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CHIEF OPERATIONS OFFICER'S LETTER.



Welcome to Morgan McKinley's 2011 Salary Guide

Since the publication of our mid-year 2010 Salary Guide, the market has continued to experience very uncertain and challenging conditions with some exceptions in niche areas and specialisations.

To provide a clearer insight for job seekers and employers, we conducted a national telephone survey in November 2010 of over 700 operational managers nationally across financial services, accountancy & finance, technical, IT and office support to gain an insight into hiring trends within their companies.

The results of this survey have been combined with insight from our specialist consultants across our office network. The guide provides data and commentary on the extent to which salaries and bonus payments have been impacted by market conditions, as well as likely recruitment trends over the next 12 months.

Over the course of 2010, we saw increased hiring activity compared to 2009, although it remains at a relatively suppressed level in many businesses across the country. However, the survey results reveal some interesting facts.

Despite the ongoing economic difficulties, an encouraging 42.8% of managers expect to increase headcount this year – a promising indicator of business growth.

Slightly more than a quarter (25.7%) of managers expect to see salaries rise this year. While over half (63.6%) of managers anticipate that salaries will stay the same in 2011, only 10.7% expect salaries to decrease. These findings reflect the consistently challenging business environment that Irish companies continue to face.

Combined with these results are cautiously optimistic signs of growth and an emergence of specialist and niche skills in certain sectors. These indicators are also creating an increased recognition in the market of difficulties in professional talent acquisition and retention. This may be a factor in the modest salary increases predicted by 25.7% of managers across a variety of sectors nationally. Overall, the trends and expectations for this year continue to be cautious and modest but more optimistic than the last couple of years.

For any specific questions or areas of interest regarding salary information or specific skill sets, please feel free to contact me or any of my colleagues here at Morgan McKinley for further information.

Finally, I would like to reiterate our continued appreciation of your support and look forward to working with you in the future.

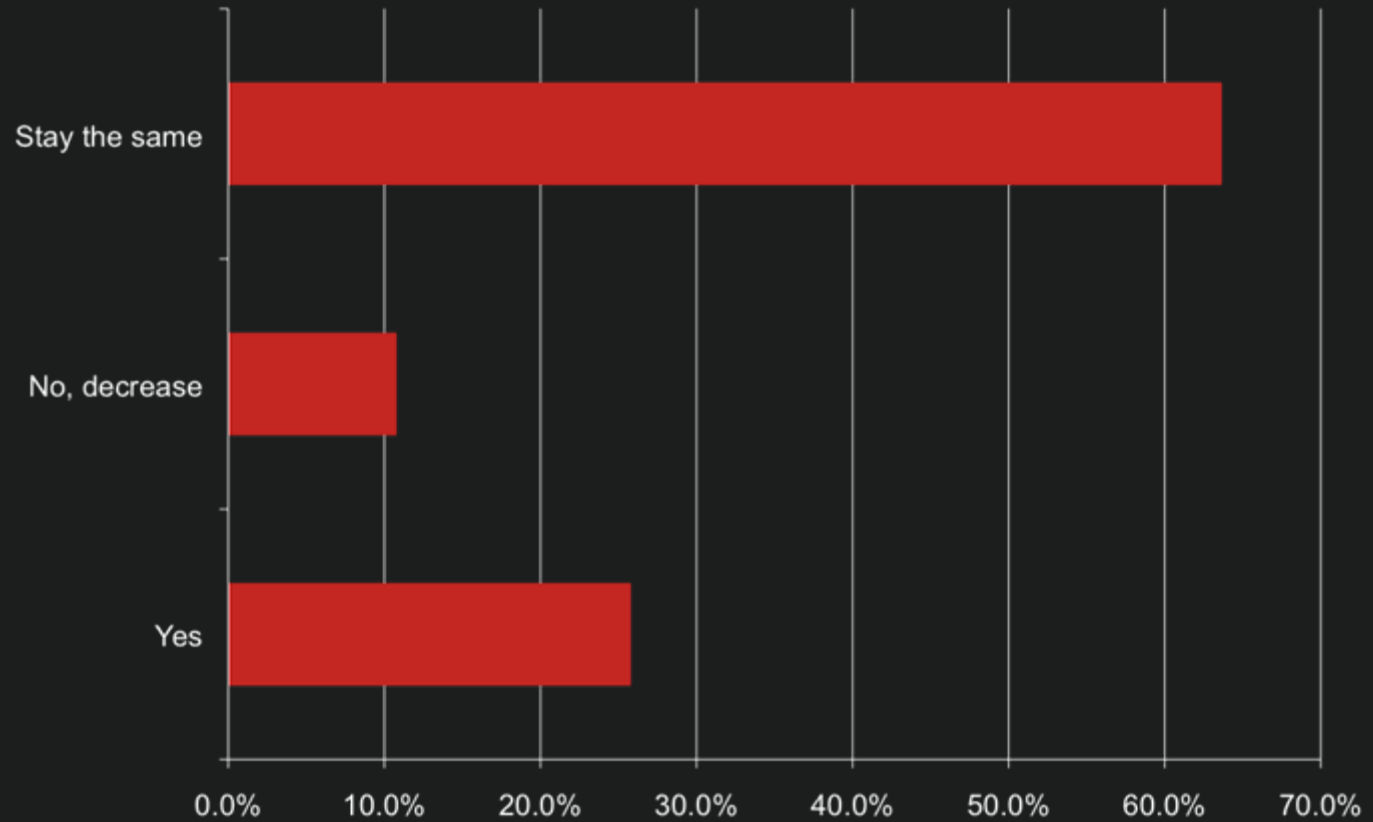
We hope you find this salary guide informative and we welcome any feedback you may have.

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KEY SURVEY FINDINGS.



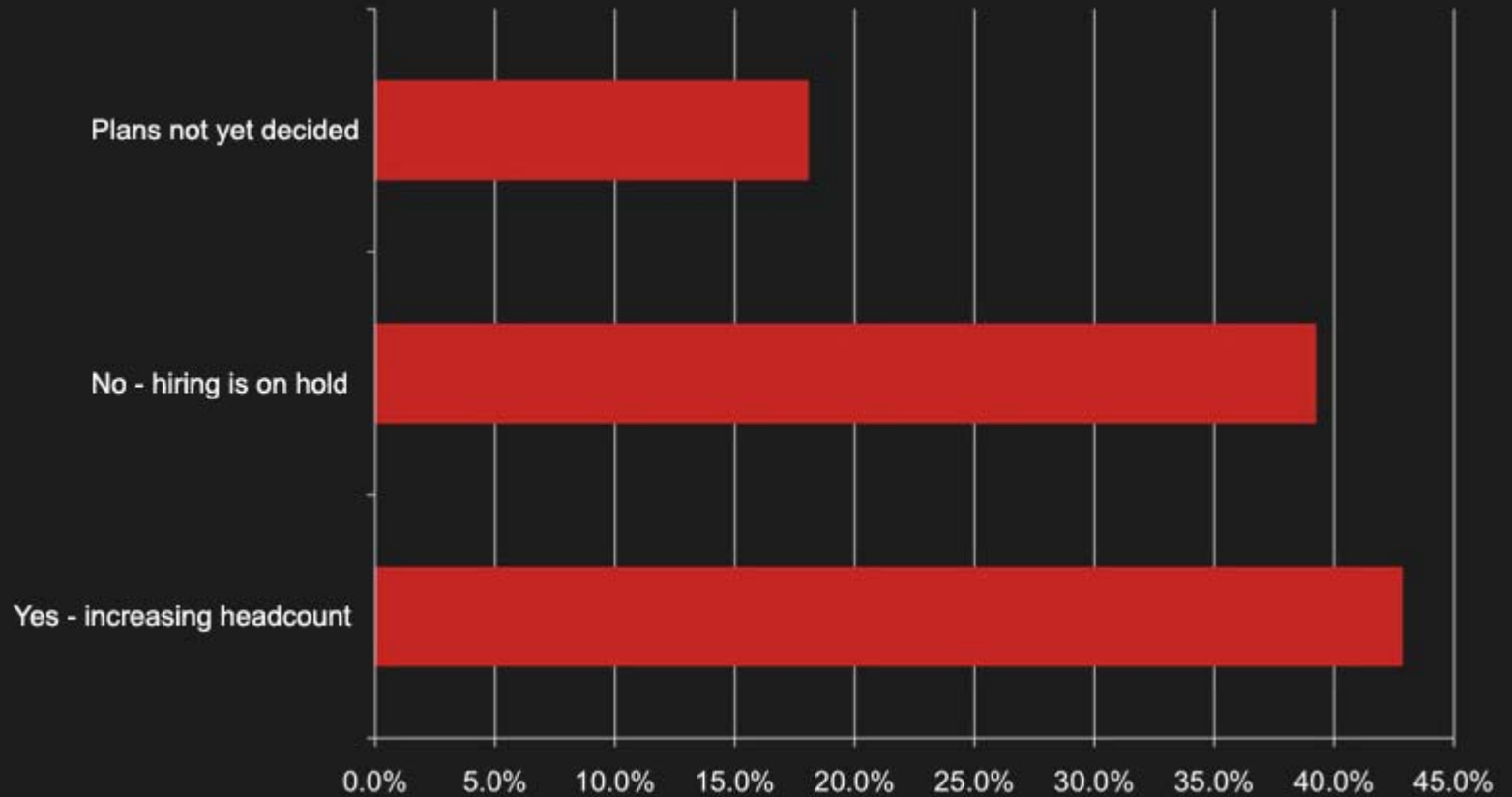
Do you expect salaries in your organisation to increase in 2011?



KEY SURVEY FINDINGS.



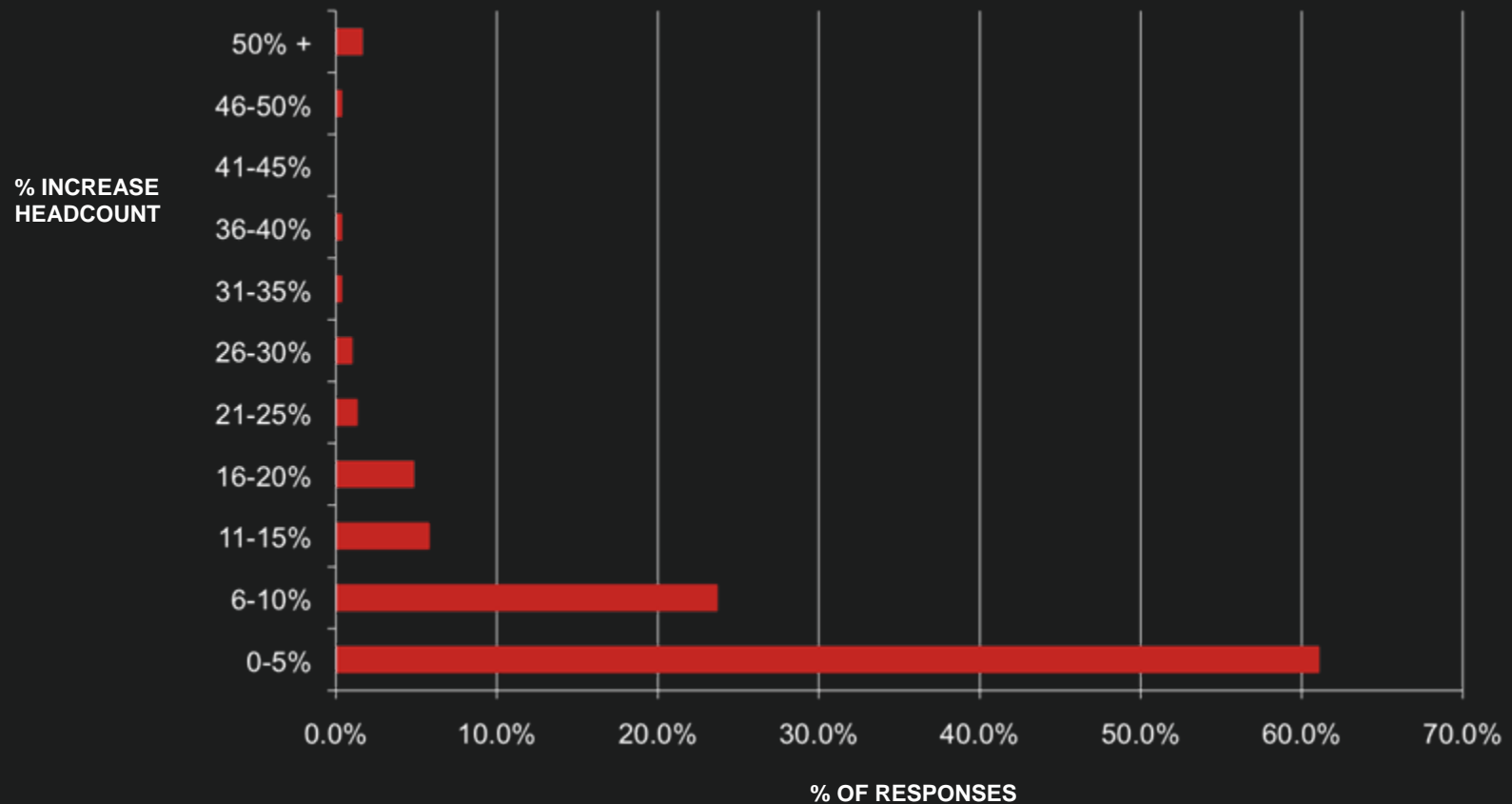
Does your organisation have hiring plans for 2011?



KEY SURVEY FINDINGS.



By what percentage of your current headcount do you expect to see staff numbers increase?



ACCOUNTANCY & FINANCE

ACCOUNTANCY & FINANCE.

INTRODUCTION

The outlook for the accountancy & finance jobs market in 2011 is generally upbeat, with our salary survey indicating that respondents have expectations for an improved economic outlook in the coming year.

Financial services and multinational companies were the dominant employers during 2010, with small and medium sized companies experiencing well documented liquidity issues and struggling to make confident, strategic hiring decisions. SMEs have therefore become a minority in the recruiting pool.

Generally, the flow of job opportunities was not consistent and the pace of the recruitment process varied considerably, resulting in a cautious hiring market at times.

The balance of temporary and permanent positions available in the jobs market varied throughout the last twelve months. Demand was greater for temporary staff in the first half of the year and greater for permanent employees in the second half.

We see this as a positive sign that employers have the confidence to hire permanent staff instead of short term / medium term contract or temporary employees.

Overall, 2010 was a positive year for recruitment in the accountancy and finance market, although it was dominated by positions within multinational businesses. While this was the case, hiring activity within SMEs in the second half of 2010 is a positive indicator when looking ahead to the rest of 2011.

Companies remain challenged in attracting suitable candidates and will take their time to secure the right fit.

The results of our salary survey, combined with our insights from working closely with businesses across the accountancy and finance market, show that confidence is slowly returning when making hiring decisions and we believe 2011 will be a growth market after successive years of retrenchment.

ACCOUNTANCY & FINANCE.

COMMERCE & INDUSTRY (Small Companies <100 employees)

Small companies in Ireland were the most significantly hit in the jobs market in 2010. In particular, lack of credit and liquidity affected small companies' ability to make strategic, commercial decisions to grow and hire.

Businesses directly involved in construction, property development and related areas saw a substantial reduction in headcount, with some larger building contractors closing their doors in recent months. The domino effect on symbiotic businesses, such as material suppliers and engineering contractors through to local businesses, has been very disruptive, with cash flow and customer bases shrinking substantially.

Many smaller companies have had to change their business models, often resulting in pay cuts and redundancies. General cost cutting and financial prudence has meant the vast majority of finance staff in small firms have had salaries either frozen or cut, while other businesses have sought new opportunities overseas or broadened their product or service portfolio.

The number of job opportunities that arose in smaller companies was consistent with a subsequent downward pressure on salaries due to oversupply and some salaries dropping between 10% and 30%.

	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
Financial Director	65	85	65	85	n/a	n/a
Financial Controller	55	65	50	65	45	58
Finance Manager	50	60	48	60	40	55
Management Accountant	45	55	45	50	38	45
Financial Accountant	40	45	40	45	32	36
Systems / Project Accountant	45	55	45	55	34	38
Assistant Management Accountant	35	40	30	35	30	34
Assistant Financial Accountant	32	40	30	34	26	30
Assistant Financial Controller	45	55	43	53	38	44
Newly Qualified Accountant	35	45	32	40	24	31
Tax Accountant	45	55	42	48	33	38
Trainee Accountant (P/Q 2+yrs)	28	32	24	28	20	24
Trainee Accountant (1-2yrs)	24	28	20	24	18	22
Credit Controller	26	30	24	30	21	24
Payroll Clerk	26	30	25	30	22	26
Accounts Supervisor	30	35	28	31	24	30
Accounts Payable Clerk	24	28	22	25	18	22
Accounts Receivable Clerk	24	28	22	25	18	22
Accounts Assistant	25	28	24	27	20	24
Book Keeper	28	33	22	28	20	26
Graduate / Trainee Accountant	22	25	18	22	16	20

ACCOUNTANCY & FINANCE.

COMMERCE & INDUSTRY (Medium Companies 100 – 500 employees)

Recruitment within medium sized businesses remained more stable than in some smaller companies throughout 2010.

While there was little requirement for increased headcount, we saw far fewer redundancies, excluding the construction and property related sectors.

Hiring activity within medium sized businesses in Ireland remained relatively sluggish, partly due to many professionals preferring to stay in their current roles rather than risk changing jobs. As a result, salaries have remained relatively stagnant with only a slight downward trend in overall compensation. In Dublin any downward pressure is typically due to a reduced bonus payment rather than a reduction in basic salary.

In Cork and the regional job markets we have seen pressure on both salaries and benefits packages. Interestingly, professionals have absorbed these decreases rather than looking elsewhere.

While overall trends throughout 2010 indicate a reasonably stable market, we predict increased activity as confidence among professionals returns, encouraging them to seek a career change.

	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
Financial Director	75	130	75	110	70	100
Financial Controller	70	90	70	90	50	60
Finance Manager	60	80	55	68	46	55
Management Accountant	50	65	48	55	41	53
Financial Accountant	50	60	45	54	40	45
Systems / Project Accountant	50	65	50	62	43	57
Treasury Accountant	45	55	44	53	43	53
Business / Financial Analyst	50	60	45	55	40	53
Internal Auditor	45	60	45	48	40	44
Assistant Management Accountant	35	40	32	35	30	36
Assistant Financial Accountant	32	40	30	40	28	35
Assistant Financial Controller	50	65	48	56	38	48
Tax Accountant	45	58	45	58	40	46

ACCOUNTANCY & FINANCE.

COMMERCE & INDUSTRY (Medium companies 100 – 500 employees cont'd)

	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
Cost Accountant	45	55	40	50	40	48
Newly Qualified Accountant	35	45	38	42	35	38
Trainee Accountant (P/Q 2+yrs)	28	32	24	28	20	25
Trainee Accountant (1-2yrs)	25	28	20	25	18	22
Credit Controller	26	32	24	30	23	28
Payroll Clerk	26	30	23	30	23	29
Accounts Supervisor	30	35	28	34	26	30
Accounts Payable Clerk	26	32	24	30	25	29
Accounts Receivable Clerk	26	30	24	28	25	27
Accounts Assistant	26	30	24	30	24	28
Book Keeper	28	35	24	30	22	28
Graduate / Trainee Accountant	22	25	20	24	18	23

ACCOUNTANCY & FINANCE.

COMMERCE & INDUSTRY (Large Companies 500+ employees)

Overall, multinational companies offered the most new job opportunities over the past 12 months. These and the larger Irish-owned businesses displayed the strongest growth patterns. In particular, companies in the food, FMCG and technology space, as well as shared service providers and businesses that are not solely dependent on the Irish consumer for revenue, remained the most consistent source of new job opportunities in the market for 2010.

Some of these employers found it challenging to attract the right type of candidates through 2010. Hiring requirements from larger businesses were more stringent than in the past, resulting in them not hiring from the pool of professionals from SMEs flooding into the market, and instead attempting to attract people from businesses of a similar size and market sector.

	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
Financial Director	120	150	105	140	80	110
Financial Controller	80	110	80	110	68	85
Finance Manager	65	75	65	72	52	68
Management Accountant	60	70	55	65	50	60
Financial Accountant	50	60	50	60	45	55
Systems / Project Accountant	55	65	55	65	47	55
Treasury Accountant	50	60	48	58	48	58
Business Financial Analyst	55	65	50	60	45	55
Internal Auditor	50	65	48	63	40	50
Assistant Management Accountant	35	45	30	43	30	35
Assistant Financial Accountant	32	40	28	38	30	35
Assistant Financial Controller	65	80	65	80	37	44
Cost Accountant	55	60	48	58	48	58

ACCOUNTANCY & FINANCE.

COMMERCE & INDUSTRY (Large Companies 500+ employees cont'd)

Salary levels in 2010 remained relatively stable and in some cases increased, particularly for commercially focused positions where there was even a 5-10% growth on basic salaries compared to 2009.

In general, many multinationals and large Irish businesses have been actively recruiting, which has solidified salaries and in some cases created upward pressure for key skill sets. Salaries in manufacturing businesses continue to come under greatest scrutiny, as they attempt to manage their cost base.

The outlook for recruitment within larger companies remains positive, with an increase in headcount expected for many companies in 2011. However, with a limited candidate pool for very specific roles, larger businesses will continue to find it challenging to attract the right talent for new opportunities.

	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
Tax Accountant	45	60	45	55	42	52
Newly Qualified Accountant	40	50	38	48	38	43
Trainee Accountant (P/Q 2+yrs)	28	32	28	32	22	27
Trainee Accountant (1-2yrs)	25	28	25	28	21	23
Credit Control Manager	45	55	45	55	35	43
Credit Controller (1-3yrs)	28	33	24	30	24	30
Payroll Manager	45	55	45	55	34	43
Payroll Clerk	27	36	26	36	24	31
Accounts Supervisor	35	40	34	40	30	35
Accounts Payable Clerk	26	32	25	30	24	28
Accounts Receivable Clerk	26	30	25	30	24	27
Accounts Assistant	26	32	23	30	24	29
Graduate / Trainee Accountant	22	26	20	24	21	22

ACCOUNTANCY & FINANCE.

SHARED SERVICES

As a shared service location, Ireland has attracted some of the best global companies over the past 20 years. These tend to be centralised departments in one location that perform a range of functions, including finance, accounting, customer services, technical support and order management.

Ireland remains a favoured shared services location for multinational organisations, offering an educated, skilled workforce which continues to attract businesses looking for finance and IT staff.

Salaries have remained stable and are among the highest for professionals in the accounting and customer service sector in Dublin.

Shared services also continues to be an important part of the Cork jobs market. Salaries have been less vulnerable than in other sectors, although the annual inflation in salaries seen in 2008 is now more conservative. Senior general accounting managers and treasury, tax and accounts receivable professionals have all been in high demand, and salaries in these disciplines have accordingly seen a marginal increase.

Shared Services	Dublin	Dublin	Cork	Cork	Regions	Regions
	Low €K	High €K	Low €K	High €K	Low €K	High €K
Director SSC	100	150	100	140	85	120
General Ledger	Dublin	Dublin	Cork	Cork	Regions	Regions
	Low €K	High €K	Low €K	High €K	Low €K	High €K
Manager	80	120	75	100	75	90
Team Leader	60	85	62	75	45	62
Specialist	50	60	50	60	43	53
Analyst	40	50	40	50	38	48
Fixed Assets Analyst	35	45	35	42	30	40
Accounts Payable	Dublin	Dublin	Cork	Cork	Regions	Regions
	Low €K	High €K	Low €K	High €K	Low €K	High €K
Manager	55	75	55	75	38	50
Team Leader	45	50	43	50	32	45
Analyst / Specialist / Assistant TL	32	38	32	38	23	32
Associate	30	32	25	30	21	26
Process Support	23	29	23	26	18	24

ACCOUNTANCY & FINANCE.

SHARED SERVICES (cont'd)

Accounts Receivable	Dublin	Dublin	Cork	Cork	Regions	Regions
	Low €K	High €K	Low €K	High €K	Low €K	High €K
Manager	55	75	55	75	47	55
Team Leader	45	50	43	50	33	43
Analyst / Specialist / Assistant TL	36	38	32	38	25	31
Associate	30	32	25	30	20	26
Inter company	Dublin	Dublin	Cork	Cork	Regions	Regions
	Low €K	High €K	Low €K	High €K	Low €K	High €K
Team Leader	42	52	42	52	40	50
Analyst / Specialist / Assistant TL	36	38	30	35	24	35
Associate	30	32	25	30	21	26
Tax	Dublin	Dublin	Cork	Cork	Regions	Regions
	Low €K	High €K	Low €K	High €K	Low €K	High €K
Manager	50	75	48	75	48	58
Specialist	45	55	45	55	40	43

ACCOUNTANCY & FINANCE. TEMPS & INTERIM MANAGEMENT

Demand for temporary and interim staff over the past year was mainly from multinationals and international organisations across all levels. However, there was also some movement in hiring activity within SMEs, although this does remain restricted.

We expect to see a continued increase in demand for temporary staff within funds, general accounting, financial reporting, treasury and compliance departments. However, the supply of roles for senior level finance candidates remains limited.

Temporary and interim staff rates of pay have seen downward pressure from previous years. Moving into 2011, it is expected that multinationals, including technology, manufacturing, shared service centres and indeed banks, will continue to find it easier to gain sign-off for contract staff rather than permanent headcount. This shift is likely to result in pay rates remaining stable or rising slightly in the short term.

	Dublin Low P/H	Dublin High P/H	Cork Low P/H	Cork High P/H	Regions Low P/H	Regions High P/H
Interim Manager / Financial Director	48	55	45	50	40	50
Financial Controller	31	36	30	35	29	35
Financial Accountant	24	27	20	25	19	24
Systems Accountant	28	32	26	30	22	28
VAT Accountant	22	28	20	25	20	25
Project Accountant	25	28	24	28	23	25
Cost Accountant	28	30	26	28	23	27
Management Accountant	24	30	24	30	23	27
Internal Auditor	25	30	25	30	25	28
Newly Qualified Accountant	20	23	18	22	19	22
Part Qualified Accountant	15	18	14	18	13	16
Financial Analyst	20	27	19	25	19	24
Assistant Accountant	15	19	14	19	13	16

ACCOUNTANCY & FINANCE.

TEMPS & INTERIM MANAGEMENT (cont'd)

Companies recruiting for temporary and interim employees continue to recruit professionals with specific experience so they require little induction or training and add value immediately.

Included in these requirements is experience of having worked in similar sized companies with similar cultures.

	Dublin Low P/H	Dublin High P/H	Cork Low P/H	Cork High P/H	Regions Low P/H	Regions High P/H
Credit Analyst	17	30	16	20	n/a	n/a
Credit Controller	14	17	12	15	12	14
Accounts Assistant	15	16	14	16	12	15
Accounts Clerk	11	14	10	14	10	12
Bank Reconciliations Clerk	10	12	10	12	12	15
Book Keeper	15	18	14	16	12	15
Collections	14	17	12	16	11	14
Loans Administrator	13	18	11	15	n/a	n/a
Payroll Senior	16	18	15	18	13	15
Payroll Junior	12	13	10	12	11	13
Shareholder Services Administrator	14	18	12	16	13	15
Accounts Payable Assistant	12	16	10	15	11	13
Accounts Receivable Assistant	12	16	10	15	11	13
Billings Administrator	12	12	n/a	n/a	11	13

FINANCIAL SERVICES

FINANCIAL SERVICES.

INTRODUCTION

The last 12 months saw two very different banking landscapes and trading environments. Many of the international banks lifted their 12-18 month hiring freezes across their Irish operations early in 2010. Domestic banks, on the other hand, only recruited where absolutely necessary and where specific skill sets were in short supply.

The most sought after professionals were 'big four' accountants, internal auditors, compliance specialists, regulatory accounting specialists, and those with corporate debt recovery and restructuring experience.

Areas that remained most buoyant throughout the year in terms of increased headcount were treasury, capital markets, funds, and general insurance. Little slowdown is expected across these markets into 2011. Salary increases in 2010 were negligible and moderate rises were coupled with the reappearance of bonus payments predicted for the coming year.

As a consequence of the continued turmoil in the domestic banking market, international institutions will continue to gain competitive advantage in Ireland, enabling them to attract top calibre professionals eager for new opportunities in profitable, stable organisations.

From a temporary hiring perspective, contract assignments continue to be the favoured option for many employers in financial services, as with other industry sectors in Ireland.

Over the past year, the length of contracts for specified time periods has been extended as work loads continue to mount while longer term visibility for financial institutions remains limited.

Temporary and contract employment pay rates are set to remain reasonably static in 2011, with specific skill sets attracting an additional premium.

FINANCIAL SERVICES.

FINANCIAL CONTROL & F/S ACCOUNTING, TREASURY & CAPITAL MARKETS

	Financial Control & F/S Accounting		Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
<p>For retail banking and private banking, there was limited change in hiring activity in 2010 compared to 2009, although there were significantly fewer redundancies than previously.</p> <p>The bulk of hiring within the retail banking sector was for collections/arrears at the junior to mid level, as the banks deal with the ever increasing challenge of mortgage delinquencies.</p> <p>The instability of the Irish banking sector landscape in 2011 makes it hard to predict hiring activity over the next 12 months with any certainty and the Irish Bankers' Association is predicting headcount reductions over the coming months.</p> <p>As reflected in the pension fund, private banking and stock broking markets, salaries remained unchanged from 2009 and we are not foreseeing increases in 2011.</p>	Finance Director	100	160	90	120	80	100	
	Financial Controller	75	120	70	90	60	80	
	Product Controller	60	75	n/a	n/a	n/a	n/a	
	Internal Audit Manager	60	80	50	65	n/a	n/a	
	Internal Auditor	40	60	40	50	n/a	n/a	
	Treasury or Systems Accountant	45	60	40	60	n/a	n/a	
	Junior Treasury Accountant	35	45	25	35	n/a	n/a	
	Regulatory Accountant	55	70	45	60	43	48	
	Senior Financial Analyst	55	65	50	60	50	55	
	Financial Analyst (1-3 yrs)	45	55	40	50	40	45	
	Senior Financial / Group Accountant	65	75	50	65	45	53	
	Financial / Mgt Accountant (3yrs)	55	65	50	60	45	50	
	Financial / Management Accountant	40	55	40	50	40	45	
	PQ Assistant Accountant (2-3yrs)	28	35	26	35	24	33	
	PQ Accounts Assistant (2-3yrs)	25	35	25	35	22	35	
	PQ Accounts Assistant (1-2yrs)	23	35	23	30	22	26	
Accounting Technician	23	30	23	26	20	24		
Graduate	19	25	18	24	18	22		
	Treasury & Capital Markets		Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
	Institutional Sales	80	200	n/a	n/a	n/a	n/a	
	Treasury Admin	25	45	25	40	22	30	
	Equity / Bond Settlements Admin	24	45	n/a	n/a	n/a	n/a	
	Middle Office Specialist	28	45	28	40	n/a	n/a	
	Payments / Verifications Officer	24	45	24	40	21	28	

FINANCIAL SERVICES.

STOCK BROKING & BANKING

Despite instability in the business and corporate banking environment in 2010, it was a very busy year of hiring within the banking sector.

Recruitment in Irish domestic banks was largely driven by banks under guarantee and with loans transferring to NAMA.

There was high demand for those with credit, restructuring and valuation expertise, as well as increased hiring activity for business analysts and project managers focused on delivering efficiencies and change programs.

These roles tended to be largely long term contracts due to hiring restrictions.

The international banks, which were not overexposed to the property sector, found opportunity to increase market share where domestic banks suffered from liquidity issues. International banks did the bulk of hiring on the origination side.

Salaries predominantly remained stagnant, with modest increases and bonuses only expected for those working in international banks.

2011 will again be a difficult year to predict, partly due to possible mergers and acquisitions.

Stock Broking	Dublin	Dublin	Cork	Cork	Regions	Regions
	Low €K	High €K	Low €K	High €K	Low €K	High €K
Institutional Sales	80	200	n/a	n/a	n/a	n/a
Private Client Advisor	80	120	80	110	60	70
Corporate Finance Executive	55	150	50	90	45	80
Equity Analyst	45	100	n/a	n/a	n/a	n/a
Trader	45	100	n/a	n/a	n/a	n/a
Research Analyst	38	80	n/a	n/a	n/a	n/a
Private Banking	Dublin	Dublin	Cork	Cork	Regions	Regions
	Low €K	High €K	Low €K	High €K	Low €K	High €K
Wealth Manager	50	80	50	80	40	55
Private Banking Manager	45	85	45	80	36	60
Private Banking Officer	30	45	30	45	26	36
Financial Portfolio Administrator	25	40	25	30	25	27
Business Banking	Dublin	Dublin	Cork	Cork	Regions	Regions
	Low €K	High €K	Low €K	High €K	Low €K	High €K
Lending Manager	65	95	60	90	55	80
Lending Officer	30	55	30	55	28	40
Relationship Manager	50	85	40	70	38	55
Business Banking Manger	45	75	45	60	43	55
Business Support Officer	25	40	25	31	23	30

FINANCIAL SERVICES.

BANKING & MORTGAGES

Corporate Banking	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
Banking Manager	50	110	45	75	38	70
Banking Officer	40	70	35	45	n/a	n/a
Credit Analyst	35	60	30	40	n/a	n/a
Loans Administrator	26	50	25	35	n/a	n/a
Retail Banking	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
Branch Manager	45	65	45	65	35	50
Retail Banking Manager – Assistant	30	45	30	42	22	30
Underwriter	30	40	25	40	28	30
Financial Planning Consultant	35	55	35	50	28	38
Savings & Investments Officer	35	40	30	40	n/a	n/a
Customer Service Officer	20	30	20	28	20	24
Mortgages	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
Sales Manager	45	75	35	60	35	60
Head of Risk	75	110	n/a	n/a	n/a	n/a
Underwriting Manager	45	75	40	60	30	50
Broker Consultant	40	65	35	60	25	40
Mortgage Manager	40	65	40	60	40	55
Mortgage Consultant	25	45	25	45	23	41
Mortgage Underwriter	30	45	25	40	21	33
Mortgage Administrator / Collection	22	32	20	30	20	28

FINANCIAL SERVICES.

INSURANCE

The general insurance market, predominantly located in Dublin, saw salaries remain static in 2010, although job opportunities rose steadily despite little movement of professionals throughout the sector.

Of particular note was the rise in confidence among the general brokers, with many seeking to improve their overall market share by hiring experienced account managers and new business developers to drive the growth of commercial lines.

In contrast, the personal lines market contracted significantly, with greater emphasis now being given to online channels to market.

A tightening of premiums drove down salaries in some brokerage houses. However, the vast majority of brokers attempted to maintain their present salaries in line with the maintenance of their market share.

2010 saw a rise in demand for commercial underwriters, particularly on the business development and managerial side.

	General Insurance		Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
Operations Manager			65	90	55	75	42	65
Underwriting Manager			50	90	45	70	40	60
Personal Lines Manager			40	50	40	50	28	36
Personal Lines Team Leader			35	45	30	45	26	30
Personal Lines Underwriter			25	35	25	35	18	30
Personal Lines Administrator			20	30	20	28	20	24
Commercial Account Executive			35	65	35	55	25	40
Commercial Underwriter			25	60	25	55	23	41
Commercial Account Handler			25	45	25	45	25	26
Claims Manager			50	80	35	55	30	52
Claims Handler			25	50	20	34	21	34
Loss Adjuster			25	70	25	50	23	50
Insurance Clerk			20	25	20	25	18	24
	Life Insurance		Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
Operations Manager			55	100	50	75	45	70
Pensions Manager			45	80	40	70	30	60
Pension Consultant			45	80	40	65	31	40
Broker Consultant			40	70	35	55	25	35
Sales Manager			50	90	50	70	35	60
Sales / Consultancy			30	65	25	60	25	30
Pensions Administrator			24	55	20	35	20	28
Life Administrator			22	40	20	30	20	28
Claims Officer			24	40	20	30	20	25
Underwriting Manager			50	80	n/a	n/a	n/a	n/a
Underwriter			25	60	22	35	20	30

FINANCIAL SERVICES.

INSURANCE (cont'd) & ACTUARIAL

While salaries are generally conservative for underwriting roles, professionals who can offer the extra dimension of driving future growth through broker channels are highly sought after and rewarded accordingly through bonus payments.

Reinsurance	Dublin Low €K	Dublin High €K	Captive	Dublin Low €K	Dublin High €K
Reinsurance Underwriter	40	80	Captive Executive / Underwriter	30	60
Reinsurance Claims	40	60	Captive Underwriting Manager	60	80

In keeping with previous years, the demand for actuaries remained consistently high in 2010, with newly qualified actuaries commanding salaries from €70,000 upwards.

Actuarial	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K
Trainee Actuary (Graduate)	30	40	25	35
Part Qual (5 exams remaining)	50	60	40	55
Near Qual (2 exams remaining)	60	75	55	70
Newly Qual Actuary	70	80	70	80
Newly Qual Actuary (3yrs PQE)	90	120	90	110
Actuarial Manager	120	150	100	120
Chief Actuary	150	200	140	180

An increasing awareness of the importance of compliance as a result of EU and industry regulation has led to a spike in demand for compliance and risk professionals at all levels. This is expected to continue throughout 2011, with a parallel rise in salary expectations.

FINANCIAL SERVICES.

FUND ADMINISTRATION

The fund administration jobs market was much more positive in 2010 than the previous year. Assets under administration in Ireland grew to a record high of €1.8 trillion, up from €1.4 trillion at the end of 2009.

There was steady demand for transfer agency and fund accounting professionals, with compliance officers and anti-money laundering (AML) specialists also sought after in the Dublin market.

The industry has continued to drive improvements in operational efficiency, resulting in increased demand for business analysts, change managers and project managers.

Although there were no significant changes to salaries in 2010, the general market consensus is that 2011 will see a more positive start to the year than 12 months ago, with moderate salary increases and the potential for bonus payments looking likely.

	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
Senior Fund Accountant	35	45	30	35	28	33
Fund Accounting Manager	60	80	45	60	40	55
Fund Accounting Supervisor	40	50	35	43	35	43
Senior Fund Accounting Manager / Director	80	110	70	100	70	100
Fund Accountant	25	35	25	30	25	30
Compliance Manager	60	90	50	70	45	68
Compliance Officer	35	55	30	50	30	45
Custody Manager	50	65	38	50	38	41
Custody Officer	30	40	28	32	28	30
Trustee Manager	50	70	38	55	38	41
Trustee Officer	30	40	24	33	24	30
Shareholder Services Manager	50	70	43	64	41	54
Shareholder Services Supervisor	35	45	30	40	30	40
Senior Shareholder Services Administrator	32	40	28	32	27	31
Shareholder Services Administrator	25	30	23	28	23	28

FINANCIAL SERVICES.

FUND ADMINISTRATION (cont'd)

Throughout 2010 activity in the financial services market in Cork was largely driven by fund administration, with the main players in this sector continuing to recruit resources in response to increasing business volumes.

We saw a continued demand for business and finance graduates for fund administration roles to service a client base of international mutual and hedge funds.

Those who already have experience in this sector found their skills in demand in Cork in the last year.

Salary levels for 2010 within the fund administration sector in Cork remained largely consistent with recent years and it is anticipated that they will remain stable for the coming year.

	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
Client Services Manager	50	70	40	60	36	48
Client Services Officer	30	50	23	33	28	30
Research Analyst	30	50	n/a	n/a	n/a	n/a
Fund / Portfolio Manager	60	90	39	60	n/a	n/a
Business Development Manager	60	90	40	60	45	55
Risk Manager	60	90	40	60	n/a	n/a
Risk Officer	35	55	25	35	n/a	n/a
Business Analyst	40	60	40	55	n/a	n/a
Project Manager	50	90	50	80	n/a	n/a
Programme Manager	80	110	n/a	n/a	n/a	n/a

FINANCIAL SERVICES.

TAX & PRACTICE

The second half of 2010 saw a steady increase in the number of new roles coming onto this area of the jobs market. The outlook remains positive for the coming 12 months in the Dublin market. In particular, there has been a recent marked increase in corporate tax hiring in practice firms. It is also likely that we will see growing demand for indirect tax, international corporate tax and transfer pricing experts within financial services and multinational corporations.

Q4 2010 also saw a significant increase in job opportunities in the accountancy practice market, particularly within the 'big four' and top 10 accountancy firms. Demand is for experienced professionals in audit, internal audit, risk advisory, corporate recovery and business performance departments.

However, while demand is increasing and the candidate pool remains limited, salaries remain broadly the same across all departments at all levels. One exception is in the specialised area of corporate recovery, where a shortage of managers has led to increased salary levels for experienced hires.

The Cork market has seen less hiring activity in accountancy practice. Senior managers and insolvency specialists are most in demand but salaries continue to be scrutinised, with only very modest premiums being paid. SMEs have used the contract market to increase headcount when required, allowing them flexibility to keep salary costs under control.

General Practice	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
Audit Director	75	90	65	80	62	75
Audit Manager	55	65	50	58	48	56
Audit Assistant Manager	45	55	40	48	40	46
Audit Senior	37	42	30	37	30	36
Audit Semi Senior	25	35	20	24	20	23
Audit Junior	21	24	18	20	18	20
Audit Trainee	21	24	16	20	16	20
Tax Director	75	95	70	85	70	85
Tax Manager	55	65	40	50	40	50
Tax Senior	37	42	30	38	30	38
Tax Trainee	21	24	15	18	15	18
Big 4	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
Tax Director	95	120	80	100	80	100
Corporate Finance Manager	60	75	60	75	60	70
Tax Manager	55	65	55	65	55	65
Tax Supervisor	45	52	40	50	40	48
Tax Senior	39	45	35	43	35	42
Tax Trainee	23	25	20	24	20	24
Audit Director	95	120	90	110	90	110
Audit Manager	60	80	60	80	60	70
Audit Assistant Manager	45	52	45	50	45	50
Audit Senior	39	45	37	45	37	43
Corporate Recovery / Insolvency	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
Corporate Recovery Director	95	120	90	110	80	100
Corporate Recovery Manager	60	70	60	70	60	70
Corporate Recovery Senior	37	50	37	50	37	48

FINANCIAL SERVICES. TEMPS & INTERIM MANAGEMENT

	Dublin Low P/H	Dublin High P/H	Cork Low P/H	Cork High P/H	Regions Low P/H	Regions High P/H
Interim Manager / Financial Director	48	55	45	50	40	50
Financial Controller	31	36	30	35	30	35
Financial Accountant	21	28	20	25	21	25
Regulatory Accountant	28	30	26	30	22	29
Financial Analyst	20	27	19	25	19	24
Senior Compliance Manager	27	33	n/a	n/a	n/a	n/a
Senior TA	23	30	n/a	n/a	n/a	n/a
Financial Reporting Accountant (FS)	23	30	20	25	18	23
Financial Reporting Analyst (FS)	23	28	20	25	17	23
Intercompany Analyst	15	17	13	15	13	15
Anti-Money Laundering / Compliance	14	18	12	16	12	15
Assistant Accountant	15	19	14	19	14	19

FINANCIAL SERVICES.

TEMPS & INTERIM MANAGEMENT (cont'd)

	Dublin	Dublin	Cork	Cork	Regions	Regions
	Low P/H	High P/H	Low P/H	High P/H	Low P/H	High P/H
Accounts Assistant	15	15	14	16	14	15
Accounts Clerk	11	14	10	14	10	11
Fund Accountant	15	23	13	20	13	19
Fund Administrator	14	20	12	18	13	19
Treasury Analyst	17	26	16	22	16	22
Settlements Administrator	14	18	12	16	12	15
Shareholder Services Administrator	14	18	12	16	12	15
Accounts Payable Assistant	12	16	10	15	11	13
Accounts Receivable Assistant	12	16	10	15	11	13
Billings Administrator	12	12	n/a	n/a	11	12

INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY.

INTRODUCTION

The jobs market for IT roles continued to grow in 2010, with all indications pointing to a very busy 2011. This has resulted in salaries and daily rates for contractors remaining firm across most areas and in certain niche markets we are starting to see increases.

Ireland is emerging as a global centre for excellence in technology innovation and R&D. Development skills are in the most demand, with Java and .NET leading the way and salaries in these areas starting to rise as a result.

Hiring activity in C++ and web development (e.g. PHP) are also starting to pick up and we expect contract rates to increase between 10-15% for these roles in 2011.

Demand for mobile developers also increased in 2010, fuelled by the popularity of the iPhone and Android operating systems in the consumer device market.

IT support and infrastructure development have also seen high demand for talented professionals due to ongoing upgrade projects and enhancements, many of which are seeing companies moving to Cloud-driven, web-based application solutions.

With many of the larger companies looking to streamline their processes, we have seen a significant increase in ERP projects with SAP & Oracle in most demand.

As a result, contract rates and salaries are also beginning to increase in this area.

We expect this trend to continue into 2011 and also expect the demand to increase further, which should result in a gradual increase of rates in most areas throughout the year.

INFORMATION TECHNOLOGY. PERMANENT

Overall, the IT jobs market was steady throughout 2010 and hiring managers are forecasting new positions over the next 12 months.

Last year saw a slight upward trend in permanent IT roles across Dublin. There was a particular upswing in online recruitment activity, with the number of e-commerce senior positions starting to grow and further hiring activity anticipated in 2011.

The IT development hiring market is currently busy and there has been a big increase in job opportunities in this space.

Some organisations may be challenged in retaining talent if expansion is not planned, as IT professionals will be looking for roles in companies that are driving forward the latest technologies.

The forecast for 2011 is for salaries to remain steady within the Information Technology market in Ireland. However, salaries within the Java, .NET and SAP markets are set to increase, driven by high demand and limited supply of these key skills.

Senior Appointments	0 – 2 Years Low €K	0 – 2 Years High €K	3 – 5 Years Low €K	3 – 5 Years High €K	5+ Years €K
CTO	n/a	n/a	n/a	n/a	125
Software Development Manager	67	88	82	93	93
IT Project Manager	52	62	63	82	82
Senior Technical Manager	46	57	58	68	68
IT Change Manager	46	57	58	68	68
IT Change Manager	41	57	58	72	73
Infrastructure / Support Manager	36	46	47	62	63
IT Auditor					
Development and Design	0 – 2 Years Low €K	0 – 2 Years High €K	3 – 5 Years Low €K	3 – 5 Years High €K	5+ Years €K
Java / J2EE	26	36	36	52	52
VB/C#/VB.NET/ASP.NET	26	36	36	52	52
C/C++	29	39	40	57	58
Oracle / SQL	31	39	40	57	57
Data Warehousing / Business intelligence	31	41	42	62	63
Mainframe	31	41	42	52	53

INFORMATION TECHNOLOGY.

PERMANENT (Cont'd)

ERP/CRM	0 – 2 Years Low €K	0 – 2 Years High €K	3 – 5 Years Low €K	3 – 5 Years High €K	5+ Years €K
SAP Functional Consultant	36	46	47	67	125
SAP ABAP Programmer	34	44	45	62	93
Oracle Financials Business Analyst	36	46	47	67	82
Oracle Financials Technical Consultant	34	44	45	62	68
ERP (Other) Consultant	31	41	42	57	68
Navision Consultant	36	46	47	67	73
CRM Consultant	36	46	47	62	63

QA / Testing / Localisation / Technical Writing	0 – 2 Years Low €K	0 – 2 Years High €K	3 – 5 Years Low €K	3 – 5 Years High €K	5+ Years €K
Localisation	26	28	29	37	39
Technical Writer	29	33	35	39	44
QA Engineer	29	36	37	46	47
Test / QA Team Leader	36	41	42	54	55
Test / QA Manager	46	52	53	62	63

PC Support & Desktop Management	0 – 2 Years Low €K	0 – 2 Years High €K	3 – 5 Years Low €K	3 – 5 Years High €K	5+ Years €K
Helpdesk / Desktop Support	24	30	31	36	36
System Administrator	29	36	37	52	53
UNIX Administrator	31	41	41	62	63
Network Specialist	31	41	41	62	63
Security Specialist	31	41	41	62	62
VMware Specialist	31	41	42	62	63
DBA	28	36	39	57	58

INFORMATION TECHNOLOGY. CONTRACT

The IT contracts market is continuing to strengthen and this has resulted in rates standing firm across most areas. In certain niche markets we are even starting to see rates increase.

Because Ireland is emerging as a centre for excellence in technology innovation and R&D, development skills are in most demand, with Java and .NET leading the way and rates in these areas starting to increase. C++ and Web Development is also starting to pick up and we would expect rates to increase here in 2011 by approximately 10-15%.

Support and infrastructure remains strong due to ongoing infrastructure upgrades and enhancements, many of which are seeing companies moving to Cloud-driven, web-based application solutions.

With many of the larger companies looking to streamline their processes, we have seen a significant increase in ERP projects. SAP and Oracle are most in demand and rates are beginning to increase in this area.

We expect this trend to continue into 2011 and also expect the demand for contractors to increase further, which should result in a gradual increase of rates in most areas throughout the year.

Senior Appointments	P/Day Low €	P/Day Mid €	P/Day High €
CTO	500-600	500-700	700-900
Software Development Manager	400-500	500-600	600-800
IT Project Manager	300-400	400-600	600-800
Infrastructure / Support Manager	300-400	400-500	500-600
Business Analyst	200-300	300-400	400-500
Systems Analyst	200-300	300-400	400-500
IT Auditor	250-400	400-500	500-700
Development and Design	P/Day Low €	P/Day Mid €	P/Day High €
Java / J2EE	200-300	300-400	400-500
VB/C#/VB.NET/ASP.NET	200-300	300-400	400-500
C/C++	200-300	300-400	400-500
Oracle / SQL	250-350	450-550	550-650
Data Warehousing / Business intelligence	200-300	300-400	400-500
Mainframe	200-300	300-400	400-500
ERP/CRM	P/Day Low €	P/Day Mid €	P/Day High €
SAP Functional Consultant	300-400	400-500	500-600
SAP ABAP Programmer	300-400	400-500	500-600
Oracle Financials Business Analyst	300-400	400-500	500-600
Oracle Financials Technical Consultant	300-400	400-500	500-600
ERP (Other) Consultant	300-400	400-500	500-600
Navision Consultant	300-400	400-500	500-600
CRM Consultant	300-400	400-500	500-600

INFORMATION TECHNOLOGY.

CONTRACT (Cont'd)

There has been no significant change in contract rates overall year-on-year.

IT developers' daily rates have shown signs of increase, as demand is high and skills availability for languages such as Java, .NET and C++ remain in short supply.

QA / Testing / Localisation / Technical Writing	P/Day Low €	P/Day Mid €	P/Day High €
Localisation	100-150	150-200	200-300
Technical Writer	200-250	250-350	350-450
QA Engineer	150-200	200-300	400-500
Test / QA Team Leader	200-300	300-400	400-500
Test / QA Manager	300-400	400-500	500-600
PC Support & Desktop Management	P/Day Low €	P/Day Mid €	P/Day High €
Helpdesk / Desktop Support	130-170	170-250	250-300
System Administrator	200-300	300-400	400-500
UNIX Administrator	250-350	350-500	500-600
Network Specialist	200-250	250-400	400-600
Security Specialist	250-350	350-500	500-700
VMware Specialist	250-300	300-450	450-600
DBA	250-300	300-500	500-600

TECHNICAL

TECHNICAL. INTRODUCTION

Salaries for professionals within the Irish technical market are primarily forecasted to remain unchanged over the next 12 months.

We have seen slight improvements in overall market conditions, with many businesses now in a position to start hiring again. However, employers still have a significant choice in the market, which allows them to recruit people who fit every part of their hiring criteria. This is set to continue for 2011.

We have noticed that the best candidates in the market are moving at a slightly faster pace and there has been an increase in the number of counter offers.

Most of those surveyed said that they will be increasing headcount in 2011, which is a positive outlook in terms of new positions.

Compared to 2010, we will see an increase in the number of companies paying out year-end bonuses, with nearly half of participants planning to pay out bonuses in 2011.

The technical market for 2011 is set to have a good trading year, with potential pockets of growth within certain sectors. The main growth areas of pharmaceuticals and medical devices will continue to perform well but will also face their own challenges this year.

With continued pressure on cost, focus remains on smarter supply chain, procurement and process improvement solutions, with significant growth in demand for these key skills for 2011.

The most recent numbers for exports and for the manufacturing sector showed good growth in Q4 2010. This indicates a positive outlook for 2011, despite the potential difficulties with the sector.

Temporary and contract employment pay rates are set to remain reasonably static at 2010 levels, with specific skill sets attracting an additional premium.

TECHNICAL. LIFE SCIENCES

The current outlook within the life sciences jobs market is more uncertain than 2010. Businesses producing primary products are forecasting a tougher year than last, due to lower than expected worldwide demand coupled with cheaper availability worldwide.

The secondary/finished product manufacturers are in a slightly better position. Although 2010 was the year of mergers within the pharmaceutical sector and 2011 presents a much changed landscape with four of the largest worldwide producers of pharmaceutical products merging, resulting in ownership of multiple sites across Ireland.

These market changes have put pressure on pharmaceutical companies to bring new products to market - a challenge that has created some uncertainty for the year ahead.

Demand for RA, QA and validation staff remains constant, with a very definite preference for internal promotions over external hiring where possible. There has also been a noticeable increase in demand for qualified medical advisors.

	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
Calibrations Co-ordinator	33	54	32	52	31	50
Clinical Research Associate	46	67	44	65	43	63
Compliance Officer	45	63	43	61	42	60
Compliance Manager	74	87	71	83	70	81
Documentation Controller	31	46	30	44	29	43
Environmental Chemist	33	46	32	44	31	43
Environmental Specialist	43	63	41	61	41	60
Safety Officer	41	59	39	57	39	56
EHS Officer	42	63	40	61	40	60
EHS Manager	70	84	67	81	66	79
Food Chemist	30	42	29	40	28	40
Formulations Scientist	34	49	33	47	32	46
Lab Supervisor	43	63	41	61	41	60
Microbiologist	34	57	33	55	32	54
Materials Scientist	32	61	31	59	30	58
NPD Technologist	30	45	29	43	28	42
NPD Manager	52	67	49	65	48	63
Organic Chemist	33	49	32	47	31	46

TECHNICAL.

LIFE SCIENCES (Cont'd)

	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
Pharmacist	61	84	59	81	58	79
Process Development Chemist	35	57	34	55	33	54
QA Auditor	38	50	37	48	36	47
QA Manager	72	91	69	88	68	85
QA Specialist	38	61	37	59	36	58
QC Analyst – Biochemistry / Chemistry	31	45	30	43	29	42
QC Analyst – Micro/Biotech	31	45	30	43	29	42
QC Manager	53	80	50	77	49	76
QP Qualified Person	64	84	62	81	60	79
Quality Supervisor	53	67	50	65	49	63
Quality Systems Specialist	37	54	36	52	35	50
Quality Technician	28	37	27	36	26	35
R&D Analytical Chemist	32	50	31	48	30	47
Regulatory Affairs Officer	36	46	35	44	34	43
Regulatory Affairs Specialist	46	67	44	65	43	63
Regulatory Affairs Manager	72	93	69	90	68	88
Medical Adviser	75	100	70	95	70	90

TECHNICAL.

LIFE SCIENCES (Cont'd)

	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
Validation Specialist	41	59	39	57	39	56
Validation Manager	65	74	63	71	61	70
Molecular Diagnostics Specialist	42	62	40	60	40	58
Sales Executive (Medical / Pharma)	42	65	36	60	32	58
Product Manager	42	62	40	60	40	58
Brand Manager	45	65	43	63	42	61
Head of Function (Marketing)	95	115	91	111	90	108
Director of Sales / Marketing	90	110	87	106	85	104
Quality Control Director	95	118	91	113	90	111
Quality Assurance Director	101	121	97	116	95	114
Compliance Manager	75	91	72	88	71	86
Regulatory Affairs Director	88	105	85	101	83	99
Quality Director (Head of Function)	115	145	111	139	108	137
Clinical Trials Director	92	105	88	101	87	99
EHS Director	90	110	87	106	85	104
R&D Director	92	115	88	111	87	108

TECHNICAL. ENGINEERING

Hiring activity in the second half of 2010 increased slightly across all key areas of engineering and this looks set to continue.

A focus in the areas of lean management and Six Sigma is forecast to remain a key trend throughout 2011, with the driver being to build more efficient and dynamic processes to ensure future cost effectiveness in an increasingly competitive market.

New growth in this sector is within the financial services and banking markets. There is also a particular focus on the hiring of manufacturing, process development and quality engineering personnel, with a good number of these roles coming from the large medical device companies and a slow and steady rise in demand from SMEs.

Salaries across this sector are likely to increase by 1-5% in the next 12 months, with key growth in demand forecast for energy, renewables, medical devices and from SMEs.

	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
Manufacturing Engineering – Level 1	33	38	32	37	31	36
Manufacturing Engineering – Level 2	28	45	27	43	26	42
Manufacturing Engineering – Level 3	45	60	43	58	42	57
Chemical Engineer	36	67	35	65	34	63
Electrical Engineer	34	64	33	62	32	60
Engineering Manager (>100 staff)	77	95	74	91	73	90
Engineering Manager (<100 staff)	88	108	84	104	82	102
Industrial Engineering Manager	74	95	71	91	70	90
Mechanical Engineer	34	62	33	60	32	59
Industrial Engineer	34	64	33	62	32	60
Quality Engineer – Level 1	33	38	32	37	31	36
Quality Engineer – Level 2	28	45	27	43	26	42
Quality Engineer – Level 3	45	60	43	58	42	57
Validation Engineer	39	69	38	66	37	65
Polymer Engineer	36	63	35	61	34	60
Process Development Engineer	43	70	41	67	41	66
R&D Engineer	42	70	40	67	40	66
Lean Six Sigma Engineer	43	70	41	67	41	66

TECHNICAL. SUPPLY CHAIN & OPERATIONS

Supply chain in 2010 showed the highest increase in demand within the technical jobs market.

A significant increase in procurement and supply chain analyst vacancies drove this renewed demand, which looks very much set to continue into 2011.

Salaries are on the increase for positions where key skills and industry specific experience are sought after. Organisations are particularly focused on bottom line profits, therefore a high calibre purchasing function is essential to drive cost efficiencies in procurement.

The area of indirect procurement has become very busy with fixed costs now being targeted such as energy, legal and professional services. As a result of this increase in demand, suitable job seekers are now achieving higher salaries.

Salaries for operational roles have been on the decline over the past two quarters.

	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
Production Team Leader	34	44	33	42	32	42
Production Supervisor	41	64	40	62	38	60
Technical Production Manager	44	68	42	66	42	63
Production Manager	62	78	60	75	59	74
Operations Manager (>100 staff)	73	88	70	85	69	83
Operations Manager (<100 staff)	88	109	85	105	83	103
Buyer	35	54	34	52	33	51
Supply Chain Analyst	40	57	38	55	37	54
Freight Forward Specialist	52	73	50	70	49	69
Shipping Clerk	26	36	25	35	25	34
Planner	35	54	34	52	33	51
Buyer and Planner	41	62	40	60	38	59
Senior Buyer / Planner	57	74	55	71	54	70
Master Scheduler	57	74	55	71	54	70
Materials Manager	68	88	66	85	63	83
Purchasing Manager	68	96	66	92	57	90
Warehouse Manager	57	78	44	75	44	74
Supply Chain Manager	88	114	85	110	78	108

TECHNICAL. ENERGY & CONSTRUCTION

The energy sector showed a slight increase for professional hires in 2010 and this looks set to continue into 2011.

Candidates with industry specific experience are in high demand and companies in this sector are now looking for highly experienced people in the energy space.

Alternative energy and the non-renewable sector have been the big movers for 2010.

The construction market continues to suffer in the current climate, with a continued downward spiral in new build work. The number of construction staff available or out of work continues to grow. As a direct result of this, salaries will continue to reduce again in 2011.

Unfortunately, with recovery in the UK residential and commercial markets and no improvement in the Irish construction market, we will continue the trend of exporting our talent for the foreseeable future in this space.

	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
Quantity Surveyor	25	50	24	48	23	48
Site Engineer	23	38	23	36	22	35
Site Manager	35	46	33	44	33	43
Civil Engineer	23	37	23	35	22	34
Structural Engineer	26	43	25	41	24	40
Architect	35	50	33	48	33	48
Project Manager	50	63	48	60	48	59
Programme Manager	57	68	54	65	53	63
Construction Director	65	76	63	73	62	72
Renewable Energy Engineer	35	54	33	53	33	51
Project Manager – Engineer	58	71	56	68	55	67
Technical Sales – Energy	29	46	28	44	28	43

LEGAL

LEGAL.

PRIVATE PRACTICE & IN HOUSE

The legal jobs market improved in 2010 in Dublin, mainly driven by in house and financial services sector positions.

Dublin has recently seen several new firms entering the market, bringing an increased number of job vacancies. Job opportunities have also arisen from changes within the banking and financial services sector, with particular demand for professionals with experience in the areas of banking law, regulation, debt capital, restructuring and funds.

The jobs market for legal roles in Cork also showed modest improvement in 2010. As firms diversified beyond conveyancing, candidates with experience in debt recovery, insolvency and commercial litigation were particularly in demand.

The demand for temporary legal expertise increased slightly over the last twelve months from almost negligible demand in 2009.

Downward pressure on salaries continued as the supply of legal professionals in all specialisations outstripped demand. However, it is likely there will be some stabilisation of pay if demand continues for candidates with a legal background.

In House	Dublin	Dublin	Cork	Cork	Regions	Regions
	Low €K	High €K	Low €K	High €K	Low €K	High €K
Head of Legal (In House)	80	140	70	90	65	85
Senior Transactional Lawyer	65	95	50	75	50	75
Legal Advisor (3-5 Yrs)	50	75	45	65	40	60
Legal Advisor (1-3 Yrs)	40	60	35	50	30	50
Newly Qualified Solicitor	35	60	30	45	30	45
Legal Executive	25	40	25	35	25	35

Private Practice	Dublin	Dublin	Cork	Cork	Regions	Regions
	Low €K	High €K	Low €K	High €K	Low €K	High €K
Solicitor (6-8 Yrs)	75	95	70	85	70	80
Solicitor (3-5 Yrs)	60	75	55	65	55	65
Solicitor (1-3 Yrs)	45	65	35	55	35	55
Newly Qualified Solicitor	40	55	30	45	30	50
Company Secretary (2-4 Yrs)	40	70	35	65	35	65
Company Secretary (1-2 Yrs)	30	45	30	40	30	40
Legal Executive	25	45	25	40	25	25
Company Secretary Trainee	25	30	25	28	25	25

2011
LA CRÈME
SALARY GUIDE

OFFICE SUPPORT
SALES & MARKETING
MULTILINGUAL
HR & LEGAL
TEMPORARY

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LA CRÈME.

INTRODUCTION

The permanent jobs market for office support positions remained reasonably flat in the first half of 2010, with cautious hiring beginning to be seen in the second half of the year.

Many employees will have seen their salaries remain stable or decrease slightly over a two year period.

While companies are showing some appetite to hire into support services, the increased cost of such hires is being closely scrutinised and the value add of these employees to the company's bottom line needs to be clearly demonstrated before an offer is made. Typically, salaries on offer are 10% below 2008 levels.

Sales professionals who can demonstrate a strong employment history in their CV and a clear understanding of where they can add value to an organisation will be most sought after amongst employers.

The HR function saw a small uplift in hiring throughout 2010 compared to the previous year. Companies are starting to reconsider the role of the HR professional in the business - in previous years this function has been the object of cost cutting programmes.

The marked increase in temporary hiring in 2009 continued into 2010 with a small year-on-year increase in the number of temporary employees being offered permanent roles at the end of an assignment.

Temporary staff who can demonstrate their positive contribution to the business are best placed to be hired on a permanent basis if the current level of cautious optimism continues throughout 2011 within the office support jobs market.

LA CRÈME. TEMPORARY

The demand for temporary office support staff grew steadily in 2010, with the main requirement being at the junior to mid-level for administrators and receptionists.

There was also demand for customer service and legal temporary staff not seen since 2008. This was fuelled mainly by increased business activity in the financial services sector in 2010 – particularly due to project work.

Fixed-term contract roles have increased mainly across HR and recruitment, which is a positive indicator for the general hiring market.

The coming 12 months will see demand for temporary staff continue in Dublin and Cork with more project work on the horizon and with companies seeing the value in hiring in temporary solutions to cover extended period of leave or holidays.

Despite this, pay rates are likely to remain broadly unchanged during the course of 2011.

	Dublin Low P/H	Dublin High P/H	Cork Low P/H	Cork High P/H	Regions Low P/H	Regions High P/H
Legal Secretary	13	16	12	15	12	14
Personal Assistant	15	17	12	15	11	12
Secretary (3+ Yrs)	13	15	11	14	10	11
Secretary (1-3 Yrs)	11	13	11	13	10	11
Receptionist (3+ Yrs)	12	13	11	13	10	11
Receptionist (0-2 Yrs)	10	12	10	12	10	11
Secretary / Receptionist (1-2 Yrs)	11	12	11	13	10	11
Administrator	11	15	10	14	10	13
Data Entry Clerk	10	11	10	11	10	11
Customer Service Administrator (3+ Yrs)	12	13	11	13	11	12
Customer Service Administrator (1-3 Yrs)	11	12	10	12	11	11
Switchboard Operator	11	13	10	12	10	11
Customer Service Representative	11	13	9	12	10	11
Office Junior	10	11	9	10	10	10

LA CRÈME. PERMANENT

Gradual growth and optimism entered the Dublin permanent office support market in 2010. Many companies downsized their support functions in the downturn. However, they are now finding that any upswing in business activity leads to a requirement for staff on a permanent basis.

Growth in the SME jobs market remained cautious, as with many other job roles in smaller firms, but recruitment in multinationals for permanent office support definitely increased in 2010.

Demand was predominantly for experienced executive assistants, office managers and senior administrators.

A gradual growth trend is expected over the next 12 months.

	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
Executive PA	45	50	30	40	28	32
Senior PA	35	45	28	38	28	32
Office Manager	35	55	28	38	28	34
Secretary (3+ Yrs)	28	38	25	30	23	26
Secretary (1-3Yrs)	24	28	21	27	20	26
Secretary (6Mths – 1 Yr)	20	23	20	22	18	21
Receptionist (3+ Yrs)	28	35	24	27	22	25
Receptionist (1-2Yrs)	23	26	20	23	20	22
Receptionist (0-1Yr)	19	22	20	22	20	22
Admin	20	35	20	32	20	23
Sales Admin	23	30	23	30	22	23
HR Admin	24	32	23	30	20	23
Data Entry	19	24	19	22	20	23
Customer Service Rep (3+ Yrs)	25	30	23	30	22	24
Purchasing Admin / Shipping Clerk	27	32	25	30	22	24
Document Controller	25	32	25	30	22	24
Clerical Assistant	21	25	19	26	22	24
Customer Service w / languages	22	30	23	26	23	29

LA CRÈME.

PERMANENT (Cont'd)

The jobs market for sales & marketing positions showed tentative signs of growth in 2010 with demand for experienced and talented business developers and sales people across all sectors.

The permanent office support legal market is experiencing a very small upswing as legal firms have restructured their businesses out of conveyancing and into insolvency, insurance, defence and commercial litigation. This trend is expected to continue through 2011 with a consequent rise in salaries for specialist legal skill sets.

Some uplift in pay levels has been seen in the area of human resources with demand for more specialist skill sets, specifically change management and industrial relations, on the increase.

	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
HR Officer	30	38	30	38	30	38
HR Generalist	38	50	38	50	38	48
HR Manager	50	75	50	75	50	75
Marketing Assistant	23	30	23	30	24	26
Marketing Executive	30	45	30	40	26	34
Marketing Manager	45	85	45	70	40	60
Telesales Rep	22	28	20	30	22	27
Field Sales Executive	30	40	28	40	24	40
Account Manager	28	45	28	40	24	40
Key Account Manager	45	60	35	55	35	50
Sales Manager	45	65	45	60	40	40
Legal Secretary (5+ Yrs)	35	40	28	35	n/a	n/a
Legal Secretary (3-5 Yrs)	30	35	25	30	n/a	n/a
Legal Secretary (1-3 Yrs)	22	30	20	25	n/a	n/a
Legal Executive	28	40	28	35	28	35
Legal Administrator	20	26	n/a	n/a	n/a	n/a
Junior Legal Executive	20	26	n/a	n/a	n/a	n/a
Junior Legal Secretary	18	22	18	20	n/a	n/a

LA CRÈME. MULTILINGUAL

The market for job opportunities for those with multiple language skills remains buoyant in Dublin and Cork, with huge demand for talented professionals with experience in the areas of business-to-business customer service, order management, technical support and sales to work for multinational companies.

The most sought after languages are Dutch, Flemish, French, German and Nordic languages. Fluency in English remains essential, but clients are increasingly looking for tri-lingual professionals to cover more than one region.

Within Dublin, salaries have remained stable, although multinationals able to offer attractive benefits packages coupled with good work/life balance are in the best position to attract the top talent.

The jobs market in Cork for multilingual candidates has seen some upward pressure on salaries as a result of competition for the best staff. Many companies also introduced additional bonuses and relocation packages to attract candidates from across Ireland, as well as from abroad. The market is expected to see continued growth into 2011.

	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
Customer Services (0-2 Yrs)	22	24	20	24	20	24
Customer Services (2-4 Yrs)	24	26	23	27	23	27
Customer Services (4+Yrs)	26	30	25	30	24	29
Customer Services Team Leader	30	35	30	35	28	30
Customer Services Manager	35	45	35	50	35	45
Internal Sales with a language	30	34	30	34	27	29
Account Management with a language	35	37	30	37	30	36
Order Management with a language	25	35	25	37	27	35
Administrator with a language	22	28	22	28	24	29

SALARY SURVEY 2011

METHODOLOGY

SALARY SURVEY 2011.

METHODOLOGY

Morgan McKinley and la crème conducted a telephone survey of 723 senior-level operational and HR managers across the accountancy & finance, financial services, technical, IT and office support sectors in Ireland between the 16th and 25th of November 2010. The aggregated results of this research are used in this edition of the Morgan McKinley Salary Guide 2011.

The salary information provided in this survey has been compiled by specialist consultants across all of Morgan McKinley and la crème's specialist areas. Our consultants are in continual contact with both employers and candidates across all industry sectors. Salary data from placements made in the last quarter of 2010, as well as the specialist knowledge of consultants, have been taken into account during the compilation of this report.

Salary rates listed cover basic salaries only and do not include bonus payments or benefits, unless specifically stated otherwise. This is due to the variety of ways in which companies manage employee reward.

Please note, the information presented in this document should be used as a general guide only. Where number of years' experience is mentioned, it is only to give an approximate framework in which to gauge what a typical candidate is likely to earn with the level of experience shown.

In order to match candidates to the right career opportunity for them, Morgan McKinley and la crème assess individuals on all their skills and abilities when deciding on their suitability for roles with our clients.

For more specific salary or hiring information, please visit **morganmckinley.ie** and **lacreme.ie** or contact your Morgan McKinley and la crème consultant directly.



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