



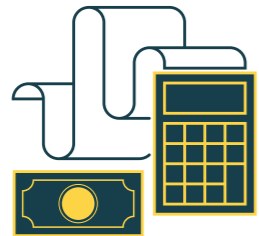
cpl. 

2019
SALARY GUIDE

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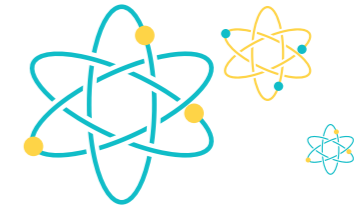
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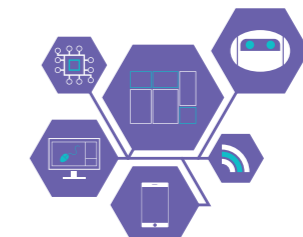
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2019 SALARY GUIDE

SALARY GUIDE OVERVIEW

2018 has been another strong year for the Irish economy. Unemployment has fallen yet again, with the unemployment rate now at its lowest level since February 2008.

According to the ESRI, GDP is expected to grow by 8.2 per cent in 2018, followed by 4.2 per cent growth in 2019, while unemployment is expected to fall even further in 2019.

Advancements with regards to diversity and inclusion have also been made with new Gender Pay Gap legislation in progress and encouraging initiatives by businesses such as the Open Doors scheme already activated.

International interest in Ireland also remains buoyant. Dublin has been ranked as the top large city in the world for Foreign Direct Investment, the effects of which we've noticed with regards to an increased demand for top level language skills, finance and tech professionals.

Challenges & How we can Prepare

Brexit has been the cause of unprecedented levels of uncertainty in 2018. This ambiguity reinforces the need for all organisations to adopt a future-ready outlook and support entrepreneurship, innovation and flexible work solutions – inclusive of all genders and nationalities. Going forward, adaptability will be a key skill, for both employees and employers.

Closely associated with Brexit is the increasing competition for talent. Within finance, many

international investment and asset managers are setting up offices in Dublin on the back of Brexit, meaning office compliance and risk candidates are increasingly needed.

To address the sector wide competition for talent, companies need to invest in high quality recruitment processes and programs to retain current employees, including more flexible work options.

The Future of Work for 2019

In 2019 competitive benefits and salaries will be needed to attract the best people, especially in high demand sectors.

With regards to benefits, from our experience across all sectors candidates respond best to:

- The option of flexible work
- A healthy work life balance
- Clear career progression and opportunities to upskill

It is, however, a combination of these elements that will attract and retain employees, including benefits, a good company culture and the values of a business, such as authentic corporate social responsibility and sustainability policies.

We predict an increasing need to look to other countries for high-demand roles, particularly roles that require language skills and technology expertise.

Candidates with the technical and soft skills to support and advise companies and steer them in the right direction such as agile coaches, product owners, scrum masters and project managers with software development are highly sought after. The demand for data analytics professionals in Ireland has also grown significantly over recent years and shows no signs of declining.

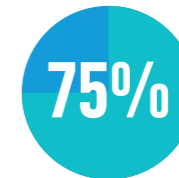
Advancements in technology and AI have begun to impact how and where we work, a trend that will be amplified in 2019. However, people will remain as always at the centre of business success.

CONCLUSION

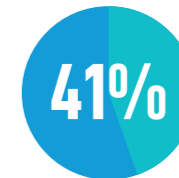
High demand for skilled workers means that to attract the best, businesses need to look towards offering a combination of good pay, attractive benefits and an openness towards flexible working.

How we work is changing rapidly and so businesses and people must adopt an adaptable and open attitude. With change comes challenges but it also brings opportunities, making it an exciting time to work and operate business in Ireland.

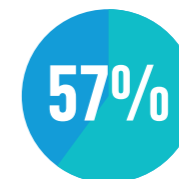
Market Trends



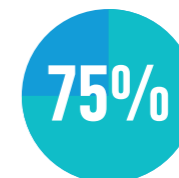
75% of employers were planning to increase their employees' salaries in 2018



41% of employees would leave a job for a better career opportunity or new challenge



57% of employees would value a pay rise over any other benefit



75% of people want to change career

Cpl Employment Monitor reports 2018



Anne Heraty
Chief Executive Officer

Accountancy & Finance

2019

Once again, this year Ireland's finance and accountancy sector has been buoyant. As a result of Brexit, many international investment and asset managers are setting up management companies in Dublin, meaning office compliance and risk candidates are increasingly needed.

The significant expansion of Shared Service Centres throughout Ireland has created a shortage of Payroll

candidates in the market. This has led to an increase in demand for EMEA experience in the sector.

There has also been a significant increase in analyst roles in pharmaceutical, FMCG and tech while across the sector there is a huge demand for commercially minded finance business partners. Similarly, finance staff with a second language are highly sought after.

In an increasingly candidate driven market, clients have sped up the interview processes to secure the best candidates. Those failing to do so will lose out on top talent.

Hiring for contract positions is also on the rise due to market uncertainty with Brexit looming.

Most in demand jobs:

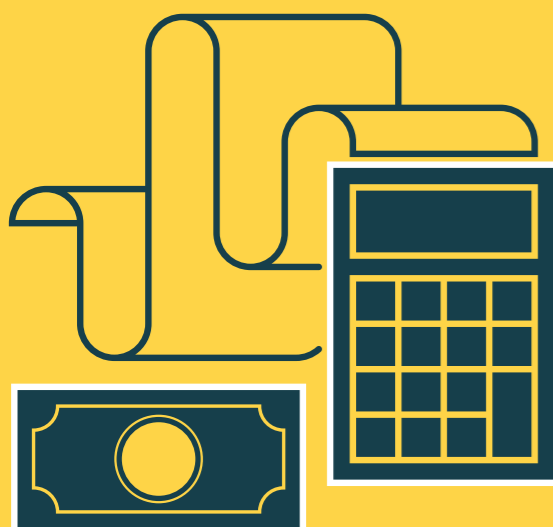
- Payroll Specialist/Analyst
- Financial Analyst
- Regulatory Reporting Accountant
- Finance Professionals with language skills
- Accounts Payable
- New Qualified Accountant (Top 10 trained) 1-3 years PQE

Most wanted benefits:

- Flexibility
- Work/Life Balance

How to attract top talent?

- Competitive benefits and salary package
- Modern & contemporary office space
- Clear career progression
- Clients will need to have unique selling points to entice millennials. This age group has had the lowest employment rate in Ireland so employers will need to pull out all the stops to attract talent



PERMANENT	ROI €k P/A		NI £k P/A	
	Low	High	Low	High
Audit & Practice				
Audit Partner	135	275	80	130
Audit Director	95	125	60	80
Senior Manager Audit	70	90	40	55
Audit Manager (2 yrs PQE)	65	75	37	40
Assistant Manager (1 yr PQE)	58	65	30	35
Audit Senior Big 4	50	55	27	32
Company Secretary (2-4 yrs PQE)	45	70	30	35
Audit Senior General Practice	42	50	27	30
Company Secretary	35	42	27	30
Audit Semi-Senior	28	38	25	29
Audit Junior	22	28	18	22
Graduate ACA	20	23	15	20

Tax	Low	High	Low	High
	Head of Tax	150	275	80
Tax Partner	150	275	80	130
Tax Director	100	180	60	80
Tax Senior Manager	90	135	40	55
Tax Manager	70	100	37	40
Tax Assistant Manager	65	80	31	33
Tax Accountant	55	75	27	29

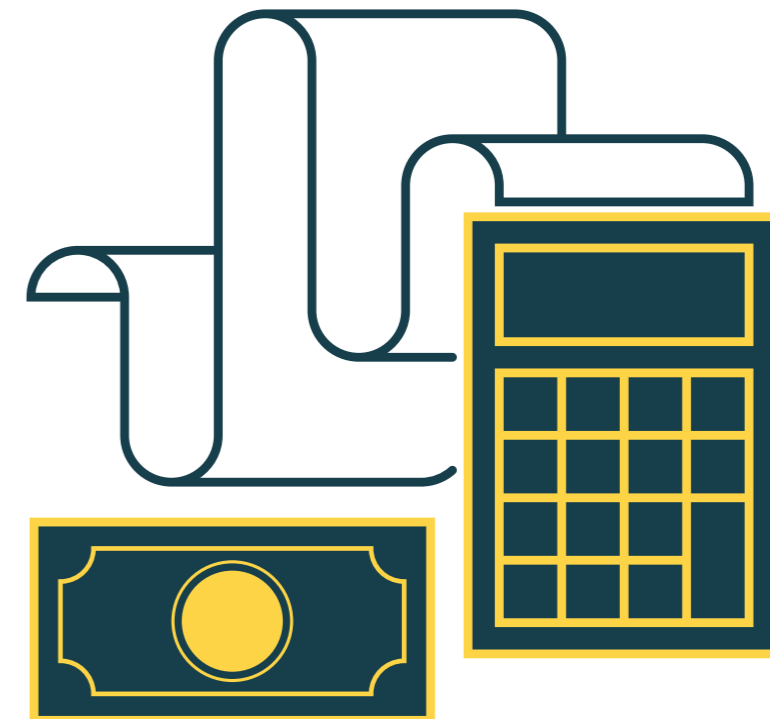
Accounts Payable	Low	High	Low	High
	Accounts Payable Manager	50	65	25
Team Leader	40	48	21	25
Senior Accounts Payable	35	40	21	25
Junior Accounts Payable	28	32	17	19

Accounts Receivable/Credit Control/Payroll	Low	High	Low	High
	Credit Control Manager	50	65	25
Credit Control Team Leader	40	48	20	25
Senior Accounts Receivable	35	40	21	25
Junior Accounts Receivable	30	33	15	17
Senior Accounts Assistant	35	40	18	21
Junior Accounts Assistant	30	33	15	17
Senior Credit Control (3 yrs + exp)	35	40	20	22
Senior Payroll Administrator (2 yrs +)	38	45	20	24
Junior Payroll Administrator (up to 2 yrs exp)	28	32	17	21

Finance	Low	High	Low	High
	Chief Financial Officer	150	330	100
Financial Director	120	160	80	130
Group Financial Controller	75	100	65	85
Financial Controller	70	85	55	75
Finance Manager	65	75	40	60
Senior Accountant/Group Accountant (3-5 yrs PQE)	65	75	35	45
Financial Accountant (2 yrs PQE)	55	65	32	40

PERMANENT (continued)	ROI €k P/A		NI £k P/A	
	Low	High	Low	High
Finance (continued)				
Management Accountant (2 yrs PQE)	55	65	30	40
Cost Accountant (2 yrs PQE)	50	70	23	32
Project Accountant	55	75	30	45
Qualified	Low	High	Low	High
Systems Accountant (Qualified)	50	70	38	48
Systems Accountant (Part-Qualified)	38	47	35	45
Treasury Accountant	45	75	40	50
Senior Financial Analyst	60	70	35	45
Financial Analyst	40	60	30	35
Newly Qualified Accountant	48	58	30	32
Part Qualified	Low	High	Low	High
Part-Qualified - Level 3 Finalist (3+ years exp)	38	48	22	27
Part-Qualified - Level 2 (2-3 years exp)	32	38	23	26
Part-Qualified - Level 1 (1 years exp)	26	30	20	24
Assistant Accountant	35	40	18	26
Trainee Accountant	22	26	20	23

TEMPORARY/CONTRACT	ROI €P/Hour		NI £P/Hour	
	Low	High	Low	High
Qualified				
Financial Controller	36	48	21	25
Finance Manager	35	39	18	23.50
Senior Accountant/Group Accountant (3-5 yrs PQE)	32	36	17	22
Financial Accountant (2 yrs PQE)	28	32	16.50	21
Management Accountant (2 yrs PQE)	27	31	16.50	22
Cost Accountant (2 yrs PQE)	27	31	14.50	18.50
Project Accountant	29	34	15.50	23.50
Systems Accountant (Qualified)	26	37	18	23.50
Systems Accountant (Part-Qualified)	21	26	15	18
Treasury Accountant	25	30	16.50	20
Senior Financial Analyst	29	36	16	18.50
Financial Analyst	26	31	15.50	18
Senior Business Analyst	26	31	15.50	18
Business Analyst	26	32	12	16
Newly Qualified Accountant	25	28	15.50	16.50
Part Qualified	Low	High	Low	High
Part-Qualified - Level 3 Finalist (3+ years exp)	20	25	11.50	13.50
Part-Qualified - Level 2 (2-3 years exp)	17	20	9	12
Part-Qualified - Level 1 (1 years exp)	16	18	8	11
Assistant Accountant	17	20	10.50	12.50
Trainee Accountant	11	15	8.50	10.50



Engineering

2019

The engineering market in Ireland is booming, illustrated by the number of large scale projects currently underway across the country, particularly within the life science sector. As a result, we have seen an increase in demand for skilled engineers across manufacturing, services and technology industries. Salaries have been steadily rising as the competition for talent increases in a market which is highly candidate driven.

Cpl has seen increased opportunities for candidates with diverse backgrounds in the pharma and biotech space, reflecting the shortage of previously skilled candidates. Consequently, the traditional manufacturing industries are facing challenges with candidate attraction and retention.

Contracting is becoming increasingly common as candidates have the flexibility and opportunity to work on different projects, diversify their experience and earn a higher salary.

Medical Device Engineering

Research and Development in the medical device space is growing in Ireland, with companies investing in their R&D capacity here. This makes it an exciting time to be a medical device engineer as there are numerous opportunities nationwide.

Contracting

In today's economic climate, a lot of companies are setting up projects for the future and are looking to the contract market for highly skilled individuals.

The majority of contracting roles are 6-12 months in length. However, with a lot of people in employment (given the low unemployment rate), Cpl often need to search internationally to find the right candidates.

Most in demand jobs - Engineering:

- Validation Engineer
- Lean / CI Engineer
- Process / Project Engineer
- Skilled Trades Professional (Mechanical electrical)
- Automation Engineer

Most in demand jobs - Medical device:

- Software
- Electrical
- Mechanical

Most in demand jobs - Contracting:

- CQV Engineer
- Automation Engineer
- Test / Design Engineer



PERMANENT Engineering	Dublin €k P/A		Regions €k P/A		NI £k P/A	
	Low	High	Low	High	Low	High
Automation Engineer	50	90	35	65	35	45
CAD Technician	25	45	30	45	25	30
Chemical Engineer	70	90	40	60	20	30
Civil Engineer	30	60+	30	60+	30	40
Commissioning Engineer	40	65+	40	65+	30	40
Debug Technician	30	40	32	42	25	40
Design Engineer	40	60	40	60	25	35
Design Manager	60	80+	65	85	35	45
Electrical Engineer	50	80	45	60	30	45
Electronic Engineer	50	80	50	65	30	40
Electronic Technician	40	50	32	42	20	30
Engineering Manager	70	90+	60	80	35	45
Environmental Engineer	50	60	45	68	35	45
Facilities Engineer	50	75	45	65	25	35
Facilities Manager	50	85	60	75	30	40
Facilities Technician	40	50	32	42	30	40
Field Service Engineer	40	50	35	45	30	35
General Manager	80	150	70	100	50	70
H&S Manager	60	80+	50	80+	40	50
Health & Safety Engineer	45	65+	40	60	30	40
Industrial Engineer	40	45	40	50	25	35
Instrumentation Engineer	40	60	35	50	20	30
Instrumentation Technician	40	45	32	42	25	35
Lean Six Sigma Engineer	50	80	45	80	30	40
Maintenance Engineer	45	60	35	55	30	35
Maintenance Manager	45	80+	35	75	35	45
Maintenance Technician	40	55	32	42	35	45
Manufacturing Engineer	50	70	40	55	20	35
Manufacturing Technician	25	40	32	42	25	35
Mechanical Engineer	50	75	40	55	25	35
Mechanical Technician	30	40	32	42	20	35
NPD Manager	50	65+	50	70	20	35
NPD Technologist	35	45	32	42	30	35
Operations Manager	60	90+	70	90	40	50
Process Engineer	55	90	45	65	30	40
Process Engineer (Chemical)	60	90	45	65+	25	35
Process Improvement Engineer	50	60+	45	65	25	35
Process Improvement Manager	55	80+	60	75	35	45
Process Technician	35	40+	32	42	20	30
Production Engineer	30	45+	30	45+	25	35
Production Manager	55	65	45	65+	30	45
Project Engineer	50	70	40	55	25	35
Project Manager	60	65+	40	65+	30	40
QA / QC Technician	30	45	32	42	25	35
Quality Engineer	45	75	35	55	25	35
Quality Manager	60	80+	60	80+	35	40
Quality Technician	28	35+	32	42	20	30
Technical Manager	55	75+	55	75+	30	40
Test Engineer	45	65+	30	50	20	30
Validation Engineer	45	70+	40	55	25	35

CONTRACT	ROI € P/ Hour		NI £ P/ Hour	
	Low	High	Low	High
Engineering				
Automation Engineer	45	65	25	30
CAD Technician	15	45	10	15
Chemical Engineer	25	80	10	25
Civil Engineer	25	50	30	40
Commissioning Engineer	35	70	30	35
Debug Technician	15	20	10	15
Design Engineer	20	50	25	30
Design Manager	45	100	30	35
Electrical Engineer	35	55	30	35
Electronic Engineer	35	40	25	30
Electronic Technician	20	30	15	20
Engineering Manager	60	80	35	40
Environmental Engineer	20	50	30	40
Facilities Engineer	30	50	30	40
Facilities Manager	45	60	20	30
Facilities Technician	17	25	25	35
Field Service Engineer	20	25	10	15
Process Safety Engineer	30	60	20	25
Reliability Engineer	45	60	30	35
H&S Manager	40	60	30	40
Health & Safety Engineer	40	50	25	30
Industrial Engineer	40	45	30	30
Instrumentation Engineer	35	50	20	25
Instrumentation Technician	20	30	20	25
Lean Six Sigma Engineer	40	50	35	40
Maintenance Engineer	40	50	30	35
Maintenance Manager	50	60	30	30
Maintenance Technician	17	30	25	25
Manufacturing Engineer	40	50	30	40
Manufacturing Technician	17	30	20	25
Mechanical Engineer	30	60	30	35
Mechanical Technician	17	25	20	25
NPD Manager	50	65	30	35
NPD Technologist	15	30	30	35
Operations Manager	50	65	40	50
Process Engineer	35	80	30	35
Process Improvement Engineer	40	50	35	40
Process Improvement Manager	50	70	40	50
Process Technician	15	25	20	25
Production Engineer	40	50	20	30
Production Manager	55	65	40	50
Project Engineer	40	65	20	30
Project Manager	55	100	35	40
QA / QC Technician	17	25	20	25
Quality Engineer	30	65	20	30
Quality Manager	45	60	30	40
Quality Technician	17	25	20	25
Technical Manager	40	60	35	40
Test Engineer	25	35	30	35
Validation Engineer	35	80	35	42



Construction & Property

2019

The Irish construction sector had a strong start in 2018, posting faster increases in activity, new orders and employment, as well as seeing confidence improve again. Meanwhile, input costs rose to the greatest extent in eleven years.

There was a particularly notable acceleration in commercial activity, making it the fastest growing division of the sector in August/September. However, the improvement was broadly-based, with the Housing PMI also rising to an eight-month high, consistent with ongoing rapid activity growth. In

addition, there were further welcome signs of improvement in civil engineering.

As the Irish economy continues to repair and grow, so too does the construction industry. With GDP growth levels of 4.7% predicted by the ESRI, Ireland will have the fastest growing economy in the EU, with rates at almost twice the Eurozone average.

The most significant domestic challenges for the construction sector remain; skills shortages, increasing tender levels and construction inflation levels. These are fuelled by increasing demand, pressure on wage rates, increases in material prices and regulatory changes.

Despite these concerns, we are confident that the recovery in the Irish construction industry will continue. Construction firms are looking to the year ahead with confidence around future prospects buoyed by expected further improvements in the construction industry and wider economy.

Up and coming job titles:

- Quantity Surveyor/Cost Manager
- Site Engineer/Project Engineer
- Architectural Technologist
- Civil & Structural Engineer
- Scheduler/Planner
- Health & Safety

How to attract top talent?

- Project pipeline
- Long term contracts
- Flexibility
- CPD (Continual Professional Development)

Emerging areas of Construction

- Residential
- Design
- Civil



PERMANENT	Dublin €k P/A		Regions €k P/A		NI £k P/A	
	Low	High	Low	High	Low	High
Design						
Project Director	95	120	95	120	80	140
Design Manager	65	80	60	70	40	80
Project Manager	55	75	50	65	30	50
Structural Engineer	35	45	35	45	30	40
Chartered Structural Engineer	45	55	45	55	35	50
Associate Structural Engineer	55	70	55	75	50	70
Civil Engineer	35	45	30	45	23	40
Chartered Civil Engineer	45	65	45	55	40	50
Associate Civil Engineer	55	70	55	65	50	65
Roads/Highway Engineer	35	65	35	65	25	60
Water/Wastewater Engineer	35	65	40	60	23	60
Environmental Engineer	35	60	35	60	23	60
Electrical Engineer	35	65	35	55	23	65
Mechanical Engineer	35	65	35	55	23	65
Geotechnical Engineer	35	65	35	65	23	65
Building Services Engineer	25	65	30	55	23	50
Associate - Building Services Engineer	65	85	50	75	45	70
Architectural Director	60	80	55	75	60	80
Associate Architect	60	65	50	60	50	60
Architect	22	60	25	55	25	50
Architectural Technologist	35	60	30	45	20	45
CAD Technician	25	60	25	45	20	40
Surveying	Low	High	Low	High	Low	High
Managing Surveyor	75	100	65	85	50	90
Senior Quantity Surveyor	55	75	55	70	40	60
Estimator	45	70	35	60	20	70
Intermediate Quantity Surveyor	45	55	35	45	30	45
Junior Quantity Surveyor	25	35	25	35	25	30
Health & Safety	Low	High	Low	High	Low	High
Health & Safety Director	85	100	85	100	50	85
Health & Safety Lead	65	85	65	85	40	60
Health & Safety Manager	55	65	50	60	40	50
Health & Safety Agent	45	55	40	50	35	45
Health & Safety Officer	35	45	30	40	23	35
Build	Low	High	Low	High	Low	High
Contracts Manager	75	100	70	85	40	90
Project Manager	65	80	55	65	40	70
Site Manager	55	65	50	60	30	60
Site Foreman	45	55	45	55	25	50
Site Engineer	35	45	30	40	30	50
M&E Coordinator	40	65	35	55	30	50
M&E Engineer	30	65	30	50	20	40
Electrical Engineer	30	70	30	60	20	55
Mechanical Engineer	30	65	30	60	20	55
Project Engineer	35	55	35	50	25	45
Resident Engineer	45	75	40	56	30	60
Roads/Highways Engineer	55	85	50	75	30	60
Property	Low	High	Low	High	Low	High
Associate Surveyor	55	65	50	60	40	55
Property Surveyor	25	50	25	50	20	45
Senior Property Manager	45	60	45	60	30	50
Property Manager	20	40	20	40	20	35
Senior Negotiator	40	50	40	50	20	40
Sales Letting Agent	25	40	25	40	20	30
Senior Asset Manager	65	100	65	100	50	70
Asset Manager	45	60	45	60	35	50
Building Surveyor	30	55	30	55	20	45

Financial Services 2019

We forecast the international financial services sector, with a foothold of approximately 35,000, is set to increase by 10-15% over the next year, a similar increase to the last 12 months. This can be attributed to Ireland being an attractive base for American, European and Asian financial services operations.

The funds sector continues to grow in Dublin with continued interest from both domestic and international investment. We have seen big expansion in the regions with Northern Trust in Limerick, BNP and Fidelity in Galway, State Street in Kilkenny and Naas, and Hedgeserv, Citco, BNY and Alter Domus in Cork.

A number of international investment and asset managers are setting up management companies (mancos) in Dublin on the back of Brexit, with front office compliance and risk candidates being in particular demand.

Overall, the funds and asset management market is highly dynamic and it is going to be extremely competitive when attracting talent in 2019. Companies are starting to look outside the box at candidates who can transition into new roles from different financial services backgrounds. As a result, companies are investing heavily in training to facilitate the upskilling of these hires.

On the banking side, there has been some exciting growth on the corporate and investment front with companies such as Bank of China, Barclays, Bank of America Merrill Lynch and a number of other international banks expanding in Dublin.

There continues to be strong demand for candidates with APA or QFA qualifications. Also, we continue to see a big demand for arrears and restructuring candidates, with the major growth area being the demand for new business underwriters and credit analysts for the SME market. This is a positive reflection on the current domestic demand for mortgages, motor and lending.

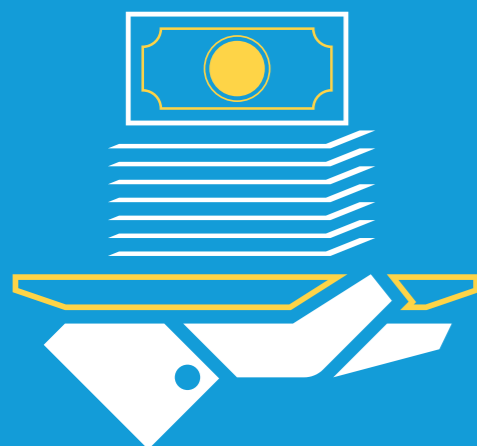
We are seeing a greater demand for analytical and commercial finance talent. Companies are looking to get more from their employees, particularly in commercial acumen. A candidate could have all the skillset and qualifications in the world but if she or he is not hands on, it is a disadvantage.

Most in demand areas of Financial Services:

- Fund Accounting
- Transfer Agency/Investor Services
- AML and Compliance
- Risk
- Credit Analyst
- Case Managers
- Arrears
- Pensions

How to attract top talent?

- Competitive benefits and salary package
- Flexible working and flexible benefits
- Modern & contemporary office space
- Clear career progression



FUND ADMINISTRATION		ROI €K P/A	
Exec Level Funds Services	Low	High	
EMEA Head of, Board level	€220k	€350k	
Managing Director, Funds	€190k	€260k	
Director, Operations	€180k	€220k	
Head of Sales EMEA	€120k	€160k	
Chief Technology Officer	€150k	€220k	
Chief Financial Officer	€120k	€160k	
Chief Compliance Officer	€150k	€220k	
MD, Trustee/Depository	€180k	€240k	
Chief Risk Officer	€140k	€220k	
Head of Product	€140k	€180k	
Head of Operations start up	€120k	€150k	
Fund Accounting	Low	High	
Managing Director, Fund Accounting (Multi-jurisdictions)	€160k	€250k	
Managing Director Fund Accounting	€130k	€160k	
Director, Fund Accounting	€120k	€150k	
Group Manager, VP	€90k	€120k	
Senior Fund Accounting Manager	€75k	€90k	
Fund Accounting Manager	€55k	€70k	
Fund Accounting Supervisor	€48k	€55k	
Senior Fund Accountant	€35k	€45k	
Fund Accountant	€28k	€32k	
Graduate Fund Accounting	€23k	€25k	
Transfer Agency	Low	High	
Managing Director, TA	€140k	€180k	
Head of Transfer Agency	€110k	€150k	
Director TA	€90k	€120k	
Senior Transfer Agency Manager	€75k	€95k	
Transfer Agency Manager	€60k	€75k	
Transfer Agency Assistant Manager	€50k	€55k	
Transfer Agency Supervisor	€45k	€54k	
Senior Transfer Agency Administrator	€34k	€42k	
Transfer Agency Administrator	€25k	€32k	
Compliance	Low	High	
Chief Compliance Officer	€150k	€240k	
Head of Compliance	€120k	€160k	
Senior Compliance Manager	€75k	€100k	
Compliance Manager	€62k	€85k	
Compliance Officer	€32k	€55k	
Trustee	Low	High	
Managing Director, Trustee/Depository	€180k	€240k	
Head of Trustee	€120k	€180k	
VP Trustee	€90k	€135k	
Senior Trustee Manager	€75k	€90k	
Trustee Manager	€60k	€75k	
Trustee Supervisor	€45k	€54k	
Senior Trustee Administrator	€32k	€42k	
Trustee Administrator	€25k	€32k	

	ROI €K P/A	
	Low	High
Middle Office		
Head of Middle Office	€120k	€160k
Director, Middle Office	€90k	€130k
Senior Manager	€70k	€90k
Manager, Middle Office	€55k	€70k
Supervisor	€48k	€55k
Senior Middle Office	€34k	€44k
Middle Office Administrator	€28k	€34k
Custody		
Head of Custody	€110k	€140k
Custody VP	€85k	€100k
Custody Manager	€60k	€70k
Custody Officer	€35k	€45k
Custody Administration	€28k	€38k
Custody Supervisor	€50k	€60k
Custody Senior Analyst	€38k	€48k
Categories Relationship Management		
Head of Relationship Management	€115k	€140k
Senior Relationship Manager	€90k	€110k
Client Relationship Manager	€60k	€85k
Financial reporting		
MD, Financial Reporting	€140k	€180k
Head of Financial Reporting	€110k	€140k
Senior Manager Financial Reporting	€85k	€100k
Financial Reporting Manager	€65k	€80k
Financial Reporting Accountant	€50k	€60k
Financial Reporting Senior Associate	€35k	€50k
Financial Reporting Associate	€28k	€35k
BA/PM/Onboarding		
Chief Data Officer	€150k	€250k
Director, Client Onboarding	€120k	€140k
Business Transformation Programme Manager	€100k	€125k
Senior Programme Manager	€90k	€120k
Programme Manager	€80k	€100k
Project Manager	€70k	€90k
Senior Business Analyst	€70k	€85k
Business Analyst	€40k	€70k
Client Onboarding	€40k	€55k+
Risk and Control		
Head of Risk and Control (Multi-jurisdictions)	€140k	€200k
Senior Manager Risk and Control	€95k	€125k
Risk And Control Manager	€75k	€90k
Senior Risk and Control Exec	€60k	€75k
Risk and Control Executive	€45k	€55k
Enterprise Risk		
Head of Enterprise Risk	€140k	€200k
Senior Enterprise Risk Manager	€90k	€110k
Enterprise Risk Specialist	€50k	€70k
Reporting and Governance Manager	€80k	€100k
Regulatory Risk Manager	€80k	€100k

	ROI €K P/A	
	Low	High
MANCO		
Head of Management Company	€140k	€170k
Senior Product Manager	€90k	€110k
Product Manager	€70k	€90k
Senior Relationship Manager	€90k	€120k
Relationship Manager	€70k	€90k
Senior Compliance Manager	€90k	€100k
Compliance Manager	€80k	€90k
CORPORATE/ COMMERCIAL/INVESTMENT BANKING		
Categories		
	Low	High
Senior Private Banking Manager	€110k	€150k
Private Banking Manager	€75k	€105k
Senior Corporate Banking Manager	€100k	€130k
Corporate Banking Manager	€70k	€90k
Commercial Banking Manager	€55k	€85k
Senior Wealth Manager	€100k	€160k
Wealth Manager	€70k	€100k
Senior Treasury Sales Manager	€90k	€150k
Treasury Sales Manager	€75k	€130k
Senior Trader	€80k	€140k
Junior Trader	€45k	€65k
Categories		
	Low	High
Corporate Finance Manager	€90k	€160k
Corporate Finance Executive	€50k	€75k
Senior Equity Analyst	€90k	€170k
Equity Analyst	€45k	€100k
Senior Credit Analyst	€65k	€90k
Credit Analyst	€40k	€70k
Operational Risk Manager	€65k	€90k
Operational Risk Analyst	€40k	€60k
Market Risk Manager	€70k	€95k
Market Risk Analyst	€40k	€65k
Senior Quant Analyst	€65k	€100k
Quantitative Analyst	€35k	€60k
Junior Risk Analyst	€30k	€40k
Compliance		
	Low	High
Chief Compliance Officer	€140k	€250k
Head of Compliance	€100k	€160k
Deputy Head of Compliance	€85k	€130k
Senior Manager Compliance & AML	€80k	€100k
Compliance Manager	€55k	€80k
Compliance Officer	€38k	€50k
AML/KYC Analyst	€35k	€50k
Compliance Administrator	€25k	€38k
Treasury		
	Low	High
Treasury Manager	€45k	€65k
Treasury Analyst	€30k	€45k
Treasury Administration	€26k	€32k
Settlements Administration	€25k	€48k
Graduate	€23k	€32k

CORPORATE/ COMMERCIAL/INVESTMENT BANKING (cont'd)

ROI €K P/A

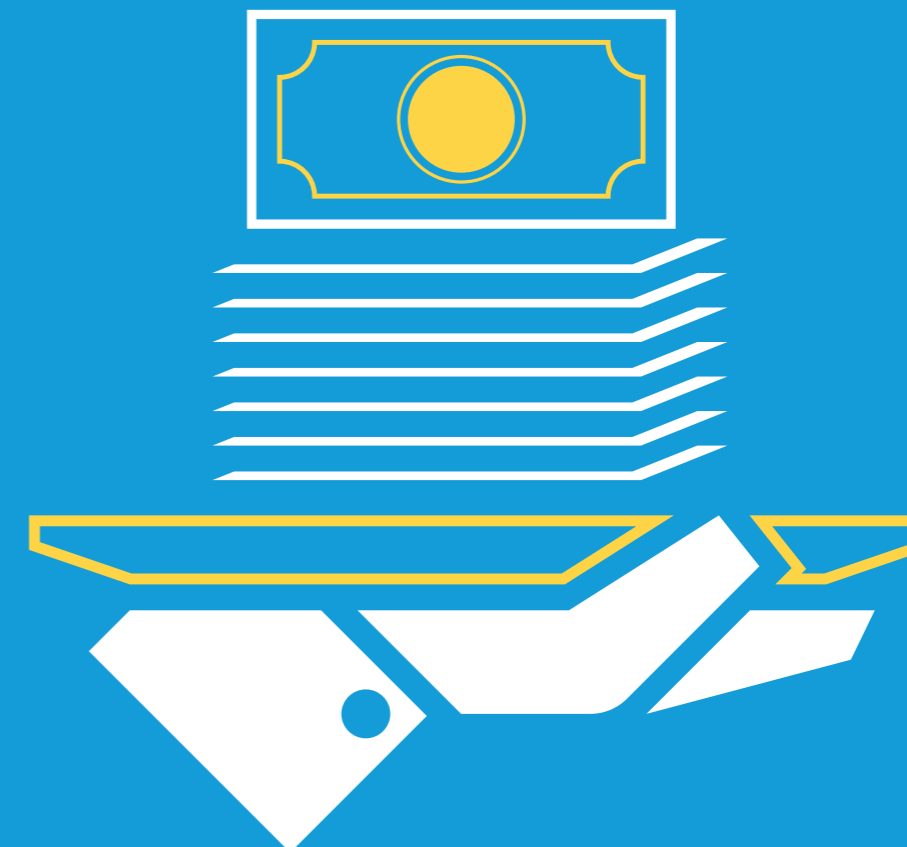
Banking	Low	High
Head of Function	€100k	€130k
Area Manager	€75k	€90k
Data Protection Manager	€80k	€100k
Data Protection Officer	€40k	€80k
Control Manager	€60k	€70k
Branch Manager	€60k	€90k
Assistant Branch Manager	€50k	€70k
Business Manager	€40k	€55k
Financial Planning Consultant	€40k	€65k
Customer Service Officer	€22k	€30k
Mortgage Manager	€50k	€70k
Mortgage Consultant	€30k	€50k
Mortgage Underwriter	€30k	€60k
Mortgage Customer Services	€25k	€35k
Mortgage Arrears	€30k	€45k
Restructuring Manager	€50k	€90k
Restructuring Officer	€35k	€50k
Direct Sales	€29k	€40k
Junior Underwriter	€30k	€40k
Senior Underwriter	€45k	€60k
Mortgage Resolutions Analyst	€30k	€35k
Credit Analyst	€35k	€45k
Case Manager	€50k	€65k
Asset Manager	€40k	€60k
Settlements Officer	€35k	€45k
Compliance Officer	€50k	€80k
AML / KYC Officer	€40k	€60k
Operations Manager	€50k	€65k
Credit Risk Analyst	€40k	€60k
Credit Risk Team Lead	€40k	€50k
Credit Risk Officer	€30k	€45k
Financial Crimes Officer	€50k	€60k
Regulatory Compliance Manager	€60k	€80k
Regulatory Compliance Officer	€40k	€60k
Personal Insolvency Executive	€35k	€50k
Collections Team Lead	€40k	€50k
Collections Officer	€30k	€40k
Arrears Support Executive	€27k	€35k
Wealth Management/Brokerage	Low	High
Financial Consultant	€40k	€65k
Financial Planning Manager	€60k	€85k
Assistant Private Client Advisor	€55k	€75k
Paraplanner	€42k	€60k
Customer Services Admin	€35k	€45k
Investment Analyst	€40k	€80k
Pension Administrator	€35k	€55k
Sales and Marketing Associate	€30k	€40k

CANDIDATE FEEDBACK

"Ben placed me into my recent position with Bank of New York. During that process he was extremely competent, professional and proactive. The process was seamless and any question I had was dealt with and answered comprehensively in a timely manner. I would have no hesitation in recommending Ben to anyone going forward."

Michael Tumelty,
Head of Internal Controls,
BNY Mellon

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Legal

2019

The legal market has seen another year of sustained growth, which has further driven the war on talent within the industry. With Brexit on the horizon, we have seen new international firms setting up in Dublin, which has led to a number of interesting moves in the market. Areas such as corporate, funds, aviation and banking once again lead the way. Solicitors in these areas are seeking a premium, which is leading to firms investing in more competitive bonuses and benefits to retain their top talent. Newly qualified salaries have once again increased this year, with firms paying well to hold onto their key performers. We have also seen a particular uplift at senior associate level, with many firms looking to grow their practice at the 5-7 year PQE mark, offering candidates a competitive track to partnership.

On the in-house side, we have seen a move away from the traditional commercial contract based roles to a wider variety of transactional and financing based positions. This is offering lawyers more choice when looking at making the move

in-house. Bonus culture is very strong within most industries and many employers are also offering flexible working arrangements including work from home schemes.

The compliance market has once again been busy in areas such as AML and KYC, especially within the corporate banking scene. GDPR has become a top priority with the law coming into effect earlier this year. This has led to a sharp increase in demand and led to the consultants within this area demanding increased daily or project rates.

The company secretarial market is an area of high demand and low supply of candidates, which has proven an obstacle this year for both in-house and private practice company secretary departments. Strong ICSA candidates have been maximising value in 2018 and this is set to continue next year.



Legal/ Compliance/ Company Secretary Market	ROI €K P/A		NI £K P/A	
Legal	Low	High	Low	High
Head of Legal (Small-Med Org.)	€110k	€145k	£45k	£80k
Head of Legal (Large/Multinational)	€120k	€215k	£85k	£120k
Senior Legal Counsel (6-8 yrs pqe)	€90k	€130k	£45k	£65k
Legal Counsel (3-5 yrs pqe)	€75k	€90k	£30k	£45k
Legal Advisor (1-3 yrs pqe)	€55k	€70k	£25k	£35k
Legal Executive	€30k	€45k	£18k	£23k

Categories	Low	High	Low	High
Salaried Partner	€110k	€200k	£45k	£80k
Senior Associate (6-8 yrs pqe)	€90k	€150k	£40k	£55k
Associate (3-5 yrs pqe)	€65k	€95k	£30k	£45k
Solicitor (1-3 yrs pqe)	€50k	€75k	£25k	£35k
Newly Qualified Solicitor	€45k	€70k	£20k	£28k

Categories	Low	High	Low	High
Senior Company Secretary	€80k	€100k	£45k	£65k
Company Secretary (2-6 yrs)	€40k	€80k	£30k	£45k
Company Secretary (1-2 yrs)	€35k	€45k	£25k	£30k
Company Secretary Trainee	€28k	€34k	£18k	£25k
Legal Executive/Paralegal	€30k	€45k	£18k	£22k

HR

2019

In the junior to mid-level HR market, there has been significant demand for higher salaries in 2018. This is to be expected in Dublin, where the cost of living and rent has increased considerably. In 2017 entry level/graduate candidates were willing to consider salaries from low to mid-twenties to gain experience but this is no longer proving viable. Candidates with 1 year+ experience typically demand €30k+ to entice them to move. They have a desire to see consistent increases year on year, which is necessary for employers to compete with larger multinational organisations.

Another common trend is the need for permanency. There is a concern regarding the risks involved with contracts as security and visibility of progression is highly desirable. To attract candidates to shorter term roles we are finding that premium rates are essential.

HR Recruitment at a senior level has been challenging, with less opportunities presented than in previous years. While Cpl HR have established relationships with a range of clients across all

industry sectors, there has been less traction in the marketplace than predicted. Recruitment in this sector tends to be cyclical, with the busiest time of year between the months of September to November, but the first three quarters of 2018 were disappointing in relation to senior opportunities.

Time to hire continues to be a key challenge within organisations, and talent is being lost due to slow moving recruitment processes, which often involve multiple hiring parties. In fact, the senior HR recruitment process is taking 6-8 weeks end to end. We are still facing the challenge of numerous candidates who accept counteroffers, only to return to the market in a few months' time.

While there has been less change in salaries, we have seen a return of more generous benefit packages. This is a positive indication that the senior HR market will flourish a little faster in 2019, which should translate into higher overall rates.

We continue to see Irish nationals returning from abroad; the United Kingdom, Australia and Canada specifically. This is bringing high quality HR professionals to the market who have had exposure to global projects which is proving attractive to employers. The calibre of professionals on the market who are actively seeking new opportunities is extremely strong. We are hopeful that in 2019, the market will improve so as to embrace that talent.



PERMANENT	Dublin €k		Regions €k		Belfast £k		NI National	
	P/A	P/A	P/A	P/A	£k	£k	£k	£k
General	Low	High	Low	High	Low	High	Low	High
HR Director	110	180	100	160	60	100	55	80
Senior HR Manager	80	120	80	100	40	65	35	55
HR Manager	55	80	55	100	35	55	30	50
Strategic HR Business Partner	80	105	55	80	40	55	40	50
HR Business Partner	55	75	45	70	35	45	30	40
Industrial Relations/Employee Relations Manager	60	90	55	80	35	50	30	40
HR Generalist	35	60	30	50	25	40	25	35
HR Administrator	24	35	24	35	18	25	16	25
Recruitment	Low	High	Low	High	Low	High	Low	High
Head of Recruitment	90	130	80	100	35	55	35	50
Recruitment Manager (In-House)	70	100	50	80	40	55	35	45
Recruitment Specialist (In-House)	45	75	35	55	30	45	25	35
Technical Recruiter	50	80	35	65	35	50	35	45
Recruitment Administrator	24	35	24	30	18	27	18	25
Learning & Development / Organisational Development	Low	High	Low	High	Low	High	Low	High
Head of Talent & OD	90	130	85	120 +	50	80	40	80
Head of Learning & Development	80	110	75	120 +	40	60	40	60
Learning & Development Manager	60	80	35	65	35	45	35	45
Organisational Development Manager	70	100	50	70	45	65	45	65
Learning & Development Specialist	45	65	50	65	30	50	25	45
Organisational Development Specialist	55	70	40	65	30	50	30	45
Training Coordinator	24	35	24	35	18	28	18	25
Reward /Compensation & Benefits	Low	High	Low	High	Low	High	Low	High
Head of Compensation & Benefits	100	160	90	150	50	80	45	80
Compensation & Benefits Manager	80	120	70	120	35	65	35	65
Compensation & Benefits Specialist	50	70	50	70	35	55	35	50
Compensation & Benefits Analyst	35	50	30	45	25	40	25	35
Head of Global Mobility	65	95	60	90	50	70	50	70
Global Mobility Specialist	45	65	40	60	30	50	30	50
HRIS	Low	High	Low	High	Low	High	Low	High
HRIS Manager	50	80	50	80	40	65	35	55
HRIS Analyst	30	55	30	45	25	40	25	40

Insurance

2019

The future for professionals within the insurance industry in Ireland continues to be bright. Currently, there are over 30,000 employees across over 500 organisations and the industry holds €200 billion in assets. 63% of Irish insurance CEOs expect to hire more staff in the next year, compared to 41% globally.

The Insurance 2020 strategy aims to grow direct employment in the Insurance sector to 35,000 by 2020 through a range of actions, including the promotion of Ireland as a location for internationally traded services. Ireland's appeal as a centre for insurance excellence has been enhanced by the EU's

Area Shortages

There is an increased demand for experienced and industry qualified insurance professionals across a range of areas, including;

Brokerage – There is an increased demand within the broker space as competition intensifies between traditional insurance brokers and their online counterparts. As the general public become more knowledgeable about general insurance, the need for experienced brokers has increased, this will continue into 2019.

Compliance – The compliance space has been known to have a shortage of experienced and knowledgeable professionals, as few graduates choose to specialise in this area. This could see companies looking overseas or offering premium salaries to attract candidates in this specialty.

Reinsurance – With the influence of Brexit, reinsurance is an evolving speciality to watch in the

Insurance Framework Directives which allows insurance companies in Ireland to carry out business in all EU member states through establishing branches or selling passport rights.

A number of surveys have highlighted a high level of disruption expected to shake-up the industry, driven primarily by regulation, changes in customer behaviours and technology (AI).

Overall, there will not be significant movement in salaries in 2019. The main areas of change will be in actuarial, senior claims and senior pensions roles, with an average rise of between 5-10% in Dublin specifically.

Organisations are however introducing new benefits to coincide with the perception that work life balance is the most important factor for people considering new opportunities. Flexi-days are being introduced by larger organisations, as well as an increased number of wellness packages.

**Fit for Growth report 2017, PwC & Insurance Ireland*

Irish market. As UK based companies plan to relocate to Dublin in the near future, if they haven't already, we will see an increased need for experienced professionals within this space.

Actuary – This has been one of the toughest areas for organisations to find the best talent, and a large percentage of candidates are often employed from overseas. Industry leaders need to recognise this shortage and implement strategies to fill this void. Salaries will increase the most in this area.

Claims – There is a shortage of experienced talent within more senior claims roles, and there is a wealth of companies vying for this type of candidate. We will see some increase in salaries in this space.



ROI €K P/A

Insurance Companies	Low	High
Head of Underwriting	90,000	135,000
Commercial Underwriting Manager	80,000	100,000
Commercial Underwriter (5-10 years)	50,000	80,000
Commercial Underwriter (1-5 years)	35,000	55,000
Assistant Underwriter (1-3 years)	25,000	32,000
Commercial Lines*	30,000	50,000
Personal Lines Manager	50,000	80,000
Personal Lines Underwriter	30,000	45,000
Personal Lines Executive	25,000	35,000
Personal Lines*	22,000	30,000
Personal Lines Analyst	40,000	65,000
Life Underwriter (5+ years)	40,000	85,000
Operations Manager	60,000	80,000
Client Services Executive	40,000	60,000
Client Services Administrator	26,000	35,000
Pensions Administrator (1-3 years)	28,000	35,000
Senior Pensions Administrator (5+ Years)	45,000	50,000
Pensions Consultant	40,000	80,000
Broker Developer	40,000	70,000
Claims Team Manager	45,000	70,000
Claims Handler / Assessor (1-4 years)	25,000	35,000
Claims Handler (5+ Years)	35,000	50,000
Claims Analyst	50,000	60,000
Business Development*	50,000	70,000
Mobile Mortgage Broker*	35,000	80,000
Financial Broker Consultant*	35,000	70,000

Actuarial	Low	High
Chief Actuary	170,000	320,000
Qualified Actuary (3-8 years PQE)	85,000	135,000
Nearly / Newly Qualified Actuary	65,000	85,000
Part-Qualified Actuary	45,000	70,000
Trainee Actuary (Grad Level)	30,000	45,000
Policy Administrator	30,000	35,000

**Roles have a commission element in addition to salary*

Insurance

2019

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CLIENT FEEDBACK

"At Wealth Options it is imperative due to the nature of our business that we have the right fit for our company, both culturally and experience wise. Cpl delivered a complete talent solution, meaning the need to screen numerous CV's was not an issue, Russell Ramsden's industry knowledge and professionalism ensured that the whole process ran smoothly and within a timeframe we had discussed. We are now very excited to have new additions to our organisation, who we believe will be a great fit for us going forward".

Deirdre O'Hanlon, Head of Operations, Wealth Options Limited



Languages

2019

In recent years, Ireland has become home to the EMEA headquarters of Google, Twitter, Oracle, Salesforce, and many other global technology companies. As these are businesses with interests in the international market, they are investing heavily in bespoke recruitment strategies to hire multilingual talent to support high demands in a number of international markets.

The business requirement for talent with multilingual skills (other than English) is driven by a variety of trends, including the globalisation of business and the growth of immigrant groups in Dublin, which has a population of 593,600. This need for multilingual candidates impacts a diverse range of industries, from high-tech companies to the education sector.

Ireland is now a major European Digital Hub with a vast amount of global IT players setting up their operations in Dublin, Cork and Galway.

There are a multitude of professionals across Europe and internationally that are interested in moving to Ireland to advance their careers by improving their English language skills.

What does it take to attract top talent?

- Long term personal development
- Autonomy and flexibility (work from home)
- Employer brand
- Work environment & culture
- Competitive salary and benefits

Up and coming jobs:

- Senior Support Analyst
- Renewal Sales Representative
- Customer Success Support

Most in demand languages:

- German
- Dutch
- French
- Russian
- Nordic



PERMANENT	Dublin €k P/A		Regions €k P/A		NI £k P/A	
	Low	High	Low	High	Low	High
Call Centres - Customer Service						
Call Centre Operation Manager	60	90	50	80	40	50
Customer Service Manager	40	65	40	55	25	35
Customer Service Team Leader	30	48	28	40	20	30
Customer Service Team Leader & Language	35	45	30	45	20	35
Customer Service Agent	22	30	20	28	13.5	16.5
Customer Service Agent & Language	24	32	20	32	16	20
Account Manager	25	35	28	35	25	35
Account Manager & Language	30	45	28	36	25	35

Languages	Low	High	Low	High	Low	High
Technical Support 1st level no Language	22	26	21	24	14	17
Technical Support 1st level with Language	24	26	24	25	15	20
Technical Support 2nd level with Language	28	32	28	30	16	20
Call Centre Team Leader no Language	30	45	28	40	20	30
Call Centre Team Leader with Language	35	48	34	45	20	35
Collection Analyst with Language	32	40	24	30	18	20
Customer Service no Language	22	25	22	25	14	18
Customer Service with Language	24	32	24	32	15.5	22
Account Manager with Language	30	45	28	36	25	35
IT Account/Agent Support with Language	27	30	29	35	25	30
Telesales Agent with Language	25	35	24	33	18	22
Business Development with Language	30	70	30	60	20	25
Technical Editor with Language	36	40	34	38	28	32
Order Management with Language	26	33	23	30	18	22
Editorial Compliance Specialist with Language	28	35	26	30	24	26
Data Entry with Language	26	26	24	26	15	18
Quality Evaluator with Language	28	32	28	30	24	26
Team Manager with Language/Sales Operation	45	75	35	65	35	65
Inside Sales with Language	28	50	24	45	19	35
Lead Generation with Language	25	32	23	26	16	20
Content Analyst with Language	25	29	24	28	20	22
Procurement Coordinator	25	35	25	30	22	28
Cloud Sales with Language	35	65	34	65	32	38
Sales Manager with Language	55	80	50	70	35	45
Accounts Receivable with Language	25	35	24	30	18	22
Accounts Payable with Language	25	35	24	30	18	22
Dispatch Agent no Language	24	26	23	25	18	20
Dispatch Agent with Language	26	28	25	28	18	21
Online Media no Language	26	28	24	26	18	22
Online Media with Language	28	30	26	28	18	24
Technical Engineer with Language	43	52	40	45	35	40

Marketing

2019

As marketing plays an increasingly critical part in business strategy, the sector continues to grow. Over the course of 2018, our leading Marketing Recruitment Specialists have placed candidates in permanent, contract and temporary marketing roles across Ireland.

Digital start-ups, SMEs and large multinational companies and consultancies are all continuing to grow their marketing presence in an attempt to gain competitive advantage.

More traditional sectors such as FMCG, financial services and pharmaceuticals are also seeking out skilled candidates. As a result, there is huge demand for expert marketing talent, which doesn't see any sign of declining in 2019.

Trends for 2019

Senior Marketing & Digital appointments

We have seen a drop in senior marketing appointments over the past 12 months. It seems that employers are working hard to retain and develop candidates at this level and therefore have had to offer incentives such as bonuses and car allowances, along with exciting projects to entice top talent.

Graduate Marketers

We have found the market for graduate marketing increasingly competitive. With entry level roles offering better salaries, the demand is definitely there for high calibre junior candidates. Graduates with relevant marketing/digital experience from college placement and/or internships definitely have the edge with our clients who are looking for entry level candidates.

Content Marketing

As new tools and technologies emerge, creative content marketers are in demand to put new spin on old tactics. The bar for quality is rising as audiences everywhere are exposed to more and more content daily. For all the changes that have taken place over the years, one thing is certain: content marketing is here to stay.

Demand generation, e-commerce and CRM are key areas for the future of work so will continue to be in demand and warrant competitive salaries.

Highest paying roles:

- Director or Head of Digital Transformation
- Demand Generation Manager

Most difficult to fill roles:

- Demand Generation Manager
- Marketing Automation Manager
- e-Commerce Manager
- CRM Manager
- Digital Analyst
- PPC & SEO Specialist

How to attract top talent:

- Competitive benefits
- Flexibility
- Excellent culture
- Opportunity to make an impact in an organisation



PERMANENT	Dublin €k P/A		Regions €k P/A		NI £k P/A	
	Low	High	Low	High	Low	High
General Marketing						
CMO	100	160	85	150	80	100
Marketing Director	100	150	85	130	60	80
Head of Marketing	85	125	70	115	50	70
Senior Marketing Manager	60	90	50	80	40	60
Marketing Manager	40	70	35	65	30	55
Assistant Marketing Manager	45	60	45	55	28	35
Marketing & Communications Manager	60	65	50	65	35	45
Events Manager	35	55	35	55	30	40
Marketing & Business Development Manager	45	60	42	55	30	40
Senior Marketing Executive	35	45	30	40	26	35
Marketing Executive	32	47	30	40	22	30

Online / Digital Marketing	Low	High	Low	High	Low	High
Head of CRM	90	125	75	110	50	70
Head of Online	90	140	80	130	50	70
Head of Acquisition	85	120	75	110	50	70
Head of PPC	70	95	60	75	50	60
Dept / Section Manager	28	32	25	32	17	20
Head of SEO	70	95	60	70	40	60
Head of Display	90	120	75	90	40	60
Head of Social Media	70	85	60	75	40	50
PPC Manager	40	65	35	45	30	40
PPC Executive	30	45	30	35	30	40
SEO Executive	30	45	30	35	25	35
SEO Specialist	45	55	40	50	28	35
Digital/Online Marketing Executive	28	45	28	40	22	28
Demand Generation Marketing Manager	50	90	50	75	40	60
Lead Generation Marketing Executive	35	50	30	40	20	30
Affiliate Marketing Manager	45	70	40	60	30	40
E-Commerce Manager/ Executive	40	70	35	50	25	35
Online Marketing Manager	45	70	35	50	28	36
CRM Manager	45	65	35	45	20	35
CRM Executive	30	45	30	40	20	30
Social Media Manager	35	55	28	45	25	35
Content Manager/ Strategist/ Web Content Editor	35	55	35	50	20	30
Social Media Executive	28	45	25	40	20	30
E-mail Marketing Manager	45	65	35	50	30	40
E-mail Marketing Executive	35	50	28	40	20	30
Digital Marketing Analyst	35	45	30	40	20	30
Web Analytics Specialist	35	45	30	32	20	30

PERMANENT (continued)	Dublin €k P/A		Regions €k P/A		NI £k P/A	
	Low	High	Low	High	Low	High
FMCG						
Marketing Director	90	140	80	120	80	100
Marketing Manager	65	90	55	80	30	45
Head of Brands	90	110	80	100	60	70
Senior Brand Manager	55	75	50	65	45	55
Brand Manager	45	65	40	60	35	42
Assistant Brand Manager	35	50	35	45	28	35
Category Manager	45	65	50	60	30	40
Category Executive	35	45	35	40	20	30
Category Analyst	35	45	30	35	20	30
Channel Marketing Manager	55	80	50	60	30	40
Consumer/Insights Manager	60	90	50	70	30	40
Brand Activation Manager	40	55	35	45	20	35
Marketing Specialist	40	55	35	45	30	35
Visual comms specialist/Graphic design	30	40	25	35	20	30
Research						
Research Director	70	95	70	85	60	70
Account Director	60	90	70	85	60	70
Associate Director	50	65	60	65	50	60
Research Project Manager	55	65	45	55	30	45
Research Executive	35	40	32	35	25	35
Senior Research Executive	40	45	40	42	25	35
Quantitative Expert	50	75	45	60	30	40
Qualitative Expert	50	60	45	50	30	40
Telcos/Banking/Finance/Professional services						
Head of Marketing	95	150	75	120	60	80
Head of Brand Communications	95	130	80	100	60	70
Head of Consumer	90	140	70	100	50	65
Head of Retention	90	120	80	100	60	70
Head of Product	80	120	70	100	60	70
Head of Base	80	120	70	100	60	70
Director of Consumer Insights	90	140	70	100	60	70
Product Development Manager	55	85	40	65	30	35
Base Manager	55	70	45	65	30	40
Propositions Manager	60	85	45	65	30	40
Segments Manager	60	75	45	65	30	40
Propositions Specialist	45	70	30	55	28	35
Insights Specialist	40	55	30	45	25	35
Trade Marketing Executive	35	50	30	40	20	30
Mobile Product Manager	60	85	50	70	30	40
Product Manager	55	80	50	65	30	40
Marketing Campaign Manager	40	65	30	55	25	35
Go-to-market specialist	45	65	30	55	20	30

PERMANENT (continued)	Dublin €k P/A		Regions €k P/A		NI £k P/A	
	Low	High	Low	High	Low	High
Online Agency Specific Roles						
Director of Digital Marketing	90	130	80	120	60	80
Head of Search & Analytics	85	120	70	85	50	60
Head of Digital Media	80	110	60	85	40	50
Client Director	75	90	60	75	50	65
Senior Client Manager	50	70	40	65	35	50
Client Manager	37	45	35	45	28	60
Client Associate	28	40	28	35	20	25
Pharma/Healthcare						
Global Head of Marketing	90	160	80	130	50	70
Product Marketing Manager	65	90	50	85	40	50
Senior Brand Manager	60	90	50	85	40	50
Product Manager	55	75	50	70	30	40
Brand Manager	55	75	50	70	35	45
Sales & Marketing Executive	30	45	27	50	25	35
Brand Executive	30	45	27	45	25	35
Product Executive	40	70	32	60	25	35
Communications & Public Relations						
Head of Communications	85	130	75	120	80	100
Communications Manager	55	80	50	70	40	60
Head of PR	85	120	70	100	60	80
Head of External Affairs	90	120	70	100	40	60
Public Affairs Specialist	45	75	40	60	30	40
Sponsorship Manager	50	70	45	55	30	40
CSR Manager	45	70	40	55	30	40
PR Manager	50	70	40	60	20	35
PR Exec	30	45	25	35	18	30
Communication Executive	30	45	30	35	25	35
PR Agency						
Account Director	55	90	50	75	50	70
Senior Account Manager	40	60	40	50	35	45
Senior Account Executive	35	45	30	40	27	35
Account Executive	28	35	25	32	23	30

Marketing

2019

2019

SALARY GUIDE

CANDIDATE FEEDBACK

"James helped me find my current position. He was very professional and helpful through the whole process: He made sure I had all the information before each step and debriefed me very efficiently shortly after, so I always knew how I was doing during this stressful time. It really was a pleasure to work with him!"

Camille Brichard,
Digital Channels Experience Advisor @KBC Ireland



Office Support 2019

Cpl Office Support has seen exponential growth over the last 12 months. In 2016-2017 we experienced an uptake in the temporary support division, with an increase of 17% on the previous year - a trend which continued in 2018. As the market has continued to expand, with regards to permanent roles, we are seeing an increase at the senior EA, PA and office management level. New titles that became popular in 2018 include business support, customer service and sales administrative roles.

Our Legal Support division, which was set up in 2017 and exclusively recruits for legal and professional services, is also experiencing great success, despite it being one of the most sparse candidate markets. It is challenging to entice skilled legal secretaries to move from one practice to another, as the salaries

and benefits are often similar and, in certain cases, the culture.

We continue to partner with the training and development professionals, Pitman, to ensure we can assist candidates in upskilling for the changing marketplace.

We are the market leader in the office and secretarial recruitment sector in Dublin and won the NRF Best in Practice: Office & Secretarial award in 2016. In 2015 and 2016 we opened new Cpl Office Support hubs, with dedicated, specialist recruiters based in North Dublin, Blanchardstown and Kildare. These hubs aim to accommodate candidates who are opting to work closer to home as rent prices soar in Dublin city centre.

The outlook for the year ahead is optimistic and we forecast steady growth and increasing demand for professionals in this space. Salaries are rising with many candidates opting for short term contracts, where the salaries are significantly higher than in permanent roles. Therefore, when they eventually move into permanent roles, they drive salaries upwards. It remains a candidate-driven market and employers are paying higher rates to secure talent.

Highest paying jobs (Temporary):

- PA/EA
- Office Managers

Most difficult to fill roles (Permanent):

- Legal Secretary
- Dictaphone Typist
- Site Administrator (with Construction experience specifically)

Most wanted benefits:

- Pension
- Healthcare & dental
- Higher annual leave entitlements
- Share options for senior roles
- Good culture

PERMANENT

Call Centres - Customer Service	Dublin €k P/A		Regions €k P/A		NI £k P/A	
	Low	High	Low	High	Low	High
Executive Assistant to C Level Appointments	45	70	38	70	36	55
Personal Assistant	32	60	28	50	17	25
Secretary	27	52	25	40	17	21
Team Secretary	26	45	25	40	17	21
Medical Secretary	26	45	25	45	18	30
Office Manager	32	60	30	60	21	30
Office Junior	21	25	20	25	14	16
Executive Assistant	35	60	28	50	20	25
Receptionist	22	40	20	30	14	16
Administrator	22	42	20	30	14	20
Sales Administrator	23	35	23	32	15	19
Accounts Clerk	23	30	20	25	16	20
Data Entry	21	30	19	25	14	15
Telesales Reps	22	35	20	27	15	19
Customer Service Reps	22	35	20	32	14	18
Dictaphone Typist	24	38	20	32	16	18
Legal Secretary	26	48	25	42	18	38
Legal Executive	28	50	24	42	22	25

TEMPORARY/CONTRACT

Qualified	ROI €P/HOUR		NI £P/HOUR	
	Low	High	Low	High
Office Manager	15	18	10	14
Office Junior	10	11	6.7	8
PA / Executive Assistant	15	20	9	10
Receptionist	10	15	6.7	7.8
Administrator	10	15	7.2	10
Secretary / Team Secretary	13	16	8.5	9.5
Accounts Clerk	12	15	6.7	8.5
Data Entry	10	12	6.7	7.5
Telesales Reps	10	12	6.7	8
Customer Service Reps	10	12	8	9
Dictaphone Typist	13	17	7.5	9
Medical Secretary	12	17	9	15
Legal Secretary	13	18	8	10
Legal Executive	13	20	12	15



Retail

2019

Over the past 12 months salaries have steadily increased within the retail sector. The market has become much more competitive, with candidates having more choice than ever. Retail continues to perform strongly, with several new brands entering the market.

Some of the trends we have seen include counter offers becoming commonplace along with strong candidates having multiple offers when they are on the market for a new job.

Cpl Retail is a team of specialist recruitment consultants dedicated to sourcing and placing top talent in Ireland.

We specialise in niche areas of retail recruitment including fashion, luxury goods, grocery, non-food, retail banking, telecoms, buyers and head office roles. The team have worked in their chosen retail sectors for many years and have built up recruitment experience onsite before moving across to the agency recruitment side, making them experts in their fields.

Cpl Retail operate on local, national and international level, placing the best talent and calibre of candidate into all levels from sales assistants, department managers and store managers right up to regional level and heads of retail roles.

Highest paying jobs:

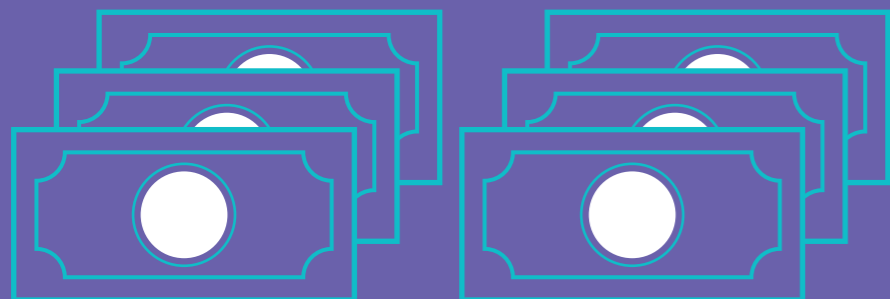
- Area Manager/ Regional Manager
- Operations Manager
- Head of Operations
- Head of Retail

Most wanted benefits:

- Annual leave entitlements
- Pension
- Healthcare

Hardest to find skills:

- Fresh Food experience – Deli Managers, Fresh Food Managers



PERMANENT	Dublin €k P/A		Regions €k P/A		NI £k P/A	
	Low	High	Low	High	Low	High
Food Multiples						
Area Manager	60	110	60	100	35	70
Store Manager (100+ Staff)	55	100	50	90	30	50
Store Manager (50+ Staff)	42	70	42	60	30	50
Store Manager (10+ Staff)	30	40	30	40	25	35
Assistant Manager	30	42	28	40	18	28
Dept / Section Manager	28	38	26	35	17	25
Supervisor / Trainee Manager	22	30	20	28	16	22
Convenience / Forecourt						
Area Manager	45	70	40	65	28	32
Store Manager	30	50	28	45	25	30
Assistant Manager	24	32	24	32	19	25
Non - Food Multiples						
Area Manager	70	120	65	100	60	80
Store Manager	40	65	35	65	30	45
Deputy Manager	30	45	30	45	18	25
Assistant Manager	30	40	28	35	18	25
Dept / Section Manager	28	32	25	32	17	20
Trainee Managers	22	28	22	28	16	19
Area Manager	60	110	60	100	60	80
Telecoms						
Area Manager	60	90	60	80	40	50
Store Manager	28	45	28	40	30	40
Assistant Manager	25	34	25	32	18	30
Pharmaceutical						
Area Manager	55	80	55	70	40	50
Store Manager	32	50	30	45	25	35
Assistant Manager	25	30	25	30	18	24
Fashion - High Street						
Area Manager	50	85	50	85	30	60
Regional Visual Merchandiser	45	60	30	50	30	40
Store Manager (100+ Staff) *	55	90	50	80	30	40
Store Manager *	35	60	35	50	30	40
Deputy Manager	30	45	28	45	25	30
Assistant Manager	28	40	24	40	25	30
Department Managers	28	45	28	45	19	25
Head Cashier	25	35	25	35	18	24
Trainee Managers	23	28	23	28	16	20
Supervisor / Sales Manager	22	27	22	27	18	25
Brand Managers	28	32	28	32	22	35
Stylists / Personal Shopper	24	30	22	28	18	22

* Depends on Staff and Sq. footage / Turnover

Please note that all salaries are dependent on Turnover, Staff and Sq. footage rather than locations

Sales

2019

2018 has been an excellent year for sales recruitment. The market has seen a spike in multiple offers as the competition for talent continues. Candidates have a myriad of choices when it comes to prospective employers, more so than in previous years, resulting in an increase in candidate confidence. There are numerous opportunities at any given time, making it paramount that companies act fast when recruiting new hires. Lengthy recruitment processes are resulting in the loss of preferred talent.

Both SME and multinational businesses are seeing a demand for new business developers and account

managers at all levels, with a strong requirement for languages from Europe and emerging markets in particular. An increase in Irish and international start-ups basing their sales operations and HQs in Ireland is pushing the demand on the talent pool and we are seeing a rise in sourcing abroad and relocation of key skills to Ireland.

As a result of a more competitive market, remuneration packages are becoming increasingly contesting, with companies focusing on a more competitive benefits package than we have seen in recent times. Basic salaries in sales have seen an increase, especially for more senior appointments. Work-life balance and flexibility benefits are drawing most interest from candidates.

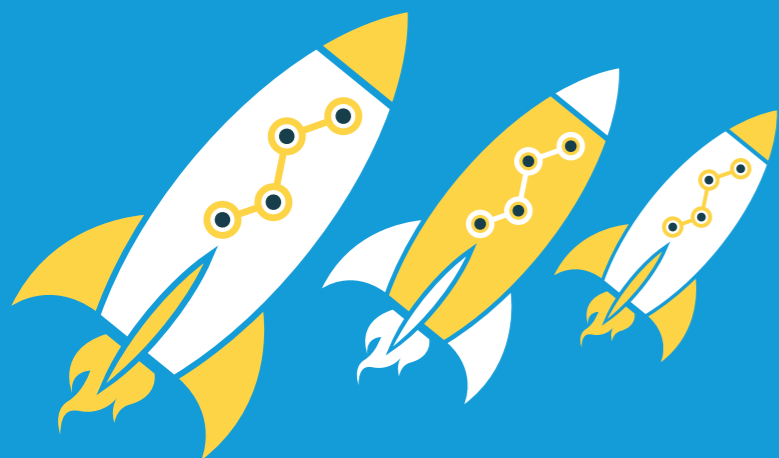
We anticipate that 2019 will be a very interesting and competitive year for the sales market. We are optimistic that all sectors will continue to grow and their quest for talent will be persistent. The market will be very heavily candidate-driven and employee retention will continue to be a contentious challenge for the year ahead.

Most in demand jobs:

- Business Developers
- Account Managers
- Sales Professionals with language skills

Growth areas:

- Technology
- Consumer goods
- Real estate
- Services
- Engineering
- Pharma



PERMANENT	Dublin €k P/A		Regions €k P/A		NI £k P/A	
	Low	High	Low	High	Low	High
General Sales						
Commercial Director	95	150	80	140	60	80
Sales Director	80	120	70	120	50	70
Sales Manager	60	80	55	80	40	50
Business Development Director	80	120	75	110	60	80
Business Development Manager	55	90	50	80	30	50
Business Development Executive	35	60	28	55	25	40
Corporate Account Manager	45	65	35	60	30	40
Account Manager	30	45	28	42	30	40
Sales Executive	30	40	28	35	20	30
Telesales Executive	23	30	22	30	16	25
IT Sales						
Sales Director	80	120	70	120	45	65
Client Delivery Director	80	120	70	110	45	60
Inside Sales Manager	55	80	50	70	30	55
Inside Sales Manager & Language	60	80	50	75	40	60
Channel Sales Manager	45	70	40	70	30	50
Senior Account Manager	50	65	45	55	30	45
Account Executive	35	50	35	50	22	35
Solution Sales Exec	45	65	40	65	25	30
Pre-Sales Consultants	60	110	50	90	30	40
Sales Team Leader	40	50	32	45	22	35
Sales Coach	45	65	35	50	25	35
Inside Sales Executive	30	45	25	40	18	25
Inside Sales Executive & Language	33	45	28	45	20	30
Lead Generation Executive	25	30	20	30	17	25
Contact Centre						
Contact Centre Manager	45	70	40	60	30	40
Sales Operations Manager	55	70	45	60	30	45
Retention Sales Executive	25	30	23	28	18	28
Inbound Sales Executive	23	28	22	28	16	24
Outbound Sales Executive	26	35	25	35	18	27
Team Leader	30	40	28	35	20	28
Trainer	40	50	30	45	23	30
Telecom Sales						
Field Sales Manager	55	75	50	70	35	60
Telesales Manager	50	65	45	65	28	35
Sales Team leader	35	50	35	45	28	35
National Account Manager	60	90	60	80	40	45
Corporate Account Manager	45	70	45	60	30	40
Product Sales Specialist	60	80	55	75	28	55
Field Sales Representative	35	50	30	45	30	40
Sales Representative	30	42	25	40	28	40
Sales Executive	28	40	25	40	20	30
Telemarketing Executive	25	32	23	28	18	24
ICT Sales Specialist	45	70	38	62	28	35
FMCG Sales						
Country Manager	80	125	80	120	60	100
National Sales Manager	70	110	70	100	40	60
National Account Manager	55	80	50	70	30	40
Key Account Manager	40	70	40	70	30	40
Field Sales Representative	32	45	28	42	25	35
Area Sales Manager	50	65	40	60	30	60
Merchandisers	23	30	20	36	18	30
Van Sales	24	30	20	30	20	28
Technical / Service Sales						
Senior Business Developer	60	80	50	70	30	40
Technical Sales Rep	35	60	30	50	18	28
Technical Sales Manager	50	80	50	80	40	50
Professional Service Sales	35	60	32	50	20	30
Sales Engineer	50	75	50	70	30	40
Residential Sales	22	28	20	25	18	25
Property Sales	25	35	20	30	18	28
Construction Sales	40	65	35	55	28	40
Medical / Pharma Sales						
Country Manager	115	150	90	130	60	100
Sales Director	85	120	75	110	50	70
Sales Manager	65	85	55	75	32	50
Hospital Rep / Product Manager	45	60	40	55	30	50
Territory Manager	45	55	40	50	30	50
Sales Rep	30	45	28	40	25	35

Note: All sales salaries are basic and exclude commission, benefits and bonus payments.

Science

2019

The outlook for the pharma/biotech industry remains positive. In the last year, there have been a number of high profile announcements for new entrants to the market, such as WuXi Biologics, who invested €325 million in a new facility in Dundalk. In total, the IDA have announced almost 2,000 new jobs in the sector, countrywide. We are confident that 2019 will see continued growth, with CapEx announcements from existing companies in the Irish market, as well as continued Foreign Direct Investment.

As per previous trends, we expect more FDI announcements to be dispersed nationwide, giving candidates the opportunity to work in the location of their choice, as opposed to being constrained to the typical industry hubs. This will bring both challenges and opportunities for clients and candidates.

Chemistry and biochemistry experience within the pharmaceutical industry, specifically HPLC, ELISA, and Microbiology (Endotoxin, Bioburden) are in high demand.

Most in demand knowledge areas:

- Tech Transfer
- Validation
- Formulation
- Product Development
- Quality Systems
- Batch Release

The most in demand candidates are those at the specialist level, with approximately 3-5 years' experience. As a result, roles in this bracket are harder to fill when compared to very junior or very senior roles.

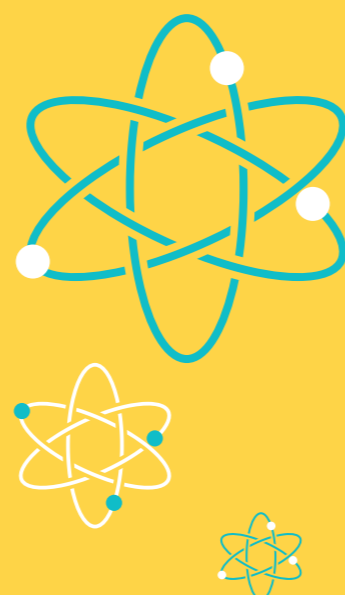
There is a huge demand for candidates who have experience in dealing with CMOs. Other emerging areas are CMC and oncology. Companies such as Ernst and Young, Accenture and Deloitte are branching out into the life sciences sectors and are looking for candidates with scientific backgrounds and strong business acumen.

Over the past year, candidates have been more informed about their worth in the market and are taking a company's employer brand into account when electing a prospective employer. Candidates value how companies engage with them and how they handle the entire candidate journey.

One of the top requests in terms of the benefits over the year was flexible and remote working. Due to rising prices of accommodation in Dublin, candidates are relocating out of the city in order to be able to afford property. This in turn increases their commuting hours, which prompts candidates to look for flexibility from their employers. Being in a position to offer this, gives employers a significant advantage when trying to attract talent.

Most difficult to fill jobs:

- Product Development Scientist
- Formulation Scientist
- QA Specialist



PERMANENT	Dublin €k P/A		Regions €k P/A		NI £k P/A	
	Low	High	Low	High	Low	High
Quality						
VP of Quality Dublin	180	220	180	200	100	150
Director of Quality Control	110	125	90	110	80	100
Manufacturing Director	120	170	120	150	70	90
QA / QC Supervisor	50	65	60	60	25	35
QA / QC Analyst	32	50	26	45	20	30
QA Technician/Specialist	30	65	30	45	25	45
Lab Technician	26	32	25	32	18	25
Lab Assistant	26	32	25	35	18	25
Director of Quality	90	150	90	137	60	95
Qualified Person	65	100	65	100	30	40
Quality Engineer	44	65	40	60	25	35
Analytical						
Microbiology Analyst	30	50	28	45	25	35
Biochemist / Chemist	30	45	28	45	22	35
Analytical Chemist	40	50	30	45	25	30
Biotechnologist	45	55	28	40	20	35
Food QA Technologist	25	35	25	40	20	35
Regulatory Affairs						
Director of Regulatory Affairs	80	120	80	110	70	90
Regulatory Affairs Manager	66	85+	60	80+	30	55
Regulatory Affairs / Registration Officer	30	50	30	50	18	30
Regulatory Affairs Officer	30	60	30	45	18	30
Drug Safety Associate	28	55	30	55	20	30
Compliance						
Compliance Manager	65	85	55	85	30	55
Compliance Auditor	50	70	50	55	25	35
Compliance Analyst	35	45	30	40	25	35
Documentation						
Documentation Officer	28	60	25	50	18	25
Documentation Control Administrator	23	37	25	35	18	25
Validation						
Validation Manager	75	90	65	90	30	40
Validation Engineer	50	75	45	65	35	45
Validation Analyst	28	45	30	45	18	30
Health / Safety & Environment						
Health & Safety Officer	45	60	40	55	20	30
Environmental Officer	40	50	30	45	18	25
Operations Manufacturing						
Site Director/General Manager	180	230	180	220	100	120
QA / QC Manager	70	90	55	75	40	55

PERMANENT (continued)	Dublin €k P/A		Regions €k P/A		NI £k P/A	
	Low	High	Low	High	Low	High
Research & Development						
R&D Director	90	125	100	110	60	120
Process Development Manager	70	90	65	85	45	65
PhD Development Chemist	42	65	45	70	30	45
Senior Scientist / Chemist	42	57	40	55	30	45
Process Development Chemist	40	55	35	55	28	38
R&D Engineer	40	60	40	60	25	40
R&D Scientist	40	55	35	55	25	40
R&D Specialist	40	55	45	60	25	45
Formulation Scientist	40	60	40	60	25	45
Clinical						
Director of Pharmacovigilance	80	120	80	100	65	90
Clinical Operations Manager	65	95	60	90	45	70
Biostatistics Manager	55	75+	55	75+	40	60
Clinical Research Officer	30	50	30	50	20	35
Clinical Data Manager	45	70	40	70	30	55
Statistician						
Clinical Data Manager	40	65	40	65	30	50
Clinical Data Coordinator	28	35	28	35	20	30
Clinical Project Manager	40	80	50	90	30	50
Clinical Research Associate	35	70	35	65	25	45
Clinical Trials Assistant	28	35	25	35	20	30
Pharmaceutical						
Pharmaceutical Engineer	40	70	37	65	30	55
Training						
Training & Development Manager	55	80	50	65+	35	60
Quality & GMP Trainers	47	60	45	60	35	50
Tech Services						
Director of Technical Services	90	125	90	110	70	90

CONTRACT	ROI €P/HOUR		NI £P/HOUR	
	Low	High	Low	High
Quality				
QA / QC Manager	33	40	17	28
QA / QC Supervisor	27	35	15	22
QA / QC Analyst	15	25	15	20
QA Technician/Specialist	15	30	10	15
Lab Technician	14	18	10	15
Lab Assistant	13	17	10	13
Analytical				
Microbiology Analyst	15	25	13	17
Biochemist / Chemist	15	25	13	20
Analytical Chemist	17	30	13	16
Biotechnologist	15	25	14	25
Food QA Technologist	13	17	10	22
Microbiology Analyst	15	25	13	17

CONTRACT (continued)	ROI €P/HOUR		NI £P/HOUR	
	Low	High	Low	High
Regulatory Affairs				
Regulatory Affairs / Registration Officer	25	45	18	25
Regulatory Affairs Manager	35	49	30	45
Drug Safety Associate	19	24	18	25
Compliance				
Compliance Manager	35	45	30	40
Compliance Specialist	27	33	20	35
Compliance Auditor	33	38	18	25
Documentation				
Documentation Officer	18	33	18	25
Documentation Control Administrator	16	20	18	25
Validation				
Validation Manager	55	100	40	50
Validation Engineer	40	80	30	40
Validation Analyst	30	40	20	30
Health / Safety & Environment				
Health & Safety Officer	20	50	18	25
Environmental Officer	15	23	18	25
Lab Technician	13	17	18	25
Research & Development				
Process Development Manager	40	50	30	40
PhD Development Chemist	20	33	18	30
Senior Scientist / Chemist	22	33	25	35
R&D Engineer	22	30	20	30
R&D Scientist	22	30	20	30
Formulation Scientist	20	33	20	30
Clinical				
Medical Scientific Liaison	35	60	20	30
Biostatistics Manager	35	46	25	30
Statistician				
Clinical Data Manager	27	37	20	30
Clinical Data Coordinator	16	21	18	25
Clinical Project Manager	27	40	20	35
Clinical Research Associate	23	37	18	25
Clinical Trials Assistant	15	19	18	25
Pharmaceutical				
Pharmaceutical Engineer	42	60	25	25
Training				
Training & Development Manager	27	32	30	40
Quality & GMP Trainers	21	31	18	30

Supply Chain & Procurement

2019

The supply chain and procurement industry has seen a move towards more analytical roles, with an emphasis on systems, particularly SAP. Candidates with end to end supply chain and project management experience are in high demand and there has been an uplift in supply chain analyst and data analyst roles in the market.

The boom in construction is having a ripple effect in supply chain as buyers with CapEx experience are highly sought after and are enjoying lucrative salaries.

Many candidates are seeking to move into the pharmaceutical industry, as typically salaries are higher and career development opportunities are plentiful. While most pharmaceutical companies require previous GMP experience, some clients see the benefit of hiring people from other industries who bring fresh thinking, new ideas and a fast pace.

Roles across planning; production, supply & demand planning continue to be in great demand, particularly in the pharmaceutical industry.

Most active areas of growth:

- Pharmaceutical
- FMCG
- Healthcare
- Construction/Capital Expenditure

There is a greater volume of roles requiring candidates at intermediate level (3-5 years' experience) and less movement at more senior level. As a result, we have seen candidates at intermediate level finding more job opportunities than at senior manager and director level.

Our logistics and transport clients are seeing a severe lack of candidates with experience in freight and transport at junior and intermediate level. One client is starting their own graduate programme to address this shortage of talent and grow their own talent pool within the business.

In procurement, there has been a shift in demand from indirect procurement experience to direct procurement experience, particularly in pharma and food companies. Experience sourcing raw ingredients, packaging and external manufacturing is very well remunerated and sought after.

Graduates from Supply Chain and Procurement Degree and Masters courses are in great demand as these areas continue to align closely with overall company objectives and targets.

Client Feedback:

"Feedback from candidates on Cpl Supply Chain is consistently excellent. This feedback, combined with continued delivery of top talent, means we continue to choose Cpl as our recruitment partner and see them as an extension of Perrigo's recruitment team.

I wish to thank Susan and her team for partnering with Perrigo on a critical recruitment project to set up Global Sourcing & Supply Chain in Dublin, over the past 18 months.

The team demonstrate exceptional dedication and determination in sourcing niche skillsets to fill the positions."

Stephen Keane
European Talent Acquisition Lead,
Perrigo Company plc.

SALARY GUIDE 2019

PERMANENT	Dublin €k P/A		Regions €k P/A		NI £k P/A	
	Low	High	Low	High	Low	High
Production Planner	45	55	45	55	28	45
Purchasing Director	100	160	95	135	60	80
Purchasing Manager	70	120	70	90	30	55
Purchasing Officer	35	45	35	45	18	28
Buyer	35	55	35	60	22	40
Supply Chain Manager	65	85	65	75	30	65
Supply Chain Coordinator	35	45	32	42	18	22
Supply Chain Director	110	150	110	150	80	120
VP Supply Chain	180	220	180	220	120	200
Logistics Manager	55	75	55	75	25	60
Logistics Analyst	35	45+	32	45+	20	28
Logistics Coordinator	33	45	30	45	20	35
Order Management Team Lead	40	55	38	50	25	35
Order Management Rep	28	35	28	33	18	20
Warehouse Manager	50	70	45	60	25	40
Warehouse Supervisor	40	55	35	50+	20	30
Production Operatives	25*	40*	25*	38*	16	17
Inventory Analyst	35	45	32	42	18	25
Inventory Coordinator	35	45+	35	45+	18	25
Master Scheduler	60	70	50	65	30	45
Demand Planner	45	65	45	55	30	40
Vendor Manager	65	75	65	70	35	50
Vendor Coordinator	35	45	35	45	20	28
SC Customer Care Manager	50	65	50	65	35	45
Stock Control Manager	40	55	30	50+	20	35
Stock Control Officer	27	38+	26	38+	17	30
Materials Handler	32	40+	25	40+	16	20
Licensing Manager	55	65	50	60	30	45
Licensing Coordinator	30	40	30	40	20	28
Shipping Manager	55	70	60	65	35	45
Shipping Clerk	25	40	28	40	18	20
Procurement Manager	65	100	65	80	35	55
Procurement Officer	40	60	35	58	20	30
Procurement Director	110	150	110	150	90	140
VP Procurement / CPO	190	260	180	260	160	200

Note: *not including shift premium

CONTRACT	ROI € p/ hour		NI £ p/ hour	
	Low	High	Low	High
Plant / Operations Manager	45	55	20	30
Production Manager	45	55	15	20
Production Planner	35	45	10	20
Production Operatives	10	20	8	11
Purchasing Director	55	65	25	45
Purchasing Manager	40	50	15	30
Purchasing Officer	30	40	10	15
Supply Chain Manager	50	60	15	40
Supply Chain Coordinator	30	40	8	14
Logistics Manager	40	55	15	30
Logistics Analyst	25	35	10	20
Logistics Coordinator	20	25	8	14
Warehouse Manager	30	40	10	20
Warehouse Supervisor	25	35	8	14
Master Scheduler	40	55	15	20
Demand Planner	30	45	12	20
Procurement Manager	45	50	15	25
Procurement Officer	25	30	10	15

Technology

2019

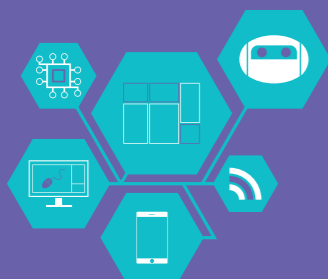
BI Software

Software engineering talent is in high demand, with engineers specialising in Java being particularly sought after. Many companies are choosing Dublin as their EMEA HQ and are opening up software development centres in the capital. There is always pressure to ramp up operations quickly and acquire a number of software engineers in a short space of time. This competition for talent has led to spikes in salary expectations from candidates and more enticing counter offers.

From a technical perspective, companies are more pragmatic about what type of engineer they're hiring. Companies are employing candidates from a multitude of development environments with the view of converting them from one development stack to another.

Backend Java software engineers who have experience with React and are data-centric, are in high demand. Genuine end to end full stack developers have a number of uses, giving them the luxury of multiple options when choosing their next role. What attracts the best engineers is a company's dedication to staying relevant with new technologies. This give candidates the sense that they can grow within the organisation and their skillset won't become stagnant.

The most popular domains for Java software engineers are SaaS/PaaS/general cloud, financial, e-commerce cloud platforms etc. Many of these companies are looking for engineers who are skilled in more scalable distributed systems enabled by a microservices approach.



Most in-demand engineers have had exposure to working on monolith legacy apps/platforms to microservices utilising Spring Boot and NoSQL databases, also using containerisation tech like Docker and Kubernetes.

PMO

Throughout 2018, the PMO sector has enjoyed growth along with the wider technology industry. Businesses such as fintech, retail, IT, construction, utilities and consultancies remain competitive and dominate the market. In terms of hiring trends, Cpl have found that clients are inclined to offer PMO candidates (PMO coordinators, business analysts, and project managers) permanent contracts as opposed to daily rate or fixed term contracts.

The digital revolution has hugely aided competition within the financial market, as banks endeavour to develop their online offerings to increase sales. Candidates with the technical and digital prowess to support and advise companies in the right direction such as agile coaches, product owners and scrum masters to assisting project managers with software development are in high demand.

Most in Demand Titles:

- Agile Coaches
- Product Owners
- Scrum Masters

ERP Migrations/Implementations range from Microsoft Dynamics to SAP, and companies looking for experienced project & programme managers are the most in-demand programmes of work. Many dominant financial institutions have invested in new systems such as Temenos. These programmes have created a demand for particular skill sets which are often scarce in Ireland. Frequently, we look abroad, to the UK market primarily, for skilled candidates.

Technical business analysis and PMO coordination are core functions of such programmes, contrary to the above, programmes such as these have in the past been the bedrock for daily rate contract work. The need for clients to scale up quickly to meet programme demands caused daily rates in this area to skyrocket with little sign of slowing down.

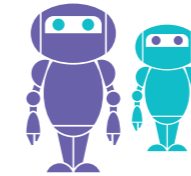
In early 2018 GDPR led to a surge in the recruitment of data protection officers. Companies from all sectors required the skills of qualified and experienced DPOs, the deficit in this skill area again redirected our search abroad to meet client demands.

Infrastructure

The IT infrastructure market remains highly competitive. Companies have a preference for permanent staff hires to retain top talent within their business. Businesses are in the pursuit of experienced candidates in IT security and DevOps (Linux), as well as a new emerging trend in Dev Sec operations. Application support engineers of all levels remain in high demand in the marketplace. The demand for traditional IT roles has decreased, as many companies are now training traditional system engineers to fulfill DevOp roles to meet the needs of their business.

Hardest to find skills:

- Security
- DevOps
- Apps Support



Clients are addressing the shortage of top talent by offering packages that include flexibility, insurance benefits, pensions and lucrative bonus schemes.

UI/Front end Development

Technical UI/Front end developers are in high demand across Dublin on both contract and permanent. Companies across all industries seek to hire developers of all levels, with the most in-demand (and hardest-to-find) skills being JavaScript coupled with hands-on framework skills (Angular, React, Ember etc). Companies pursue the knowledge and affinity of UX/UI, as well as excellent web applications experience. Increasingly, companies request candidates with full stack and cloud knowledge, as well as an ability to show technological innovation.

What it takes to attract this talent:

- Exposure to exciting products
- Ability to develop skills in new technologies
- Competitive salary/daily rates
- Flexibility & work from home options

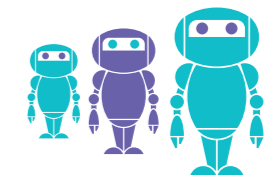
Benefits candidates expect in this area include lucrative bonuses, stocks/share options and pension contributions. As demand for these candidates grow, businesses improve their already robust benefit packages as a necessity to attract and retain candidates.

For midlevel-senior UI developers, the contract rates vary from €300 to €550 per day and permanent at €65,000 – €100,000. The market-demand for these candidates is immense and, depending on their skill level, they can charge premium rates.

Creative

As the demand for Service Design grows, so too does the need for UX/UI designers. Companies now understand the need for specialist UX candidates for this area but know their supply in the market is low. Agencies seek strong candidates across both UX and UI however, candidates usually specialise in one or the other. There is a market demand for both and so candidates skilled in UX and UI have more opportunities in the product space. The main challenge when recruiting for talent in the creative space is that candidates would rather work on products where they can be involved end-to-end.

Graphic designers and web designers are still well sought after in the market, the most in-demand being UX. Increasingly, companies pay lucrative salaries for highly experienced UX and service designers who can offer strategic guidance across the space, driven by customer demand for cleaner, more consistent end-to-end user experiences. Midlevel to senior/lead contract rates range from €400-€700 per day, and permanent salaries range from €60,000 – €100,000.



Data and Business Intelligence

The demand for data analytics professionals in Ireland has grown significantly over recent years, with 2018 illustrating further expansion. Organisations across all sectors invest heavily in their analytics functions to maximize the potential of their data, which is used to improve decision making and drive business growth.

Due to the continuous growth of this market, its demand for talent and skill is fierce. High quality candidates active on the market have multiple offers to choose from, as well as lucrative salaries and benefits packages. Aside from whatever financial motives or requirements professionals within this market might have, they are usually driven by learning and development and motivated by acquiring new techniques and working with the latest technologies.

Hardest to find skills:

- Machine Learning
- Predictive Analytics
- Big Data Analytics
- Artificial Intelligence

The rise of data analytics has slowed growth in more traditional areas such as BI and Database related roles.

PERMANENT	Dublin €k P/A			NI £k P/A	
	Low	High	Years' Experience	Low	High
Software Development					
Java Developer	38	60	0-3yrs	30	40
	60	75	3-5yrs	35	48
	75	100	5+ yrs	45	60
C/C++ Developer	35	55	0-3yrs	30	40
	55	70	3-5yrs	35	45
	70	90	5+ yrs	45	60
Java GUI Developer	35	50	0-3yrs	30	33
	50	65	3-5yrs	34	45
	65	80	5+ yrs	45	60
C#/VB.Net/Asp.Net/.Net	35	50	0-3yrs	30	40
	50	65	3-5yrs	35	45
	65	80	5+ yrs	45	60
Mobile (iOS/Android) Developer	35	55	0-3yrs	30	35
	50	65	3-5yrs	36	45
	65	90	5+ yrs	45	60
PHP/ Web Developer	25	45	0-3yrs	25	33
	45	65	3-5yrs	33	45
	60	75	5+ yrs	45	60
JavaScript/UX Developer	50	55	0-3yrs	30	33
	60	65	3-5yrs	33	45
	70	75	5+ yrs	45	60
UI/UX Designer	45	50	0-3yrs	28	33
	55	65	3-5yrs	35	45
	75	85	5+ yrs	45	60
Web Designer/ Graphic Designer	40	45	0-3yrs	22	25
	45	50	3-5yrs	28	35
	50	55	5+ yrs	35	55
Ruby On Rails	30	50	0-3yrs	25	30
	50	70	3-5yrs	30	45
	70	100	5+ yrs	45	60
Sharepoint Developer	35	50	0-3yrs	25	35
	50	65	3-5yrs	35	45
	65	90	5+ yrs	45	60
Python Developer	30	50	0-3yrs	28	35
	50	70	3-5yrs	35	45
	70	100	5+ yrs	45	60
Solution Architect	65	72	0-3yrs	38	45
	72	85	3-5yrs	45	55
	85	100	5+ yrs	55	80
Technical Architect	68	75	0-3yrs	38	45
	75	85	3-5yrs	45	55
	85	110	5+ yrs	55	80
Software Development Manager	70	80	0-3yrs	45	55
	80	90	3-5yrs	55	65
	90	110	5+ yrs	65	85

CONTRACT	ROI € per day		NI £ per day	
	Low	High	Low	High
Software Development				
Java Developer	380	450	250	450
C/C++ Developer	400	550	300	550
C#/VB.Net/Asp.Net/.Net	350	450	250	450
Mobile (iOS/Android) Developer	300	450	250	450
PHP/ Web Developer	350	525	250	450
JavaScript/UX Developer	350	450	250	450
UI/UX Designer	300	400	250	450
Web Designer/ Graphic Designer	150	300	150	250
Ruby On Rails	300	500	250	450
Sharepoint Developer	350	480	350	500
Python Developer	320	450	250	450
Solution Architect	420	500	400	600

PERMANENT	Dublin €k P/A			NI £k P/A	
	Low	High	Years' Experience	Low	High
QA/ Technical Writing/ Localisation					
Test Manager	60	65	0-3yrs	50	60
	70	85	3-5yrs	60	70
	90	110	5+ yrs	70	80
QA Engineers	40	45	0-3yrs	20	35
	50	55	3-5yrs	35	45
	60	70	5+ yrs	45	60
Localisation Engineers	30	35	0-3yrs	20	30
	50	55	3-5yrs	30	45
	55	60	5+ yrs	45	60
Technical Writers	30	35	0-3yrs	25	35
	40	45	3-5yrs	35	45
	45	50	5+ yrs	45	50
Database, DataWarehouse & Business Intelligence SQL/Oracle/Teradata/DB2/Sybase					
Database Developer	30	50	0-3yrs	45	55
	50	65	3-5yrs	55	75
	65	80	5+ yrs	75	85
Data Warehouse Developer	40	60	0-3yrs	45	55
	60	70	3-5yrs	55	75
	70	90	5+ yrs	75	85
ETL Developer	35	50	0-3yrs	35	45
	50	65	3-5yrs	45	55
	65	80	5+ yrs	55	65
Data Modeller	35	50	0-3yrs	35	45
	50	60	3-5yrs	45	55
	60	75	5+ yrs	55	65
Data Architect	60	75	0-3yrs	40	50
	75	80	3-5yrs	50	60
	80	100	5+ yrs	60	80
Database Administrator	30	50	0-3yrs	30	35
	50	65	3-5yrs	35	40
	65	80	5+ yrs	40	55
Data Engineer	40	60	0-3yrs	25	35
	60	75	3-5yrs	35	45
	75	100	5+ yrs	45	60
Big Data Developer	40	60	0-3yrs	30	35
	60	80	3-5yrs	35	45
	80	100	5+ yrs	45	65
Data Analytics & Data Science					
Data Scientist	40	60	0-3yrs		
	60	80	3-5yrs		
	80	100	5+ yrs		
Data Analyst	30	50	0-3yrs		
	50	65	3-5yrs		
	65	90	5+ yrs		
Insights Analyst	30	45	0-3yrs		
	45	60	3-5yrs		
	60	75	5+ yrs		
BI Analyst	30	45	0-3yrs		
	50	65	3-5yrs		
	65	75	5+ yrs		
Analytics Manager	n/a	n/a	0-3yrs		
	60	90	3-5yrs		
	90	120	5+ yrs		
Head of Analytics/Data Science	n/a	n/a	0-3yrs		
	70	100	3-5yrs		
	100	150	5+ yrs		

PERMANENT (continued)	Dublin €k P/A			NI £k P/A	
	Low	High	Years' Experience	Low	High
Senior/ IT Professional Services					
CTO	90	100	0-3yrs	80	90
	100	120	3-5yrs	90	100
	150	200	5+ yrs	100	130
Director of Development	80	90	0-3yrs	80	90
	90	100	3-5yrs	90	100
	100	120	5+ yrs	100	130
Programme Manager	65	85	0-3yrs	50	55
	85	95	3-5yrs	55	70
	95	130	5+ yrs	70	85
Project Manager	40	55	0-3yrs	35	45
	55	75	3-5yrs	45	55
	75	95	5+ yrs	55	75
Infrastructure Project Manager	45	55	0-3yrs	35	45
	55	60	3-5yrs	45	55
	60	80	5+ yrs	55	75
Development Project Manager	45	55	0-3yrs	45	50
	55	70	3-5yrs	50	55
	70	90	5+ yrs	55	80
PMO Manager	55	65	0-3yrs	45	55
	65	80	3-5yrs	55	65
	80	100	5+ yrs	65	85
Business Process Manager	40	50	0-3yrs	40	45
	50	70	3-5yrs	45	55
	70	90	5+ yrs	55	75
Change Manager	40	50	0-3yrs	40	45
	50	70	3-5yrs	45	60
	70	100	5+ yrs	60	75
Management Consultant	40	50	0-3yrs	45	55
	50	65	3-5yrs	55	65
	65	95	5+ yrs	65	85
Product Manager	40	50	0-3yrs	45	55
	50	70	3-5yrs	55	65
	70	100	5+ yrs	65	85
Release Manager	40	50	0-3yrs	45	55
	50	60	3-5yrs	55	65
	65	85	5+ yrs	65	85
Software Development Manager	70	80	0-3yrs	50	60
	80	90	3-5yrs	60	70
	90	100	5+ yrs	70	90
Systems Analyst	35	45	0-3yrs	25	30
	45	65	3-5yrs	30	40
	65	75	5+ yrs	40	50
Business Analyst	40	50	0-3yrs	35	45
	50	65	3-5yrs	45	55
	65	80	5+ yrs	55	75
Reporting Analyst	35	40	0-3yrs	20	25
	40	50	3-5yrs	25	35
	50	60	5+ yrs	35	45
Project Support/Administrator	30	40	0-3yrs	20	25
	40	50	3-5yrs	25	30
	50	60	5+ yrs	30	35

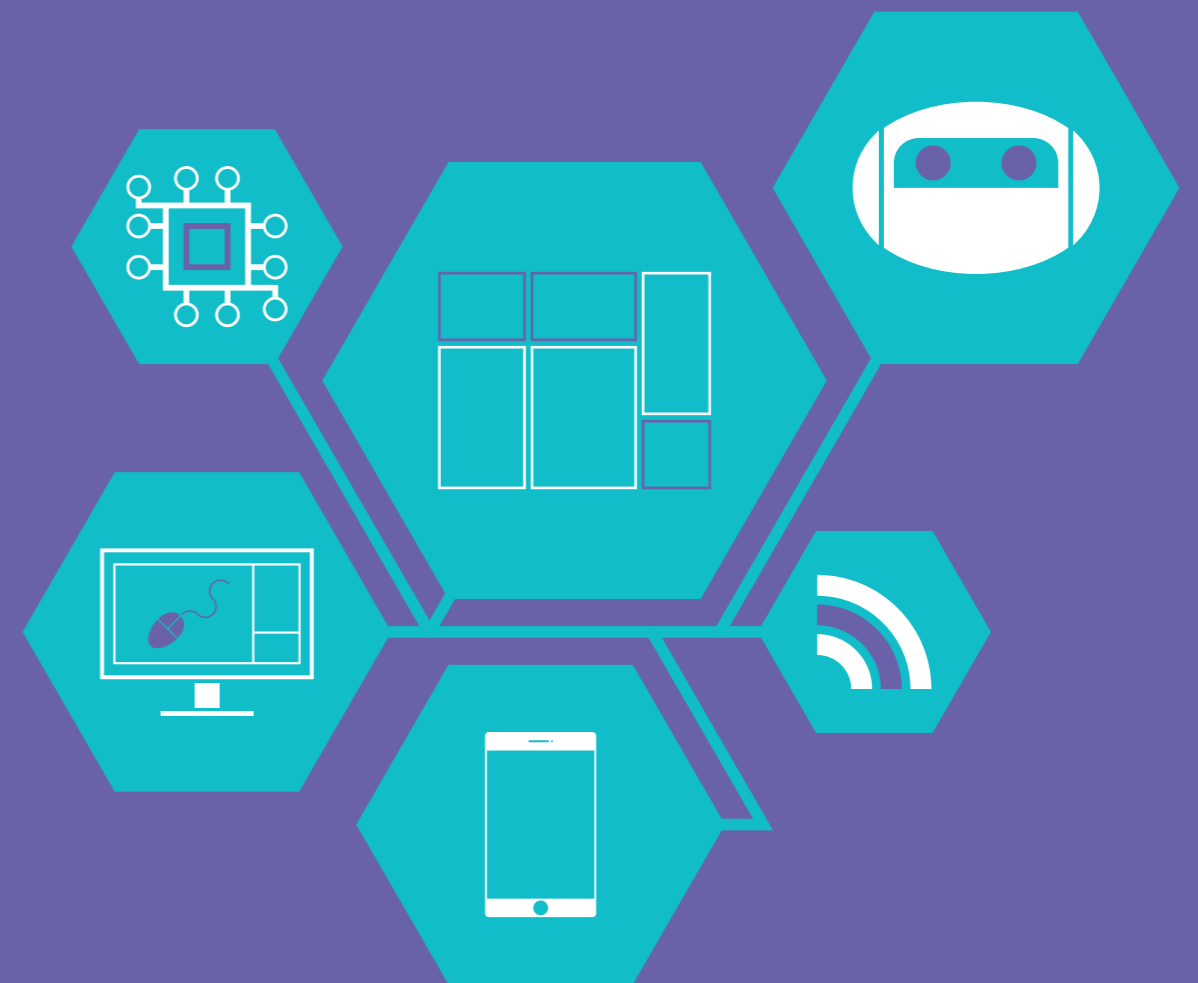
PERMANENT (continued)	Dublin €k P/A			NI £k P/A	
	Low	High	Years' Experience	Low	High
Infrastructure & Support					
IT Security Engineer	35	45	0-3yrs	30	35
	50	70	3-5yrs	35	40
	70	100	5+ yrs	40	70
Information Security Architect	60	70	0-3yrs	45	55
	75	85	3-5yrs	55	60
	85	105	5+ yrs	60	90
Linux Dev/Ops Engineer	45	55	0-3yrs	35	45
	55	70	3-5yrs	45	50
	70	100	5+ yrs	50	65
Linux Systems Engineer	40	45	0-3yrs	25	35
	45	60	3-5yrs	35	45
	60	85	5+ yrs	45	55
Unix System Administrator	35	40	0-3yrs	25	30
	41	55	3-5yrs	30	35
	56	70	5+ yrs	35	55
Network Support Engineer	30	35	0-3yrs	25	30
	36	50	3-5yrs	30	40
	51	85	5+ yrs	40	55
Systems Administrator	35	40	0-3yrs	25	30
	41	55	3-5yrs	30	35
	56	75	5+ yrs	35	45
Application Support Engineer	30	35	0-3yrs	25	30
	36	45	3-5yrs	30	35
	46	60	5+ yrs	35	45
IT Manager	50	60	0-3yrs	35	40
	60	70	3-5yrs	40	50
	70	90	5+ yrs	50	70
Systems and Network Manager	45	50	0-3yrs	35	40
	51	60	3-5yrs	40	55
	61	85	5+ yrs	55	70
Data Centre Infrastructure Operations Manager	45	50	0-3yrs	40	45
	51	69	3-5yrs	45	55
	70	95	5+ yrs	55	75
Head of IT	50	64	0-3yrs	50	60
	65	74	3-5yrs	60	75
	75	120	5+ yrs	75	95
Director of IT	70	79	0-3yrs	70	80
	80	89	3-5yrs	80	90
	90	120	5+ yrs	90	110
Service Delivery Manager	45	54	0-3yrs	45	55
	55	69	3-5yrs	55	65
	70	85	5+ yrs	65	85
Application Support Manager	40	49	0-3yrs	45	55
	50	60	3-5yrs	55	65
	61	68	5+ yrs	65	75
Helpdesk Support	24	29	0-3yrs	18	25
	30	35	3-5yrs	25	35
	36	40	5+ yrs	35	40

PERMANENT (continued)

	Dublin €k P/A			NI £k P/A	
	Low	High	Years' Experience	Low	High
Senior/ IT Professional Services					
Desk side Support	26	32	0-3yrs	20	25
	33	42	3-5yrs	25	35
	43	45	5+ yrs	35	45
Field Services	28	40	0-3yrs	20	25
	41	45	3-5yrs	25	35
	46	55	5+ yrs	35	40

CONTRACT

	ROI € per day		NI £ per day	
	Low	High	Low	High
QA/ Technical Writing/ Localisation				
Test Manager	450	550	300	450
Manual QA Engineers	300	400	150	250
Automation QA Engineer	350	450	200	300
Technical Writers	250	400	250	300
Database, DataWarehouse & Business Intelligence SQL/ Oracle/Teradata/DB2/Sybase	Low	High	Low	High
Database Developer	300	450	350	500
Data Warehouse Developer	350	500	400	500
ETL Developer	350	500	400	500
Data Modeller	400	500	400	500
Data Architect	450	650	400	600
Database Administrator	350	500	250	350
Data Engineer	350	500	450	600
Big Data Developer	450	650	400	600
Analytics, Data Science and Business Intelligence (BI) Con Min Con Max	Low	High	Low	High
BI Analyst	300	450	400	500
BI Developer	350	500	400	500
Reporting Analyst	250	400	300	500
Data Analyst	300	500	400	600
Insights Analyst	250	400	200	300
Data Scientist	400	600	400	500
Senior/ IT Professional Services	Low	High	Low	High
PMO Manager	400	550	300	400
Programme Manager	500	750	400	600
Project Manager	450	650	400	550
Change Manager	450	650	400	550
Management Consultant	450	750	400	600
Systems Analyst	350	550	250	300
Business Analyst	350	550	400	600
Reporting Analyst	275	400	200	300
Project Support/ Administrator	250	350	100	300
Infrastructure & Support	Low	High	Low	High
IT Security Engineer	350	600	300	500
Information Security Architect	500	600	400	550
Linux Dev/Ops Engineer	450	600	350	450
Linux Systems Engineer	400	500	250	350
Network Support Engineer	300	550	200	350
Systems Administrator	250	400	200	300
Application Support Engineer	250	400	200	300
Service Delivery Manager	300	450	300	500
Helpdesk Support	150	230	120	250
Desk Side Support	180	250	150	250
Field Services	190	250	200	250



Executive Search 2019

About Ardlinn

Ardlinn is a Global Irish based Executive Search firm and part of the Cpl group. As an indigenous Irish executive recruitment company that represents a new generation of business leaders, Ardlinn's expertise, insights and global influence has seen it significantly disrupt the traditional C level market since its inception over 18 months ago.

Ardlinn's unrivalled access to executive talent has supported its exponential growth in this short period of time, providing C-suite services to over 50 businesses and organisations and increasing its revenue by 45% in the last year.

Ireland's C suite market in 2019

With this success comes both demand for senior appointments across the C-suite market and the need for businesses to ensure they have the culture, working environment and benefits to attract the very best indigenous, as well as international talent.

In a thriving employment market, like Ireland's, where fluid industries are developing a global

reputation, very specific skillsets and senior management talents will continue to grow in demand.

It's the economics of demand and supply that are driving the most significant remuneration packages across roles such as site leads, VPs, chief executive, technical, financial, commercial, operating, information and product officers.

In particular, the growing number of senior appointments in the tech sector, such as Chief Technology Officers (CTOs) is set to be in very high demand in 2019, with Ireland further building its reputation as a multinational technology centre. The impetus on new technologies and requirements for expertise in areas such as cybersecurity and fintech will be a key driver in this. In terms of fintech, in the first half of 2018 - a number of global companies announced expansion initiatives in Ireland.

Mastercard, for example, announced plans to hire 175 more people in its Ireland-based research lab, while Stripe announced the establishment of an R&D centre. There are now more than 140 Fintech companies in Ireland, with searches for jobs in Fintech showing an increase of 90% from 2016 to 2017 alone.

Ardlinn expects a 40% increase in the availability of CTO roles across all industries in 2019 from 2018. It is a candidates' market, so companies need to consider if they have the right culture, package and the latest technology to attract the very best for their roles.

While CTO and CIO roles are significantly more prevalent in urban areas such as Dublin, Ardlinn sees an increasing number of opportunities for C level leaders and innovators within the STEM function in regions across Ireland. Professionals with experience with leading academic institutions with senior researchers will be particularly coveted, and this trend looks likely to continue into 2019 and beyond.

Within the health sector, both private and public, 2018 was a period of great transition and demand for Clinicians, CEOs and General Manager roles increased. Plans are already afoot for more administrative and organisational change within the health sector in 2019, with further C level demand expected.

Be it the private or public sector, financial remuneration in isolation has less influence on a discerning C-suite market now than in previous years. It is, however, a combination of the complete package, including benefits, culture, career progression and the outlook of the business or the organisation that appeals. While at this level of management it's often a global market with pension, healthcare, bonus, equity and shares very much expected as options, 2018 has seen an increased expectation of flexible and remote working, even at the very highest level. Whether it's highly skilled women or men who want to maintain a very specific level of work life balance, or indeed senior executives who work in Ireland three to four days a week but are based in mainland Europe or the UK, flexibility is a growing requirement within the Irish employment market.

One of the biggest challenges for any senior manager, whether it is Chief Executive, Technology or Financial Officer, is to build and maintain its middle management talent. C level candidates who can provide added value in terms of networks and can attract and maintain that type of skilled talent, is at a significant advantage to his or her peers.

Ardlinn's work with its clients, positioning leading C level executives, as well as its expert consultancy service at board and senior management level, has provided valuable support and guidance to develop the skillsets of industry leaders and their teams throughout Ireland.

Breathing new life into executive recruitment, with its dynamic and exemplary leadership team, Ardlinn will continue to excel and grow its client base in the years ahead.

PERMANENT

Roles	Ireland €k P/A	
	Low	High
CEO	180	450
CFO	140	350
COO	150	260
CTO/CIO	130	250
CMO	140	200
Site Lead (FDI)	150	300
General Counsel	140	300
Strategy Director	120	200
Finance Director	120	200
Operations Director	120	170
Treasury Director	140	220
Engineering Director	100	180
Manufacturing Director	120	200
Business Development/Sales Director	120	200
Marketing/PR/Public Affairs Director	120	170
HR Director	120	190



Locations

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2019
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