50,000 - 65,000
Fund Accounting Assistant Manager (0-3 years' exp.)	45,000 - 55,000	40,000 - 50,000
Fund Accounting Supervisor / Team Leader	35,000 - 45,000	32,000 - 40,000
Senior Fund Accountant (2+ years' exp.)	28,000 - 35,000	26,000 - 34,000
Fund Accountant (1 year's exp.)	25,000 - 30,000	22,000 - 30,000
Fund Accountant / Administrator	22,000 - 28,000	22,000 - 26,000

Investor Services / Transfer Agency

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

Trustee

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

Corporate Actions / Pricing

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

Custody

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

Client Services

Job Title	Dublin €	Regional €
Manager	50,000 - 70,000	45,000 - 65,000
Assistant Manager / Supervisor	35,000 - 50,000	30,000 - 45,000
Client Services Administrator	25,000 - 35,000	22,000 - 30,000

FUND ADMINISTRATION

TEMPORARY & CONTRACT

Fund Services

Job Title	Dublin € p/a	Dublin € p/h	Regional € p/a	Regional € p/h
Senior Manager Fund Accounting (5 years plus) (VP)	75,000 - 95,000	60.72 - 76.92	65,000 - 85,000	52.62 - 68.82
Manager Fund Accounting (3 - 5 years) (AVP)	55,000 - 75,000	44.54 - 60.72	50,000 - 65,000	40.48 - 52.62
Fund Accounting Assistant Manager (0-3 years)	45,000 - 55,000	36.44 - 44.54	40,000 - 50,000	32.38 - 40.48
Fund Accounting Supervisor / Team Leader	35,000 - 45,000	28.34 - 36.44	32,000 - 40,000	25.91 - 35.38
Senior Fund Accountant (2 years' exp +)	30,000 - 35,000	25.05 - 28.34	30,000 - 34,000	25.05 - 28.40
Fund Accountant (1 year's exp.)	28,000 - 32,000	23.40 - 26.70	28,000 - 30,000	23.40 - 25.05
Fund Accountant / Administrator	25,000 - 30,000	20.90 - 25.05	25,000 - 28,000	20.90 - 23.40

Investor Services / Transfer Agency

Job Title	Dublin € p/a	Dublin € p/h	Regional € p/a	Regional € p/h
Transfer Agency Manager	50,000 - 70,000	40.48 - 56.68	40,000 - 60,000	32.38 - 48.58
Senior Transfer Agency Administrator	30,000 - 45,000	24.28 - 36.44	28,000 - 40,000	22.67 - 32.38
Transfer Agency Administrator	25,000 - 32,000	20.90 - 26.70	24,000 - 30,000	20.05 - 25.05

Trustee

Job Title	Dublin € p/a	Dublin € p/h	Regional € p/a	Regional € p/h
Trustee Manager	50,000 - 90,000	40.48 - 72.86	50,000 - 70,000	40.48 - 56.68
Senior Trustee Officer	35,000 - 50,000	28.34 - 40.48	30,000 - 40,000	24.28 - 32.38
Trustee Administrator	25,000 - 35,000	20.90 - 28.34	24,000 - 32,000	25.05 - 26.70

Corporate Actions / Pricing

Job Title	Dublin € p/a	Dublin € p/h	Regional € p/a	Regional € p/h
Senior Administrator	32,000 - 45,000	25.91 - 36.44	28,000 - 36,000	22.67 - 29.14
Market Data / Corporate Actions Administrator	25,000 - 35,000	20.24 - 28.34	24,000 - 30,000	25.05 - 32.38
Pricing Specialist	25,000 - 45,000	20.24 - 36.44	24,000 - 30,000	25.05 - 32.38

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 fees.

**WITH MORE OPPORTUNITIES
COMING ON STREAM ACROSS
THE WHOLE FINANCIAL
SERVICES SECTOR, THE
“WAR ON TALENT” IS SET TO
CONTINUE INTO 2015.**

Custody

Job Title	Dublin € p/a	Dublin € p/h	Regional € p/a	Regional € p/h
Custody Manager	50,000 - 90,000	40.48 - 72.86	45,000 - 85,000	36.44 - 68.82
Custody Supervisor	38,000 - 50,000	22.67 - 30.77	35,000 - 45,000	28.34 - 36.44
Senior Custody Administrator	28,000 - 38,000	22.67 - 30.77	26,000 - 36,000	21.05 - 29.14
Custody Administrator	25,000 - 30,000	20.24 - 32.38	24,000 - 28,000	20.05 - 23.40

Client Services

Job Title	Dublin € p/a	Dublin € p/h	Regional € p/a	Regional € p/h
Manager	50,000 - 70,000	40.48 - 56.68	45,000 - 65,000	36.44 - 52.62
Assistant Manager / Supervisor	35,000 - 50,000	28.34 - 40.48	30,000 - 45,000	24.28 - 36.44
Client Services Administrator	25,000 - 35,000	20.24 - 28.34	24,000 - 30,000	20.05 - 32.38

BANKING

INVESTMENT BANKING / INVESTMENT MANAGEMENT

2014 has been a positive year across the banking industry as we predicted at the end of last year. We are expecting this growth to continue over the next 12 months and the outlook is positive for financial services. Towards the end of 2014 we saw an increase in new business coming to Ireland leading to a rise in permanent roles and salaries.

There has been a subsidence in the demand for debt restructuring and lending arrears candidates over the last year and there have been a number of redundancies in this area; leading to a surplus of candidates in the market. The private outsourcing companies have made some senior level and support hires but these will continue to decrease as we move further through the year. Toward the end of 2014; roles in the credit space began to arise again and the demand for credit analysts will increase going into next year which again is positive for banking and in particular domestic banking. There are still a number of ongoing projects being delivered in the retail banks which are leading to contract hires for business analysts and project managers. Another growth area with retail banking has been risk and compliance.

Last year we noted that the salaries and hires within retail banking remained stagnant. This trend is changing and will continue over the coming months. Hires within retail banking tend still to be on a fixed term contract basis but there have been a number of new roles created cross functionally. Salaries are rising slightly in this area however we are still not seeing benefits being reintroduced as in the international banks.

International and investment banks have continued to hire over the last 12 months and will continue to do so throughout 2015. Growth areas within the investment space have been in the front office in particular within sales and marketing and product focused roles and mid to senior levels.

Front Office

Job Title	Dublin €	Cork €	Regional €
Senior Trader	85,000 - 150,000	85,000 - 100,000	80,000 - 100,000
Trader	45,000 - 85,000	45,000 - 85,000	40,000 - 70,000
Trade Execution Manager	65,000 - 95,000	55,000 - 85,000	50,000 - 80,000
Trade Execution Dealer	35,000 - 55,000	30,000 - 40,000	25,000 - 40,000
Senior Portfolio Manager	95,000 - 130,000	75,000 - 120,000	70,000 - 110,000
Portfolio Manager	65,000 - 95,000	55,000 - 85,000	50,000 - 80,000
Senior Product Specialist	65,000 - 95,000	55,000 - 85,000	50,000 - 80,000
Product Specialist	45,000 - 65,000	40,000 - 60,000	35,000 - 55,000
Communications Specialist	45,000 - 65,000	40,000 - 60,000	35,000 - 55,000
Senior Investment Analyst	75,000 - 95,000	65,000 - 85,000	60,000 - 80,000
Investment Analyst	45,000 - 75,000	40,000 - 70,000	35,000 - 65,000
Equity Analyst (0 - 3 years' exp.)	30,000 - 40,000	25,000 - 35,000	22,000 - 32,000
Equity Analyst (3+ years' exp.)	45,000 - 65,000	35,000 - 55,000	30,000 - 50,000
Credit Analyst (0 - 3 years' exp.)	30,000 - 40,000	25,000 - 35,000	22,000 - 30,000
Credit Analyst (3+ years' exp.)	40,000 - 65,000	32,000 - 55,000	30,000 - 45,000
Fixed Income Analyst (0 - 3 years' exp.)	25,000 - 35,000	25,000 - 35,000	22,000 - 30,000
Fixed Income Analyst (3+ years' exp.)	40,000 - 65,000	32,000 - 55,000	30,000 - 45,000
Research Analyst (0 - 3 years' exp.)	28,000 - 35,000	24,000 - 30,000	22,000 - 28,000
Research Analyst (3+ years' exp.)	35,000 - 65,000	28,000 - 55,000	28,000 - 50,000

Middle Office

Job Title	Dublin €	Cork €	Regional €
Head of Middle Office	95,000 - 130,000	90,000 - 120,000	90,000 - 120,000
Middle Office Manager	55,000 - 75,000	50,000 - 65,000	50,000 - 65,000
Middle Office Analyst	35,000 - 55,000	30,000 - 50,000	28,000 - 45,000
Corporate Actions Manager	45,000 - 65,000	40,000 - 55,000	35,000 - 50,000
Corporation Actions Specialist	35,000 - 45,000	30,000 - 40,000	28,000 - 38,000
Pricing Manager	45,000 - 65,000	40,000 - 55,000	35,000 - 50,000
Pricing / Market Data Specialist	32,000 - 45,000	25,000 - 37,000	25,000 - 38,000
Trade Support Manager	45,000 - 65,000	40,000 - 55,000	35,000 - 50,000
Trade Support Specialist	35,000 - 45,000	30,000 - 38,000	28,000 - 35,000
Custody Manager	55,000 - 95,000	44,000 - 85,000	40,000 - 80,000
Custody Administrator	25,000 - 38,000	25,000 - 35,000	25,000 - 32,000

Back Office

Job Title	Dublin €	Cork €	Regional €
Cash Management Manager	40,000 - 65,000	40,000 - 50,000	35,000 - 50,000
Senior Cash Management	30,000 - 45,000	30,000 - 38,000	25,000 - 35,000
Cash Management Administrator	30,000 - 35,000	25,000 - 32,000	22,000 - 32,000
Settlements Manager	45,000 - 65,000	40,000 - 60,000	35,000 - 55,000
Senior Settlements Administrator	35,000 - 45,000	30,000 - 40,000	25,000 - 35,000
Settlements Administrator	30,000 - 35,000	25,000 - 32,000	25,000 - 32,000
Reconciliations Manager	45,000 - 65,000	40,000 - 55,000	35,000 - 50,000
Senior Reconciliations Administrator	35,000 - 45,000	30,000 - 40,000	28,000 - 35,000
Reconciliations Administrator	30,000 - 40,000	22,000 - 30,000	25,000 - 32,000
Payments Manager	45,000 - 65,000	40,000 - 55,000	35,000 - 50,000
Senior Payments Specialist	35,000 - 45,000	30,000 - 40,000	25,000 - 35,000
Payments Specialist	30,000 - 35,000	25,000 - 32,000	25,000 - 32,000

There has been a demand for derivatives candidates in the investment space with the Dodd Frank and EMIR regulations still impacting businesses. Projects are ongoing in the derivatives business and therefore there is an opportunity for strong derivatives candidates to progress into business analysis and project manager type roles. Where last year hiring in the project space tended to be on a fixed term contract basis, moving further into 2015 we predict there will be more permanent hires in this area, as businesses want to build strong in-house change professional teams.

Middle and Back office roles continued to have steady growth through 2014 and will continue into next year. Treasury has been a growth area at mid and manager level in the latter half of 2014 and we predict this to continue in the early stages of 2015.

Compliance & Risk

(ACROSS BANKING, INVESTMENT / ASSET MANAGEMENT / FUND SERVICES)

Job Title	Dublin €	Cork €	Regional €
Head of Compliance	95,000 - 140,000	90,000 - 120,000	90,000 - 120,000
Compliance Manager (5 - 7 years' exp.)	65,000 - 95,000	55,000 - 85,000	55,000 - 85,000
Compliance Manager (3 - 5 years' exp.)	50,000 - 65,000	45,000 - 60,000	45,000 - 60,000
Compliance Officer (1 - 3 years' exp.)	30,000 - 50,000	25,000 - 45,000	25,000 - 45,000
AML Officer	30,000 - 40,000	28,000 - 35,000	25,000 - 32,000
Head of Risk	95,000 - 130,000	85,000 - 120,000	80,000 - 110,000
Risk Manager	65,000 - 95,000	55,000 - 85,000	50,000 - 80,000
Risk Officer	40,000 - 60,000	35,000 - 55,000	30,000 - 50,000
Quantitative Risk Manager	65,000 - 95,000	55,000 - 85,000	50,000 - 80,000
Quantitative Risk Analyst	40,000 - 65,000	40,000 - 60,000	30,000 - 55,000
Operational Risk Manager	65,000 - 95,000	55,000 - 85,000	50,000 - 80,000
Operational Risk Executive	40,000 - 65,000	40,000 - 60,000	30,000 - 55,000
Financial (Credit / Market / Liquidity Risk) Manager	65,000 - 95,000	55,000 - 85,000	50,000 - 80,000
Financial (Credit / Market / Liquidity Risk) Analyst	40,000 - 65,000	35,000 - 60,000	30,000 - 55,000
Risk Analyst	35,000 - 45,000	30,000 - 40,000	25,000 - 35,000
Fraud Risk Manager	45,000 - 65,000	40,000 - 60,000	35,000 - 55,000
Fraud Risk Officer	30,000 - 40,000	28,000 - 32,000	25,000 - 35,000

BANKING

RETAIL / CORPORATE / PRIVATE BANKING

Across domestic, international and investments there has been a focus on compliance and risk departments. Within investment banking, AIFMD, FATCA, Form PF and MiFID are still a regulatory focus. There has been a rise in roles in the registration and listing areas and candidates with this background will continue to be in demand through 2015. Within risk there has been growth for operational risk candidates in particular candidates with exposure to Business Continuity Management and Disaster Recovery. We predict that Disaster Recovery and BCM will be growth areas across domestic and international banks next year. Compliance has continued to grow; for the international companies the area of AML has been a focus with new hires happening. Within the domestic and retail banks there has been a demand for compliance generalists with new headcount being created as compliance is now being seen as a value add to the business.

Across investment banking and international banking there is a continued rise in salaries especially within front office roles. There is still a focus on bonuses and benefits. Benefits are now back as part of the remuneration package with the international firms, this includes health care for the employee and dependents, strong pension packages and educational assistance. Within retail banking; firms are beginning to financially support the QFAs again and this will continue into 2015. Across the investments space, CFA qualifications are a prerequisite for any front office role and there is continued educational support for this.

Overall moving into 2015, banking is growing and will continue to grow over the next 12 months. Main growth areas are in compliance, risk, front office and there will be a rise in credit analysis roles within domestic banks. Permanent hires will become more prevalent and salaries are moving up slowly as banks are building out teams across all business areas. 2015 will be an exciting time within the financial services industry. With more growth than ever over the last few years, it is evident the banking industry has turned a corner.

Lending Operations

Job Title	Dublin €	Cork €	Regional €
Operations Manager	55,000 - 95,000	45,000 - 85,000	40,000 - 80,000
Restructuring Manager	55,000 - 95,000	45,000 - 85,000	40,000 - 80,000
Portfolio Manager (5+ years' exp.)	55,000 - 95,000	50,000 - 90,000	40,000 - 80,000
Portfolio Manager (0 - 5 years' exp.)	45,000 - 60,000	35,000 - 45,000	30,000 - 40,000
Credit Analyst (5+ years' exp.)	45,000 - 60,000	40,000 - 55,000	35,000 - 50,000
Credit Analyst (0 - 5 years' exp.)	30,000 - 45,000	25,000 - 35,000	22,000 - 35,000
Lending Arrears Team Leader	40,000 - 50,000	32,000 - 40,000	30,000 - 40,000
Lending Arrears Specialist	32,000 - 38,000	25,000 - 32,000	22,000 - 30,000
Collections Officer	30,000 - 40,000	25,000 - 32,000	22,000 - 30,000
Customer Service Executive	25,000 - 35,000	25,000 - 32,000	20,000 - 30,000

Retail Banking

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

Treasury

Job Title	Dublin €	Cork €	Regional €
Treasury Manager	65,000 - 90,000	50,000 - 80,000	50,000 - 80,000
Treasury Administrator	30,000 - 45,000	28,000 - 40,000	25,000 - 40,000
Settlements Administrator	25,000 - 35,000	22,000 - 32,000	20,000 - 30,000
Payments Specialist	25,000 - 35,000	22,000 - 32,000	20,000 - 30,000

Private Banking

Job Title	Dublin €	Cork €	Regional €
Portfolio / Wealth Manager	65,000 - 85,000	55,000 - 75,000	50,000 - 70,000
Assistant Portfolio Manager	45,000 - 65,000	40,000 - 60,000	35,000 - 55,000
Client Service Executive	30,000 - 45,000	30,000 - 40,000	28,000 - 35,000

BANKING

TEMPORARY & CONTRACT

INVESTMENT BANKING / INVESTMENT MANAGEMENT

Front Office

Job Title	Dublin € p/a	Regional € p/a	Dublin € p/h	Regional € p/h
Trade Execution Manager	65,000 - 95,000	55,000 - 85,000	53.70 - 79.00	45.95 - 71.00
Trade Execution Dealer	35,000 - 55,000	30,000 - 45,000	29.25 - 45.95	25.05 - 33.40
Portfolio Manager	65,000 - 95,000	55,000 - 85,000	53.70 - 79.00	45.95 - 71.00
Product Specialist	45,000 - 65,000	37,000 - 55,000	37.60 - 53.70	33.40 - 50.12
Communications Specialist	45,000 - 65,000	37,000 - 55,000	37.60 - 53.70	33.40 - 50.12
Investment Analyst	50,000 - 75,000	40,000 - 70,000	37.60 - 53.70	33.40 - 58.48
Equity Analyst	40,000 - 65,000	30,000 - 55,000	25.05 - 53.70	20.88 - 45.95
Credit Analyst	35,000 - 65,000	30,000 - 55,000	25.05 - 53.70	20.88 - 45.95
Fixed Income Analyst	35,000 - 65,000	30,000 - 55,000	25.05 - 53.70	20.88 - 45.95
Research Analyst	35,000 - 65,000	30,000 - 55,000	25.05 - 53.70	20.88 - 45.95

Middle Office

Job Title	Dublin € p/a	Regional € p/a	Regional € p/h	Regional € p/h
Middle Office Manager	55,000 - 75,000	45,000 - 65,000	45.95 - 62.65	41.77 - 53.70
Middle Office Analyst	35,000 - 55,000	30,000 - 50,000	29.25 - 45.95	25.05 - 41.70
Trade Support Manager	45,000 - 65,000	30,000 - 40,000	37.60 - 53.70	25.05 - 41.70

Back Office

Job Title	Dublin € p/a	Regional € p/a	Dublin € p/h	Regional € p/h
Back Office Manager	50,000 - 75,000	45,000 - 65,000	37.60 - 53.70	33.40 - 43.40
Cash Management Administrator	28,000 - 32,000	24,000 - 30,000	25.05 - 29.25	20.88 - 26.70
Settlements Administrator	28,000 - 32,000	24,000 - 30,000	25.05 - 29.25	20.88 - 26.07
Reconciliations Administrator	28,000 - 37,000	24,000 - 32,000	25.05 - 33.40	20.88 - 33.40
Payments Specialist	26,000 - 32,000	24,000 - 30,000	25.05 - 33.40	20.88 - 26.70

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 fees.

BANKING

TEMPORARY & CONTRACT

BANKING & FUNDS

RETAIL / CORPORATE / PRIVATE BANKING

Job Title	Dublin € p/a	Dublin € p/h	Regional € p/a	Regional € p/h
Senior Credit Manager	50,000 - 90,000	43.40 - 75.00	45,000 - 80,000	37.60 - 66.84
Credit Manager	40,000 - 60,000	33.40 - 50.00	32,000 - 50,000	25.00 - 53.70
Portfolio Manager	40,000 - 60,000	33.40 - 50.00	32,000 - 50,000	25.00 - 53.70
Credit Analyst	30,000 - 50,000	25.00 - 43.40	28,000 - 45,000	20.88 - 37.60
Lending / Credit Executive	30,000 - 50,000	25.00 - 37.60	28,000 - 40,000	20.88 - 33.40
Project / Operations Manager	40,000 - 60,000	33.40 - 50.00	32,000 - 50,000	25.00 - 43.40
Business Analyst	35,000 - 60,000	29.25 - 50.00	32,000 - 50,000	29.25 - 50.00
Middle Office Manager	50,000 - 70,000	43.40 - 58.48	40,000 - 60,000	33.40 - 50.00
Treasury Manager	60,000 - 90,000	50.00 - 75.00	50,000 - 80,000	43.40 - 66.84
Settlements / Reconciliations / Payments Specialist	24,000 - 35,000	18.38 - 29.25	24,000 - 30,000	18.38 - 25.00

COMPLIANCE & RISK

(ACROSS BANKING, INVESTMENT / ASSET MANAGEMENT / FUND SERVICES)

COMPLIANCE

Job Title	Dublin € p/a	Dublin € p/h	Regional € p/a	Regional € p/h
Compliance Manager	50,000 - 90,000	43.40 - 79.00	45,000 - 80,000	37.60 - 50.00
Compliance Officer	30,000 - 45,000	25.05 - 43.40	24,000 - 40,000	20.88 - 37.60

RISK

Job Title	Dublin € p/a	Dublin € p/h	Regional € p/a	Regional € p/h
Risk Manager	65,000 - 90,000	53.70 - 79.00	55,000 - 80,000	45.95 - 71.00
Risk Officer	40,000 - 65,000	33.40 - 50.12	32,000 - 50,000	29.25 - 43.40
Risk Analyst	32,000 - 40,000	29.25 - 37.60	28,000 - 35,000	29.25 - 50.00
AML Officer	25,000 - 35,000	25.05 - 33.40	28,000 - 35,000	20.88 - 29.25

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 fees.

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

LEGAL

PRACTICE

2014 has seen continued growth in the legal sector. This is predicted to continue into 2015 and is a strong indicator of the confidence that now exists within the legal market.

Solicitors in key growth areas with commercially relevant experience can expect to see a 2%-5% increase in their base salary. This is particularly relevant in the areas of funds, commercial conveyancing, financial services, corporate and commercial law.

Due to increased workloads, recruitment activity has risen across small to medium sized firms but the majority of roles in practice still come from the 'Top 10' firms.

An extremely welcome development is the substantial demand for residential and commercial conveyancing solicitors with a significant number of these roles are arising within the Dublin area. Solicitors with strong conveyancing experience are in demand on both a permanent and contract basis.

Firms have always experienced staff losses due to movement into in-house roles for the perceived improvement in 'work life balance'. This is particularly true in the aviation finance and funds sector. This is an issue that firms are addressing and are beginning to rethink their non - monetary packages in order to attract and retain existing staff.

IN-HOUSE

In-house roles have continued to grow at a steady rate throughout 2014 with a need for staff at different levels. Demand for these roles is always high from professionals looking to make a move from practice and we expect this to continue throughout 2015.

The financial services sector is the market leader in recruiting experienced legal professionals with insurance, funds and asset management companies all expanding their teams throughout the year. Companies in the technology sector are also continually seeking candidates for both specific contract/IP roles and on a more general legal counsel basis. A second European language is increasingly becoming a benefit for the in-house market.

Practice

Job Title	Dublin €	Regional €
Equity Partner	150,000 - 250,000	150,000 - 250,000
Salaried Partner	90,000 - 250,000	65,000 - 145,000
6 - 9 years' PQE	65,000 - 150,000	48,000 - 90,000
5 years' PQE	57,000 - 110,000	45,000 - 70,000
4 years' PQE	50,000 - 90,000	40,000 - 65,000
3 years' PQE	45,000 - 85,000	38,000 - 45,000
2 years' PQE	45,000 - 75,000	30,000 - 40,000
1 year's PQE	35,000 - 65,000	30,000 - 35,000
Newly Qualified Solicitor	30,000 - 60,000	25,000 - 30,000
Company Secretary (5+ years' exp.)	40,000 - 95,000	35,000 - 70,000
Company Secretary	30,000 - 55,000	35,000 - 50,000
Company Secretary (0-3 years' exp.)	25,000 - 45,000	25,000 - 38,000
Legal Executive / Paralegal	25,000 - 45,000	22,000 - 30,000
Professional Support Lawyer	65,000 - 90,000	N/A

Niche Areas

Job Title	Litigation (Dublin €)	Commercial Property (Dublin €)	Funds (Dublin €)
Salaried Partner	100,000 - 250,000	100,000 - 250,000	160,000 - 250,000
6-9 years' PQE	65,000 - 150,000	80,000 - 140,000	100,000 - 165,000
5 years' PQE	60,000 - 105,000	70,000 - 105,000	90,000 - 105,000
4 years' PQE	60,000 - 85,000	65,000 - 95,000	85,000 - 90,000
3 years' PQE	50,000 - 80,000	60,000 - 75,000	75,000 - 85,000
2 years' PQE	45,000 - 70,000	50,000 - 75,000	60,000 - 75,000
1 year's PQE	40,000 - 65,000	45,000 - 65,000	50,000 - 65,000
Newly Qualified Solicitor	30,000 - 60,000	30,000 - 60,000	30,000 - 60,000

In-House

Job Title	Dublin €	Regional €
Head of Legal	100,000 - 350,000	95,000 - 140,000
Senior Legal Counsel	80,000 - 160,000	65,000 - 115,000
Junior Legal Counsel	45,000 - 75,000	40,000 - 60,000
Funds Lawyer	50,000 - 155,000	N/A
Legal & Compliance Officer	70,000 - 110,000	55,000 - 90,000
Company Secretary	50,000 - 120,000	50,000 - 90,000
Legal Administrator / Assistant	25,000 - 45,000	25,000 - 30,000

HUMAN RESOURCES

The outlook is positive for the HR market throughout 2015. There has been a marked increase in the number of job opportunities for HR professionals in the last 12 months and this appears set to continue into 2015. On the positive side, this has inspired confidence among candidates who have decided that this is a good time to search for a new position and seek career progression. On the other hand, it is an employer's market within HR where employers are specifying tight criteria for many roles and only wish to interview those who meet the exact requirements.

Specific requirements include sector or industry knowledge, particular qualifications or an expertise such as talent acquisition/recruitment, reward/compensation & benefits, analytical, training or project management skills.

THE INTERIM/CONTRACT MARKET

The interim/contract market for HR professionals has remained buoyant over the last few months. Companies still favour the cautious option of hiring on an interim basis with a view to permanency in due course. Employers have also opted for the interim/contract option when they have a particular project in mind, eg. mergers & acquisitions, change management projects, restructures or growth plans. The positive news is that many more contracts are converting into permanent positions which is a welcome development.

Recruitment / Talent Acquisition

Job Title	Dublin €	Regional €
Recruitment Manager	55,000 - 100,000	40,000 - 60,000
Recruitment Specialist	35,000 - 55,000	30,000 - 40,000
Recruitment Coordinator	24,000 - 36,000	23,000 - 30,000

Other Key Specialist Areas

Job Title	Dublin €	Regional €
Organisational Development (OD) Director / Head of OD	90,000 - 145,000	N/A
OD Manager / Change Manager	65,000 - 100,000	55,000 - 85,000
Industrial Relations (IR) / Employee Relations (ER) Manager	55,000 - 100,000	45,000 - 90,000
Communications Specialist	45,000 - 90,000	35,000 - 70,000

Generalist HR

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

Learning & Development (L&D)

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

Reward / Compensation & Benefits (C&B)

Job Title	Dublin €	Regional €
Head of Reward / C&B	85,000 - 150,000	N/A
C&B / Reward Manager	75,000 - 120,000	75,000 - 100,000
C&B / Reward Specialist	45,000 - 70,000	45,000 - 70,000

INCREASED SALARIES

Salaries are showing a slight increase over the last 12 months (5 - 10%) and most companies surveyed are indicating that they will be implementing salary increases when forward planning for 2015. Benefits vary greatly depending on the size of company and can include health insurance, life assurance and professional subscriptions. Bonus payments are generally linked to both company and individual performances but a good basic salary remains the most attractive part of any remuneration package.

Above all, the new challenge and the opportunity to develop both professionally and personally appear to be the main motivating factors for HR professionals in the current climate. Employers are responding to this by emphasising the career progression and developmental opportunities on offer within their organisations. Overall, the forecast appears to be very positive with the vast majority of companies surveyed (80%), confirming that they have plans to grow and invest in 2015.

INSURANCE

This year we are again pleased to report the insurance sector in Ireland appears to be steady and slowly growing.

A positive change for this year has been the marked improvement in the domestic broking market. This was an area that was particularly squeezed in the recent downturn but the 'green shoots' reported in last year's survey seem to have continued with many SME brokers up and down the country increasing in headcount for the first time in several years. This is particularly pleasing to see as those small domestic insurance brokers dealing with the grass roots economy can be seen as a good indicator for the overall improvement of Ireland Inc.

Accordingly there has been a slight upturn in salaries for good broking candidates, especially in the sales end of the business with brokers competing for talent that they know will help them win market share. A good financial adviser, commercial account executives or even strong personal lines executives could achieve a 10% increase in salary with the right move.

The insurance company sector has remained steady throughout the year with the majority of hires made due to attrition (though there have been small pockets of growth). Keeping pace with the improvement in the broker market we have also noticed increased demand for good broker developers with strong market relationships especially in the commercial lines area. There has been slow and steady demand for experienced underwriters across all disciplines with slight salary increases in the area accordingly. Another positive development this year has been an increased demand for experienced claims candidates. Claims as an area has struggled in recent years due to an oversupply of candidates in the market, however that oversupply seems to have largely washed through with candidates moving out of claims or finding other roles meaning those left can see 5% - 10% raises in salary with the right role. Following previous surveys it's fair to say that those companies based in Ireland but servicing international markets have seen

International

Job Title	€
Reinsurance Underwriting Manager	90,000 - 180,000
Reinsurance Underwriter	65,000 - 140,000
Reinsurance Underwriting Support (1 - 10 years' exp.)	30,000 - 65,000
Reinsurance Claims Manager (10+ years' exp.)	75,000 - 130,000
Reinsurance Claims (1 - 10 years' exp.)	35,000 - 65,000
Captive Account Manager / Senior Manager	60,000 - 120,000
Captive Underwriter / Insurance Manager (1 - 10 years' exp.)	40,000 - 55,000

Insurance Company

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

more growth than their domestic market contemporaries but the gap is closing. Also this year an increasing number of domestic companies have been able to put raises in place across the board (2% - 4%) and the numbers of bonuses being paid have increased slightly too.

Those insurance candidates with niche technical skills in areas such as risk, compliance or actuarial will have seen demand for their skillset remain constant and at least inflationary raises across the board as a result.

The insurance professional bodies are spending a lot of time and money improving the quality of qualifications available, this coupled with an overall positive sentiment within the industry means that the insurance sector remains an important and prestigious career path to follow in Ireland.

Insurance Broking

Job Title	€
Senior Commercial Account Executive / Client Director (10+ years' exp.)	70,000 - 120,000
Commercial Account Executive (1 - 10 years' exp.)	45,000 - 60,000
Commercial Account Manager	27,000 - 40,000
Personal Lines Manager	35,000 - 45,000
Personal Lines Executive	25,000 - 35,000
Financial Adviser	30,000 - 50,000
Life Admin / Sales Support	27,000 - 35,000
Claims	25,000 - 30,000

Key Specialist Areas

Job Title	€
Solvency II Specialist	70,000 - 90,000
Project Manager / Business Analyst	45,000 - 75,000
Compliance Manager	50,000 - 75,000
Compliance Assistant / Administrator	35,000 - 45,000
Risk Manager	55,000 - 85,000
Quantitative Analyst	45,000 - 70,000

Actuarial

Job Title	€
Chief Actuary	120,000 - 300,000
Qualified Actuary (3 - 10 years' PQE)	60,000 - 120,000
Nearly / Newly Qualified Actuary	55,000 - 70,000
Part-Qualified Actuary	45,000 - 55,000
Trainee Actuary (grad level)	28,000 - 35,000

“THIS YEAR WE ARE AGAIN PLEASED TO REPORT THE INSURANCE SECTOR IN IRELAND APPEARS TO BE STEADY AND SLOWLY GROWING”

SALES

Sales recruitment has seen significant changes and developments in the last 12 months. With confidence creeping back into the market, consumer behaviour has had a direct impact on business, most notably within FMCG. In this sector we now have more competition with new arrivals to the market providing consumers with options. More competition increases the demand for experienced sales professionals, with field sales and business development roles in particular.

B2B is another sector with significant growth, cost effective partnerships are the priority for any business and sales professional with the ability to build new relationships. Key skills required for B2B sales include presentations at Head office level and experience with tender processes. With steady growth in FMCG, pharmaceutical and IT related companies in particular, we have seen an emphasis on candidates with excellent backgrounds and the skills necessary to have a direct impact on company revenue. Key requirements for any new position on

offer include strong IT knowledge, online marketing skills/knowledge and most importantly high levels of commercial acumen. A revival of inside sales positions in the market, most notably in IT related companies, has brought a key requirement along with it - multilingual skills. As Dublin is the EMEA HQ for a majority of these companies, the amount of multilingual opportunities in Dublin has almost doubled within 12 months with European languages, particularly German, French and Spanish being the most sought after.

ICT

Job Title	Dublin € Base	Dublin € OTE	Regional € Base	Regional € OTE
Sales Director	85,000 - 160,000	115,000 - 250,000	75,000 - 150,000	100,000 - 200,000
Sales Manager	60,000 - 80,000	80,000 - 110,000	55,000 - 80,000	80,000 - 100,000
Channel Manager	60,000 - 80,000	70,000 - 90,000	55,000 - 70,000	65,000 - 85,000
Business Development Manager	65,000 - 70,000	75,000 - 100,000	50,000 - 65,000	60,000 - 80,000
Key Account Manager	55,000 - 60,000	65,000 - 70,000	50,000 - 60,000	60,000 - 70,000
Technical Sales Executive	40,000 - 50,000	50,000 - 65,000	35,000 - 48,000	45,000 - 60,000
Inside Sales / Telesales Team Leader	38,000 - 45,000	50,000 - 60,000	35,000 - 42,000	40,000 - 55,000
Inside Sales / Telesales Executive	30,000 - 35,000	50,000 - 60,000	28,000 - 35,000	40,000 - 55,000

FMCG

Job Title	Dublin € Base	Dublin € OTE	Regional € Base	Regional € OTE
Sales Director	85,000 - 130,000	110,000 - 160,000	75,000 - 120,000	100,000 - 150,000
Commercial Manager	80,000 - 110,000	90,000 - 125,000	65,000 - 100,000	80,000 - 115,000
Business Unit Manager	75,000 - 90,000	80,000 - 110,000	60,000 - 85,000	70,000 - 100,000
National Sales Manager	65,000 - 80,000	70,000 - 110,000	65,000 - 75,000	70,000 - 100,000
National Account Controller	65,000 - 80,000	70,000 - 100,000	60,000 - 80,000	70,000 - 85,000
National Account Manager	55,000 - 70,000	65,000 - 90,000	50,000 - 70,000	60,000 - 80,000
Area Sales Manager	55,000 - 70,000	55,000 - 85,000	50,000 - 75,000	50,000 - 75,000
Key Account Manager	45,000 - 55,000	55,000 - 70,000	40,000 - 55,000	50,000 - 65,000
Customer Account Manager	40,000 - 50,000	55,000 - 70,000	35,000 - 50,000	55,000 - 65,000
Territory Sales Rep / Account Manager	35,000 - 45,000	40,000 - 55,000	28,000 - 40,000	34,000 - 50,000
Field Sales Rep	30,000 - 40,000	35,000 - 45,000	25,000 - 35,000	30,000 - 40,000
Van Sales Rep	28,000 - 36,000	30,000 - 45,000	23,000 - 32,000	28,000 - 36,000
Merchandiser	22,000 - 28,000	24,000 - 30,000	18,000 - 24,000	20,000 - 26,000

With new job creation, we have also seen a steady rise in salary levels (5 to 10% increase on basic salaries in general) with benefits on offer now an important aspect of attracting new candidates. Competition in the interview process has certainly increased with candidates now returning to sectors that saw high redundancy levels in recent years. As confidence soars in the market, the sales industry in general is looking healthy for 2015 with growth in all sectors expected.

“REVIVAL OF INSIDE SALES POSITIONS IN THE MARKET, MOST NOTABLY IN IT RELATED COMPANIES, HAS BROUGHT A KEY REQUIREMENT ALONG WITH IT - MULTILINGUAL SKILLS”

B2B

Job Title	Dublin € Base	Dublin € OTE	Regional € Base	Regional € OTE
Sales Director	80,000 - 125,000	120,000 - 180,000	70,000 - 110,000	90,000 - 130,000
National Sales Manager	70,000 - 80,000	85,000 - 120,000	65,000 - 80,000	75,000 - 100,000
Regional Sales Manager	60,000 - 80,000	70,000 - 110,000	60,000 - 75,000	65,000 - 100,000
Sales & Marketing Manager	50,000 - 65,000	60,000 - 75,000	50,000 - 60,000	55,000 - 65,000
Key Account Manager	45,000 - 55,000	50,000 - 60,000	40,000 - 55,000	45,000 - 60,000
Client Services Manager	40,000 - 60,000	45,000 - 60,000	40,000 - 55,000	45,000 - 60,000
Business Development Manager	40,000 - 55,000	45,000 - 65,000	40,000 - 55,000	45,000 - 60,000
Business Development Executive	30,000 - 40,000	35,000 - 45,000	25,000 - 40,000	30,000 - 45,000
Field Sales Executive	30,000 - 40,000	35,000 - 50,000	26,000 - 35,000	30,000 - 45,000
Inside Sales / Telesales Team Leader	30,000 - 45,000	35,000 - 50,000	25,000 - 38,000	30,000 - 45,000
Inside Sales / Telesales Executive	24,000 - 35,000	28,000 - 35,000	22,000 - 30,000	25,000 - 35,000

MARKETING

There has been another year of restructuring and reorganisation within the marketing divisions of most companies in all sectors. Most of the common denominators have been cost efficiencies, stability and sustainability. The past 12 months continued to see limited opportunities within the marketing arena and as a result the candidate pool was very competitive in many sectors. Many of the hires did not see an increase in salary packages and companies had an expectation of a higher calibre of candidates for their salary budget. There was a definite shift in reward incentives to reflect objectives. That said, we have noticed some demand in the areas of insights, social media, brand management and digital.

Digital marketing will be a main driver in 2015 as companies continue to expand their digital marketing teams. Online skills continue to be of significance and importance with strong SEO and HTML knowledge being a priority.

There is a continuance for innovation specialists with insights and project management qualifications being highlighted. Roles continue to be data driven with analytics and statistics considered vital.

Industries that have had most recruitment in marketing throughout 2014 have been banking, with a continued demand for loyalty retention and communications specialists and FMCG where brand and category management continue to be key.

There has been little change in salaries in the main. They are competitive in the areas of digital, data analytics and insights. Performance related bonuses have become more prevalent and this is going to continue to 2015.

Traditional Marketing

Job Title	Dublin €	Regional €
Marketing Director	100,000 - 160,000	85,000 - 130,000
Marketing Manager	60,000 - 90,000	50,000 - 80,000
Marketing Executive (5+ years' exp.)	45,000 - 60,000	38,000 - 50,000
Marketing Executive (1 - 5 years' exp.)	28,000 - 40,000	25,000 - 35,000
Brand Manager (5+ years' exp.)	60,000 - 80,000	54,000 - 68,000
Brand Manager (1 - 5 years' exp.)	40,000 - 60,000	35,000 - 54,000
Activation / Trade Marketing Manager	45,000 - 60,000	32,000 - 45,000
Channel Marketing Manager	50,000 - 70,000	45,000 - 63,000
Customer Marketing Manager	50,000 - 70,000	40,000 - 60,000
Marketing / Brand Innovation Manager	60,000 - 80,000	50,000 - 70,000
Insights Manager	65,000 - 85,000	50,000 - 75,000
Product Manager (5+ years' exp.)	60,000 - 80,000	55,000 - 75,000
Product Manager (1 - 5 years' exp.)	45,000 - 65,000	28,000 - 40,000
Category Manager (5+ years' exp.)	60,000 - 75,000	50,000 - 70,000
Category Manager (1 - 5 years' exp.)	50,000 - 70,000	45,000 - 60,000
Category Executive	30,000 - 45,000	28,000 - 40,000
PR / Communications Manager	55,000 - 75,000	50,000 - 70,000
PR / Communications Executive	35,000 - 50,000	38,000 - 50,000
Marketing & Campaign Manager	60,000 - 80,000	50,000 - 80,000
Public Affairs Consultant	80,000 - 100,000	60,000 - 75,000
Media Advisor / Specialist	50,000 - 70,000	45,000 - 60,000
Events Manager	50,000 - 70,000	40,000 - 48,000
Events Executive	30,000 - 45,000	28,000 - 40,000
Sponsorship Manager	50,000 - 70,000	40,000 - 55,000
Sponsorship Executive	30,000 - 45,000	28,000 - 40,000
Fundraising Manager	50,000 - 70,000	45,000 - 60,000
Fundraising Executive	30,000 - 45,000	28,000 - 40,000

Online / Digital Marketing

Job Title	Dublin €	Regional €
Online / Digital Marketing Manager	80,000 - 120,000	60,000 - 110,000
Online / Digital Marketing Executive	48,000 - 80,000	45,000 - 60,000
e - Commerce Manager	65,000 - 90,000	55,000 - 80,000
Digital Content Manager	55,000 - 80,000	45,000 - 60,000
Community Manager	45,000 - 65,000	36,000 - 55,000
Social Media Manager	65,000 - 80,000	55,000 - 70,000
Social Media Executive	40,000 - 50,000	35,000 - 45,000
SEO Specialist	40,000 - 60,000	32,000 - 45,000
PPC Specialist	35,000 - 50,000	32,000 - 45,000

HEALTHCARE SALES & MARKETING

The industry has suffered globally with most of the major pharmaceutical companies reducing headcount significantly. This has been due to a number of issues and there has been an effect in recruitment in the Irish market. We have noticed that pharmaceutical companies have been less inclined to employ new teams to detail any product launches in to clinicians choosing to have existing teams undertake the task.

As a result there has been a nervousness in the industry. In 2013 we saw many pharmaceutical companies reduce their sales and marketing functions. While this has not been as prevalent in 2014 there has not been the buoyancy in the market that was initially indicated. Many

Pharmaceutical companies no longer have the autonomy they had with some reporting directly to the U.K and others falling into the EMEA category. This has had an effect on recruitment opportunities in Ireland as headcount falls in line with each individual pharmaceutical company's own directives.

There has been no respite in the commercial arena with the continued cost constraints imposed by payers and medicine valuations being scrutinised strictly.

We have seen little or no changes in salaries this year. Commission structures are continuing to increase to reflect the demand and necessity to be more

performance related. There is a need for Irish salaries to fall in line with European and global counter parts and this is going to continue in the long term.

While our client partners in the healthcare sales industry are optimistic about an increase in recruitment for 2015, there are still few companies with an increased amount of pipeline. As long as this is the case, the opportunities will be limited for the industry.

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	42,000 - 55,000	50,000 - 65,000	40,000 - 50,000	50,000 - 60,000
Senior GP Representative / Territory Manager (3+ years' exp.)	45,000 - 55,000	55,000 - 65,000	40,000 - 55,000	50,000 - 60,000
GP Representative (1 - 3 years' exp.)	40,000 - 45,000	45,000 - 55,000	35,000 - 42,000	42,000 - 50,000

Health & Pharmaceutical Marketing

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

SCIENCE & PHARMACEUTICAL

There has been little movement in the pharmaceutical sector over the past year with organisations still consolidating their operations and therefore not recruiting at volume levels. Many drugs that formed the backbone of the manufacturing operations here have gone off patent thus affecting profitability of the organisations. However Ireland has still remained within the main top 10 countries to invest in the area of R&D in Europe.

Salaries have remained consistent with very little movement across the sector in 2014 and we expect this to remain the same throughout 2015.

Quality

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 - 60,000
QA / QC Analyst (1-3 years' exp.)	40,000 - 50,000
Validation Manager	50,000 - 75,000
Validation Engineer (3+ years' exp.)	40,000 - 50,000
Validation Engineer (1-3 years' exp.)	28,000 - 38,000

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 & CONSTRUCTION

Once again, the engineering & construction sector in Ireland has had a relatively slow year albeit better than 2012/2013. However, with recent development in the financial markets and a more positive outlook across the economy as a whole, the prospect of the sector bouncing back to positive areas are realistic for 2015. There has been many well documented articles related to the recent housing crisis and with the allocation of funding in the recent budget, we are finally at a stage where growth can be possible again. September saw the fifteenth month of growth in a row and with the plans from

government to create 22,000 jobs with a €2.2b social housing plan, companies are starting believe that were are coming out of the storm, a welcoming change to the spiralling housing market last year. Some say this is not enough to fulfil demand. Great words to hear for construction workers.

Contractors and consultants have realigned themselves to work both domestically and internationally in order to maintain work flow however, as of 2014, more domestic projects are coming on line. We are still a long way off the high time of the early

2000's however, a prospect of light at the end of the tunnel has improved market conditions and sentiments.

Through the years we have lost a number of highly skilled people to international projects but there are now opportunities for the people in Ireland. Repatriation will be a word used throughout 2015 as we slowly get ourselves back on our feet again.

Design

Job Title	€
Project Director	100,000 - 120,000
Design Manager	60,000 - 75,000
Project Manager	50,000 - 70,000
Quantity Surveyor	30,000 - 55,000
Civil Engineer	30,000 - 55,000
Structural Engineer	30,000 - 55,000
Mechanical Engineer	30,000 - 50,000
Electrical Engineer	30,000 - 50,000
Building Services Engineer	30,000 - 40,000
Roads / Highway Engineer	25,000 - 35,000
Building Surveyor	35,000 - 50,000
Water / Wastewater Engineer	30,000 - 45,000
Geotechnical Engineer	30,000 - 45,000
Environmental Engineer	30,000 - 45,000
CAD Technician	20,000 - 30,000

Build

Job Title	€
Project Manager	50,000 - 75,000
Project Engineer	30,000 - 45,000
Contracts Manager	50,000 - 80,000
Site Manager	35,000 - 60,000
Site Engineer	30,000 - 40,000
Site Foreman	25,000 - 35,000
Senior Quantity Surveyor	50,000 - 70,000
Quantity Surveyor	35,000 - 60,000
Senior Estimator	50,000 - 60,000
Estimator	30,000 - 50,000
Electrical Engineer	30,000 - 40,000
Mechanical Engineer	30,000 - 40,000
Health & Safety Manager	55,000 - 75,000
Health & Safety Officer	30,000 - 50,000
M&E Coordinator	35,000 - 40,000
M&E Engineer	30,000 - 40,000
Senior Resident Engineer	45,000 - 60,000
Resident Engineer	35,000 - 55,000
Roads / Highways Engineer	25,000 - 35,000

ENGINEERING & OPERATIONS

Manufacturing has proven to be the rock of the Irish engineering sector and once again has kept pace with its international counterparts. Our pharmaceutical, medical devices and food & drink companies have enjoyed success this year and the outlook for the coming years is no different. There have been some unsettling turn of events with some companies in the pharmaceutical sector of late however, they seem to be a number of years off and production is still at full steam ahead, a reassuring outlook for the country's exchequer.

Irish companies are more mindful now than in recently years of cost versus output. Europe has become an attractive option for some multinationals so we have seen a major increase in the recruitment of highly skilled continuous process improvement engineer to focus the company's ideas on cost, waste and margins. The NPD function has also seen growth as companies strive to find the "next best thing" in the industry. We have seen an increase in the use of contractors again this year with some companies seeing it as a positive alternative to permanent hires.

The government has put a major focus on foreign direct investment of late and we have seen a number of expansion programs being brought to these shores. These developments can only spell good news for the economy as a whole.

Overall we can see continued growth in this market and an increase in employment at the specialised engineering levels.

Production & Manufacturing

Job Title	Dublin €	Regional €
General Manager	90,000 - 120,000	80,000 - 110,000
Operations Manager	70,000 - 100,000	60,000 - 85,000
Production Manager	45,000 - 70,000	45,000 - 65,000
Engineering Manager	60,000 - 85,000	55,000 - 80,000
Maintenance Manager	45,000 - 75,000	45,000 - 70,000
Process Improvement Manager	60,000 - 80,000	50,000 - 80,000
NPD Manager	50,000 - 70,000	45,000 - 60,000
Technical Manager	50,000 - 70,000	45,000 - 70,000
Quality Manager	50,000 - 75,000	40,000 - 65,000
H&S Manager	40,000 - 65,000	35,000 - 65,000
Project Manager	40,000 - 65,000	40,000 - 65,000
Design Manager	45,000 - 70,000	45,000 - 70,000
Project Engineer	35,000 - 50,000	30,000 - 50,000
Lean Six Sigma Engineer	45,000 - 65,000	40,000 - 60,000
Process Improvement Engineer	45,000 - 70,000	30,000 - 50,000
Process Engineer	35,000 - 55,000	30,000 - 55,000
Design Engineer	35,000 - 55,000	30,000 - 45,000
Quality Engineer	30,000 - 50,000	30,000 - 40,000
Health & Safety Engineer	30,000 - 40,000	25,000 - 45,000
Environmental Engineer	25,000 - 45,000	30,000 - 45,000
NPD Technologist	30,000 - 40,000	30,000 - 45,000
QA / QC Technician	35,000 - 50,000	30,000 - 45,000
Commissioning / Validation Engineer	45,000 - 65,000	40,000 - 60,000
Controls / Automation Engineer	45,000 - 65,000	40,000 - 55,000
Maintenance Engineer	35,000 - 55,000	30,000 - 45,000
Maintenance Technician	30,000 - 45,000	28,000 - 40,000

Technical Services

Job Title	Dublin €	Regional €
Service Manager	45,000 - 55,000	40,000 - 55,000
Service Engineer	35,000 - 40,000	30,000 - 40,000
Facilities Manager	40,000 - 55,000	35,000 - 55,000
Facilities Technician	30,000 - 35,000	28,000 - 35,000

SUPPLY CHAIN & LOGISTICS

Throughout 2014 we have seen that the manufacturing, pharmaceutical, food and hi - tech sectors have been the backbone of recruitment in this industry sector. We have had a steady year of growth with continued recruitment in the areas of demand and supply planners and forecast analysts and procurement specialist. Demand planning has become a specialist market for Brightwater and one where we have had major success in 2014.

The procurement role has played a very important part in reducing costs and streamlining procedures to ensure that companies keep a close eye on outgoing costs. Companies are

becoming more strategic when looking at “cost and spend” in order to create a more “lean” approach to manufacturing. The skilful procurement professional is now in demand across all areas of this industry. They have the ability to pay for themselves in saving therefore, having a direct result on their salary levels.

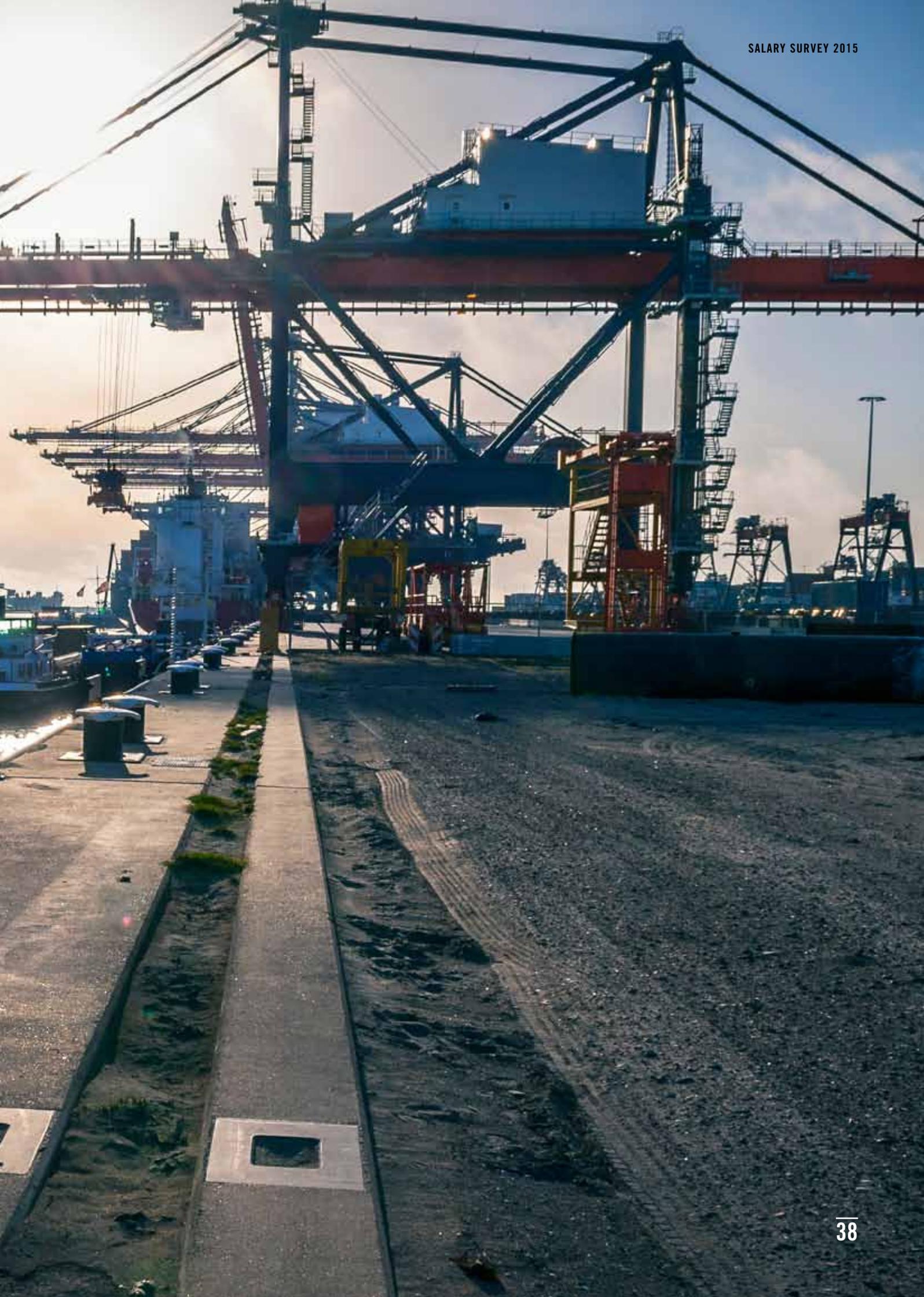
The logistics sector has, for a long time, seen very little growth. Companies are becoming leaner and most cost efficient and as a result we have seen very little movement at the junior level and some increases at the more senior strategic level. As predicted, the market has increased slightly in 2014 and will increase slightly again in 2015.

Supply Chain

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

Logistics

Job Title	€
Director of Operations	80,000 - 120,000
Plant / Operations Manager	60,000 - 80,000
Logistics Manager	45,000 - 70,000
Logistics Coordinator	30,000 - 40,000
Order Management Team Lead	35,000 - 45,000
Order Management Executive	30,000 - 40,000
Warehouse Manager	45,000 - 55,000
Warehouse Supervisor	35,000 - 45,000
Stock Control Manager	30,000 - 40,000
Inventory Controller	30,000 - 35,000
Transport / Distribution Manager	45,000 - 65,000
Transport Supervisor	35,000 - 45,000
Freight Forwarder	30,000 - 40,000



IT PERMANENT

We concluded our 2014 IT Salary survey on the note that the IT job market was continuing to improve and that many companies had been cautiously upbeat going into 2014. The primary concern had been that the ability to scale up and hire the right talent, in an increasingly noisy IT jobs market, could impact on the ability of companies to respond to a much improved economic climate. This has proved to be the case, particularly in certain areas such as software engineering, data analytics, QA Automation and IT Security.

Ireland has continued to attract investment from overseas technology companies. The trend of large technology companies expanding their Irish operations and the ongoing arrival of new technology organisations, coupled with the rise and rise of the home grown software sector has further intensified the war on technology talent. To add to this demand, there has been a heavy demand from financial services companies, in particular large investment banks, asset management and funds companies. We have also seen a discernible rise in the demand for internal IT staff in non - technology companies both global firms and SMEs.

In software engineering disciplines which are in very high demand, for example enterprise Java and C#.Net, salary levels have risen this year by as much as 10%. A scarcity of resources in many software engineering disciplines has persisted and the repercussion has been salary levels have significantly increased in this field. Candidates with strong full stack development skills, and strong problem solving capabilities coupled with a language agnostic approach to software development have seen the biggest improvements in salaries, regardless of their primary development language whether it is Java, C#, C++, Python or PHP.

Candidates with enterprise data analytics experience and data warehousing skills have seen salaries rise by an average of

Executive

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

Software Development

Job Title	Dublin €	Regional €
Engineering / Development Manager	80,000 - 90,000	70,000 - 80,000
Technical Architect	75,000 - 90,000	75,000 - 90,000
Senior Engineer / Technical Team Lead (JEE / .NET)	65,000 - 78,000	60,000 - 70,000
Mainframe Developer	40,000 - 50,000	35,000 - 45,000
Front End / UI Developer	50,000 - 65,000	45,000 - 60,000
C / C++ Developer	45,000 - 65,000	30,000 - 60,000
Mid level .Net / C# Engineer	40,000 - 65,000	30,000 - 60,000
Mid level JEE Developer	40,000 - 65,000	30,000 - 60,000
Web Services Developer	40,000 - 65,000	30,000 - 60,000
Android / IOS Developer	40,000 - 65,000	30,000 - 60,000
Ruby on Rails Developer	40,000 - 65,000	30,000 - 60,000
Cold Fusion Developer	40,000 - 65,000	30,000 - 60,000
PHP Developer	40,000 - 65,000	30,000 - 60,000
Python Developer	40,000 - 65,000	30,000 - 60,000
SharePoint Developer	45,000 - 70,000	40,000 - 65,000
Release / Configuration Engineer	45,000 - 70,000	45,000 - 65,000

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
UX / Usability Designer	45,000 - 75,000	45,000 - 60,000
Multimedia / Graphical / Web Designer	32,000 - 55,000	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

10% year on year, companies seeking strong business intelligence and data analytics experience are still hiring from a small candidate pool. This scarcity of qualified candidates in this field has put salaries on an upwards trajectory.

One field in IT where there has been a very heavy increase in demand over 2014 has been in IT infrastructure and operations roles. This has been at all experience levels and encompasses, systems administration, networking and application support. The demand for Infrastructure and IT operations roles had not mirrored the rise in demand for software engineering and data based roles over the last few years, however in the past year, we have had a 22% increase in the volume of registered IT operations roles. As many companies have found it increasingly hard in the last year to identify the necessary talent in this area, salary levels have inevitably risen with an average increase of 8%.

Assessing the information collated from our survey contributors, IT project managers and business process analysts, especially where specific domain experience, or experience with a particular technology stack is being sought, have seen increases of up to 10%. We anticipate salary levels for programme and project managers and also business systems analysts to rise further over 2015 as many companies continue to expand, reinvest in new systems and bring on new clients.

In the fields of IT security, risk and IT Audit the market remains very candidate led. IT security specialists are in high demand particularly within global firms with a wide geographical spread. The demand for internal IT auditors has been very strong and again candidates moving jobs in this area have seen salary increments of up to 10%. Niche pockets such as IT forensics specialists have seen similar rises when entering the job market.

Security / IT Audit

Job Title	Dublin €	Regional €
IT Security Consultant	40,000 - 75,000	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
IT Compliance Manager	40,000 - 70,000	40,000 - 70,000
IT Forensics / eDiscovery Consultant	40,000 - 70,000	40,000 - 70,000

System Analysis

Job Title	Dublin €	Regional €
IT Management Consultant	45,000 - 90,000	40,000 - 85,000
Business Systems Analyst / Consultant	45,000 - 75,000	35,000 - 60,000
Reporting Analyst	35,000 - 60,000	30,000 - 50,000
QA / Test Manager	65,000 - 80,000	55,000 - 70,000
QA / Test Lead	55,000 - 65,000	50,000 - 60,000
Principal Engineer / Systems Architect	75,000 - 95,000	70,000 - 85,000
Software Test / QA Engineer	35,000 - 55,000	35,000 - 50,000
QA Automation Engineer	40,000 - 60,000	35,000 - 55,000
Data Warehouse Consultant	45,000 - 80,000	40,000 - 70,000
Data Analytics Consultant	40,000 - 70,000	40,000 - 65,000
Database Developer (Oracle / SQL Server)	35,000 - 65,000	30,000 - 60,000

IT Project Management

Job Title	Dublin €	Regional €
Programme Manager	75,000 - 95,000	75,000 - 95,000
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 - 70,000
PMO Coordinator / Project Administrator	40,000 - 55,000	40,000 - 50,000

IT PERMANENT

In the traditionally more conservative executive level IT market place, salary levels had remained fairly static over 2014. The top end of the market has seen less movement, as many companies promoted from within, and new executive level opportunities remained fairly thin on the ground. Towards the latter part of 2014 there is now clearly more traction for senior level IT hires. We have seen a 20% increase in IT roles commanding six figure salaries between the first two quarters of 2014 and the latter two. The market is slowly opening up as companies continue to grow and IT executives respond to general industry growth. Senior IT candidates are becoming less risk adverse.

In summation, 38% of the candidates who responded to Brightwater's 2014 Information Technology Survey believed salary levels had improved in the sector in the past year. The respondents to our survey have reinforced that belief, with all IT disciplines recording salary rises. The conundrum remains that continued wage inflation could negatively impact on Ireland's attractiveness for foreign direct investment, and could soften the speed with which the indigenous technology sector grows. One factor that might arrest this undersupply is that the volume of Computer Science and Engineering and Maths graduates will rise substantially in the next couple of years. Coupled with this, many companies are hiring non-EU nationals with increasing ease, as the Irish government this year responded to industry demands to make the visa application process more efficient and faster with the Employment Permits (Amendment) Act 2014. The market looks bright and our respondents have been largely positive. Companies need to offer a great candidate experience at interview and be more innovative with their remuneration packages and also present more flexibility around working arrangements in order to attract the best of IT talent.

In terms of standard remuneration benefits being offered, the vast majority of companies are offering discretionary

Support / Administration

Job Title	Dublin €	Regional €
Database Administrator (Oracle / SQL Server / Sybase)	45,000 - 80,000	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	25,000 - 35,000	20,000 - 32,000
Application Support Consultant	35,000 - 70,000	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 - 40,000
Localisation QA Engineer	24,000 - 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)	60,000 - 80,000	50,000 - 70,000
SAP Basis Consultant	45,000 - 70,000	40,000 - 60,000
Oracle eBusiness (Functional / Technical)	60,000 - 80,000	55,000 - 75,000

Embedded (Hardware / Software) Roles

Job Title	Dublin €	Regional €
Embedded Windows / Linux Software Engineer (C / C++)	40,000 - 70,000	40,000 - 65,000

performance related bonuses averaging 10 - 15%. Bonuses are the norm again. Larger firms are offering DC pensions with employer contributions averaging 6% along with life assurance at on average 4 times salary. Healthcare benefits are being offered by 60% of our respondents with half of that amount covering dependents in addition. Smaller firms who do not provide pension and healthcare will generally compensate for this in terms of

base salary. The average amount of paid holidays is 22 days with about 20% of respondents offering 25.

More companies are offering the option of remote work for a day a week and more flexible core working hours. This is something we are increasingly seeing with smaller firms who don't offer more traditional benefits.

A man with dark hair and a light beard, wearing a light green button-down shirt, is smiling and looking upwards and to the right. He is holding a stack of papers in his hands. The background is a bright, out-of-focus indoor setting with white walls and ceiling.

**“THE SCARCITY OF
QUALIFIED CANDIDATES
IN SOME AREAS OF
IT HAS PUT SALARIES
ON AN UPWARDS
TRAJECTORY”**

IT TEMPORARY & CONTRACT

2014 has been another positive year across the contract IT market. Brightwater recorded an overall increase in the volume of contracting roles becoming available throughout the year (an increase of 12% over 2013 to October 31st), and in the majority of cases contracting rates have either increased over last year's rates, or at worst they have remained static.

In Brightwater's 2014 Information Technology Survey, respondents to the survey (both clients and candidates) were generally positive about the prospects for the contracts market for 2015, with 70% of respondents believing that the market would offer more opportunities and 51% of respondents feeling that rates would improve over the next 12 months.

This year's survey has highlighted again that certain skills and specialisms are continuing to attract significant premiums, while other areas have remained broadly at the same rates as last year.

Candidates have been increasingly more open to contracting opportunities now that the economy is improving and consequently the perceived risks relating to contracting are decreasing. Many candidates moved into contracting roles for the first time in 2014 attracted by strong rates and a good variety of interesting projects. We expect 2015 to be another strong year, buoyed by the continued growth in inward investment, the growth of our indigenous companies, and strong demand for IT staff across the financial services sector.

Ireland continues to attract significant numbers of skilled candidates from abroad. Recent changes aimed at making the process of applying for visas easier and quicker, while also doubling the volume of annual visas being approved (roughly an additional 700 per year), mean that a large proportion of vacant roles are still being filled by candidates moving to Ireland. This is taking some pressure off the supply and demand curve. Simultaneously, in a major initiative by the government to help make Ireland the Internet Capital

Executive

Job Title	Dublin € p/d	Regional € p/d
Chief Technical Officer (CTO)	550 - 850	500 - 750
IT Director	500 - 700	400 - 550
IT Manager	400 - 700	400 - 650

Software Development

Job Title	Dublin € p/d	Regional € p/d
Engineering / Development Manager	400 - 600	350 - 450
Technical Architect	450 - 650	450 - 550
Senior Engineer / Technical Team Lead (JEE / .NET)	400 - 550	350 - 450
Mainframe Developer	250 - 450	250 - 350
C / C++ Developer	300 - 450	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	300 - 500	250 - 400
Cold Fusion Developer	300 - 450	250 - 400
PHP Developer	300 - 500	250 - 400
Python Developer	300 - 500	300 - 475
SharePoint Developer	350 - 550	300 - 500
Release / Configuration Engineer	300 - 450	250 - 325

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 fees.

of Europe, an additional 2,000 people are expected to graduate in IT related disciplines per year, thereby reducing our current dependence on importing skills.

While Brightwater hasn't noted any significant increase over last year's rates, many clients indicated that they have been relatively flexible regarding rates for senior positions, and have been open to paying higher rates depending on the calibre of the candidate in question on a case by case basis. As a result, some candidates have been able to negotiate stronger rates from employers on the basis of their skills and experience.

Across the broad field of software development, we feel contract rates have increased only very slightly with many contract rates staying relatively static. At the senior end, we saw rates for managerial and lead roles at similar levels to last year, while architect level roles pushed upwards slightly. Developers with in-demand skills saw rate increases, sometimes significant, but while previous years saw a consistent upward push on rates, 2014 saw some candidates prepared to drop their rate expectation in order to secure roles on interesting projects.

The time spent searching for contract roles across software development has increased slightly for candidates in the past year, and there was increased competition noted for most roles.

Support and administration remained busy throughout 2014, and this has put upward pressure on rates for 2015 particularly across systems and network administration. Helpdesk and application support roles were busier compared to 2013 and rates have increased slightly. At the higher end, some senior Windows and Unix / Linux engineers were able to achieve strong increases as the growth in areas including Cloud based projects have created stronger demand for skilled candidates.

Across systems analysis and QA, there have been no major changes in rates. Certain niche areas e.g. automated testing suffer from a lack of supply, and candidates with good technical skills have been able to negotiate strong rates. Systems analysis has remained relatively static but candidates again in niche areas e.g. business intelligence have seen good increases. The volume of data warehousing and business intelligence roles have continued to increase and there has been a high demand for specialist skills across analysis, development and reporting. Consequently skilled candidates in these areas have been able to command a premium on their rates.

CONCLUSION

Looking towards 2015, we expect a further increase in the overall volume of temporary and contract roles becoming available and in addition further increases in rates available. Many of these increases will continue to be targeted towards key growth areas including software development and business intelligence and reporting. This upward pressure on rates will in large part driven by the ongoing war for talent and the challenges of attracting, motivating and retaining key people with highly sought after skills.

Creative / Design

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

Security / IT Audit

Job Title	Dublin € p/d	Regional € p/d
IT Security Consultant	350 - 550	300 - 400
IT Auditor	350 - 450	275 - 350
IT Compliance Specialist	300 - 420	275 - 350

System Analysis

Job Title	Dublin € p/d	Regional € p/d
IT Management Consultant	450 - 700	325 - 450
Business Systems Analyst / Consultant	300 - 500	300 - 375
Reporting Analyst	250 - 450	200 - 400
QA / Test Manager	300 - 550	300 - 450
QA / Test Lead	300 - 450	300 - 375
Principal Engineer / Systems Architect	400 - 600	400 - 500
Software Test / QA Engineer	200 - 400	250 - 325
QA Automation Engineer	250 - 450	300 - 400
Data Warehouse Consultant	400 - 550	375 - 500
Database Developer (Oracle / SQL Server)	350 - 550	300 - 500
Data Analytics Consultant	350 - 550	300 - 500

IT Project Management

Job Title	Dublin € p/d	Regional € p/d
Programme Manager	450 - 650	450 - 600
Senior Project Manager	400 - 550	400 - 550
Project Manager	450 - 650	400 - 500
Product Manager	450 - 650	350 - 450
PMO Coordinator / Project Administrator	200 - 320	200 - 300

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 fees.

BrightStar

**“POSITIVE SENTIMENT
AND CONSISTENT QUARTERLY
GROWTH HAS BOOSTED
CONFIDENCE AND COMPANIES
ARE DEFINITELY IN
HIRING MODE”**



BARBARA MCGRATH

Director

Throughout 2014 there has seen a tangible stabilisation of all of the office support areas. Positive sentiment and consistent quarterly growth has boosted confidence and companies are definitely in hiring mode. We expect this positive trend to continue into 2015 with both SMEs and multinationals ramping up their recruitment requirements.

Temporary office support roles has seen an increased need for flexible solutions to combat peaks in workload. We have seen a significant increase in temp business over the last twelve months. Nominal increases of up to 3% are evident with completion bonuses becoming the norm.

From a permanent office support perspective, there is a considerable rise in tender roles which bodes well for the economy as a whole. Legal secretaries continue to be in demand and again we are seeing nominal increases in base salaries of up to 3%

In the sales area we are seeing basic salary increases of between 5-10% while bonuses have increased but are typically based on individual and company performance. Additional benefits include fully expensed company car, mobile phone, laptop, travel expenses, medical insurance and pension.

The retail sector has seen an improvement over the last two quarters of 2014 - online sales is a major growth area for retailers. There has been no discernible increase in salaries but bonus payments and commission structures have improved.

All indications are that recruitment requirements for 2015 in the area of office support and sales will continue in an upward trajectory and that companies will seek to hire candidates that will give their companies a competitive edge. We expect 2015 to continue to offer significantly more opportunities for commercially focused candidates as employers embrace a more positive outlook for future development and expansion.

OFFICE SUPPORT

2014 has been extremely busy in the office support and administration sectors. While the majority of roles have become available through attrition, it is encouraging to note that new roles have also been created. While most of these have been for PAs and office managers, there have also been plenty of opportunities at entry level, namely reception and junior administration roles.

The last 12 months have also seen an increase in the number of tender roles at all levels from tender administrator up to tender manager. These roles range across a number of different industries from legal to IT and office supplies. This bodes well for the future as companies are clearly recruiting in this area in anticipation of expanded workloads and increased business.

For the second consecutive year, the area that has seen the most growth is the legal sector. Legal secretaries continue to be in huge demand and a good legal secretary will not only secure another role quickly but also have counteroffers. This demand is coming from all legal practices ranging from small firms up to the top tier firms.

There has been a nominal increase (up to 3%) in salaries. However the big change from a salary perspective is the re-introduction of bonuses across the market, particularly at support staff level, namely for executive assistants, PAs and office managers. This is mainly seen in professional services, most notably in the financial services and legal sectors. This is very much dependent on company and individual performance.

PA & Secretarial

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

Office Support

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

Bid / Tender Support

Job Title	€
Bid / Tender Manager	40,000 - 60,000
Bid / Tender Executive	30,000 - 40,000
Bid / Tender Administrator	25,000 - 30,000

Sales Support

Job Title	Dublin €	Regional €
Sales Administrator (>3 years' exp.)	28,000 - 35,000	25,000 - 32,000
Sales Administrator (<3 years' exp.)	24,000 - 28,000	22,000 - 25,000
Order Entry Clerk	18,000 - 24,000	18,000 - 22,000

With confidence growing amongst good quality office staff, they are now exploring various career options open to them. As a result they now tend to be interviewing simultaneously with several companies and if employers wish to recruit a key office support hire, then they need to move quickly and ensure that their remuneration packages are as attractive as possible.

With 2014 closing on a very positive note for office support staff, we anticipate that this growth in opportunities within the sector will continue well into 2015.

“WITH 2014 CLOSING ON A VERY POSITIVE NOTE FOR OFFICE SUPPORT STAFF, WE ANTICIPATE THAT THIS GROWTH IN OPPORTUNITIES WITHIN THE SECTOR WILL CONTINUE WELL INTO 2015”

Customer Service

Job Title	Dublin €	Regional €
Call Centre Manager	60,000 - 90,000	50,000 - 80,000
Customer Service Manager	40,000 - 65,000	30,000 - 45,000
Customer Services Team Lead	30,000 - 40,000	25,000 - 30,000
Customer Service Agent (>3 years' exp.)	25,000 - 28,000	23,000 - 26,000
Customer Service Agent (<3 years' exp.)	23,000 - 25,000	20,000 - 24,000
Bilingual Customer Service Agent	26,000 - 34,000	24,000 - 32,000

Legal Support

Job Title	Dublin €	Regional €
Practice Manager	50,000 - 65,000	45,000 - 60,000
Office Manager	45,000 - 80,000	40,000 - 70,000
Legal PA (>10 years' exp.)	34,000 - 40,000	32,000 - 38,000
Legal Secretary (>5 years' exp.)	35,000 - 50,000	34,000 - 45,000
Legal Secretary (3 - 5 years' exp.)	34,000 - 38,000	30,000 - 36,000
Legal Secretary (<3 years' exp.)	25,000 - 34,000	22,000 - 28,000
Legal Administrator / Receptionist	24,000 - 38,000	22,000 - 26,000
Typist	25,000 - 27,000	22,000 - 26,000

Facilities / Mailroom

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

OFFICE SUPPORT

Temporary & Contract

The temporary and contract market in office support staff has been incredibly busy across all areas over the last twelve months which is highly encouraging to see. In recent years, we have seen firms redistribute workloads across their support teams to cover holidays and sick leave but the last twelve months have seen employers hire temporary staff to cover such eventualities which wouldn't always have happened in the past. There has also been an increase in maternity contracts which again is encouraging to note that employers are taking on contract staff to cover this workload.

A very positive sign in the market is that many candidates who have been taken on in either a temporary or contract capacity in 2014 have been made permanent. High calibre office support staff who are immediately available are moving at a fast pace so we would encourage employers to move quickly to hire those candidates they like.

There has been no real movement in temporary hourly rates. With the Agency Workers' Directive, candidates are paid what they would be if hire directly by the company. There have been some nominal increases (up to 3% in key areas such as legal secretarial) to ensure alignment

with permanent salaries. However the big difference this year for temporary and contract staff has been the re-introduction of completion bonuses to ensure that the candidates remain for the duration of their contracts.

The key growth areas for temporary and contract recruitment in 2014 have been reception, administration, legal secretarial and some PA roles and we expect this trend to continue throughout 2015. We envisage that there will be a continued high demand for temporary and contract office support staff across a range of sectors throughout 2015.

Office Support

Job Title	Dublin € p/h	Regional € p/h
Office Manager	30.00 - 45.00	28.00 - 40.00
Executive Assistant (>10 years' exp.)	29.00 - 40.00	27.00 - 33.00
Personal Assistant	25.00 - 32.00	23.00 - 28.00
Legal Secretary (>3 years' exp.)	21.00 - 28.00	20.00 - 23.00
Legal Secretary (0 - 3 years' exp.)	19.00 - 22.00	18.00 - 21.00
Typist	20.00 - 22.00	19.00 - 21.00
Team Secretary	21.00 - 25.00	20.00 - 24.00
Medical Secretary	21.00 - 27.00	19.00 - 25.00
Administrator (3 - 5 years' exp.)	18.00 - 23.00	17.00 - 22.00
Administrator (0 - 2 years' exp.)	16.00 - 19.00	16.00 - 18.00
Project Administrator	21.00 - 28.00	18.00 - 25.00
Bid Tender Executive	21.00 - 28.00	N/A
Sales Administrator	21.00 - 26.00	18.00 - 24.00
Customer Service Representative	17.00 - 21.00	16.00 - 20.00
Receptionist (3 - 5 years' exp.)	20.00 - 26.00	18.00 - 24.00
Receptionist (0 - 2 years' exp.)	16.00 - 20.00	15.00 - 19.00
Data Entry Administrator	15.00 - 18.00	14.00 - 17.00

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 fees.



“A VERY POSITIVE SIGN IN THE MARKET HAS BEEN THAT MANY CANDIDATES WHO HAVE BEEN TAKEN ON IN EITHER A TEMPORARY OR CONTRACT CAPACITY IN 2014 HAVE BEEN MADE PERMANENT”

RETAIL

The retail sector has seen a small increase in activity in 2014 and retail sales have looked busier in the last quarter of 2014. One of the key growth areas for retail has been the FMCG market with supermarkets expanding their operations across Ireland and we predict a rise in recruitment activity in this sector.

Online presence for retailers continues to be a key component of any sales strategy and companies have invested a great deal in their online presence and marketing plans for 2015. Irish retailers are even more sharply focused on catering to the online consumer and recognise the importance that an online presence has on their bottom line.

Department stores, still mindful of head count freezes are hiring an increasing number of sales assistants on a temporary basis so there are plenty of opportunities for anyone looking for a temporary or contract role. We expect this trend to continue well into 2015.

Salaries have not discernibly changed but again similar to last year, staff are mainly being incentivised through bonus payments and improved commission structures.

Head Office

Job Title	Dublin €	Regional €
Operations Manager	55,000 - 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	24,000 - 30,000	22,000 - 28,000

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 - 70,000
Assistant Manager	40,000 - 50,000	40,000 - 50,000
Department / Section Manager	30,000 - 40,000	30,000 - 35,000
Supervisor	25,000 - 30,000	25,000 - 28,000
Cashier	22,000 - 26,000	20,000 - 25,000

Symbol Groups / Forecourt

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 Manger	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 - 60,000
Store Manager	28,000 - 45,000	28,000 - 45,000
Regional Visual Merchandiser	30,000 - 45,000	30,000 - 40,000
Visual Merchandiser	24,000 - 32,000	23,000 - 30,000
Assistant Manager	25,000 - 30,000	23,000 - 30,000
Supervisor Sales Manager	22,000 - 28,000	22,000 - 26,000
Head Cashier	22,000 - 30,000	22,000 - 26,000

Department Stores

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 ph	€10.00 ph

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

