

# 2018

## SALARY GUIDE

A photograph of a city skyline at dusk, with buildings illuminated by warm lights and their reflections visible in the water. The sky is filled with soft, colorful clouds. Overlaid on this image is the text '2018 SALARY GUIDE' in large, white, sans-serif font.

# 2018 SALARY GUIDE

**Disclaimer:**

The salary guide contained herewith have been constructed to represent average salaries across a range of roles and sectors within SME and LSE\* organisations. These figures represent annual salaries only and therefore do not include bonuses, pensions, health, stock options or shares, cars or car allowances or any other pay or non-pay benefits.

\*SME - Small & Medium Enterprises: up to 250 employees

\*LSE - Large Scale Enterprises: Over 250 employees



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# Salary Guide Overview

## Ireland's Economy

Ireland has had a strong 2017, and we begin 2018 with a feeling of positivity. Throughout 2017 the number of people on Ireland's Live Register reduced incrementally, and in December new figures from the Central Statistics Office showed the number of people signing on the Live Register had fallen further. Similarly, the ESRI GDP growth forecast is set at a healthy 4.2%, while unemployment is predicted to fall further from 6.2% in 2017 to 5.4% this year.

## Challenges & how we can prepare

GDPR will be a top priority for Irish businesses in 2017 with the law coming into effect this year. Businesses across all sectors need to prepare effectively to avoid costly fines and breaches of privacy law. As a direct impact of GDPR regulations, Compliance and Data professionals are now in demand.

Despite encouraging agreements in 2017, Brexit talks also continue to be a cause for caution. Although a decision of no hard border has been confirmed, businesses remain cautious as it is still unclear as to how an open border will be achieved – particularly within the Construction and Financial industries.

With that said, while Brexit has led to uncertainty, the expected negative impacts have yet to be seen. In fact, Brexit has led to a spike in inquiries from the UK with regards to commercial office space in Dublin as well as an increase in demand for skilled talent within Financial Services and Fintech.

## Industry trends

Similar to last year, 2018 looks to be a buoyant year for Finance, Pharmaceuticals and Technology professionals in Ireland, and also Digital and Support professionals with language skills.

High demand for talented professionals in these areas is in part due to continued Foreign Direct and indigenous investment which is allowing businesses to expand and open new facilities across Ireland.

We are also witnessing a growth in more specialist areas such as Medical Device Engineering, Biologics, Compliance- to combat Brexit Trade and GDPR issues and niche HR areas such as Talent Acquisition and Learning & Development.

## What to expect in 2018

To find the right people for their company culture, companies are starting to adjust hiring plans and consider atypical candidates who can upskill and transition within their business. As a result, the need has arisen for companies to invest in training to ensure employees are equipped, fulfilled and prepared for the future.

# SALARY GUIDE

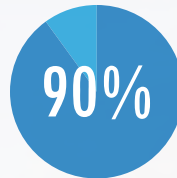
The need for talented HR professionals is in turn increasing as businesses realise that retaining top talent is just as important as attracting the best people. This will be a key focus across all sectors in 2018 and the coming years.

Machine Learning and Artificial Intelligence is another consideration for the future, as AI and automation begin to replace certain roles and create new jobs in other areas. Again, HR will play a key role here as HR teams will be needed to educate workers and help employees adapt.

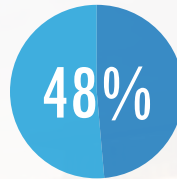
## CONCLUSION

Salaries remain a priority and continue to influence workers' decisions, but other key factors that need to be considered in order to attract and retain people include development of soft skills, regular feedback and training. These are initiatives which will help employees adapt to the jobs of the future – no matter what sector they are working in.

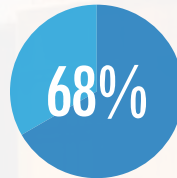
### Market Trends



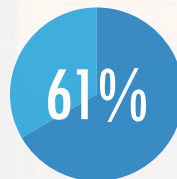
Over 90% of people would still work, even if they had no financial constraints



48% of people are expecting a pay rise in 2018



68% of people feel overqualified for their job



61% of jobseekers would stay for over 10 years in the right job

(Cpl Employment Monitor Q4 2017)



**Anne Heraty**

Chief Executive Officer



On the Industry Accountancy side, there has been considerable growth in the Financial Services, Telcos & Tech sectors which is set to persist for 2018.

Ireland continues to attract, retain and develop in these areas thanks to continued Foreign Direct Investment. The impact of Brexit has been felt mostly in Financial Services but we expect this to expand into other sectors in the coming months. Top tier talent is sought after and continues to have the most choice in the market. Therefore, preferred employers have to offer additional benefits and value to attract and retain this talent. Big 4 and top 10 Qualified Accountants, continue to demand the top salaries and have first choice of roles.

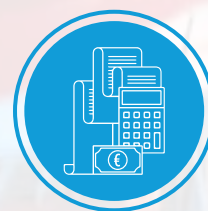
The Financial Services sector has seen the most growth and is currently the most buoyant. Regulatory reporting accountants are one of the newer niche roles we are recruiting for and this area is set to grow for 2018. Salaries have remained relatively static with a slight increase in other niche areas such as tax.



## Client feedback

**"I found your approach to sourcing very helpful as you showed great enthusiasm in finding the right candidate to fit the role for both themselves and for our company. Of the three agencies we used, Cpl were the only one to actually visit the office whereby you could convey, to the potential candidates, the atmosphere of the office as well as my personality (as the person they would be reporting to) and this was much appreciated. Thanking you again for your efforts."**

**Philip Walsh, Financial Controller,  
Colleen Construction.**



## Most in demand jobs **2018**

- Finance Analyst
- Big 4/ Top 10 Recently Qualified Accountants
- Regulatory Reporting Accountants/Analysts

# 2018

## Accountancy & Finance

PERMANENT	ROI £K P/A		NI £K P/A	
Audit & Practice	Low	High	Low	High
Audit Partner	135	275	80	130
Audit Director	85	125	60	80
Senior Manager Audit	70	90	40	55
Audit Manager (2 yrs PQE)	60	70	37	40
Assistant Manager (1 yr PQE)	55	62	30	35
Audit Senior Big 4	50	55	27	32
Company Secretary (2-4 yrs PQE)	40	55	30	35
Audit Senior General Practice	42	50	27	30
Company Secretary	35	42	27	30
Audit Semi-Senior	26	35	25	29
Audit Junior	20	25	18	22
Graduate ACA	20	23	15	20

Tax	Low	High	Low	High
Head of Tax	150	275	80	130
Tax Partner	150	275	80	130
European Tax Director	100	150	70	100
Tax Director	85	135	60	80
Tax Senior Manager	75	95	40	55
Tax Manager	60	90	37	40
Tax Assistant Manager	55	65	31	33
Tax Senior Manager	55	60	29	31
Tax Accountant	50	70	27	29

Accounts Payable	Low	High	Low	High
Accounts Payable Manager	50	65	25	35
Senior Account Payable/Team Leader	36	45	21	25
Junior Accounts Payable	25	32	17	19

Accounts Receivable/Credit Control/Payroll	Low	High	Low	High
Credit Control Manager	50	65	25	30
Credit Control Team Leader	36	45	20	25
Senior Accounts Receivable	33	40	21	25
Junior Accounts Receivable	25	32	17	19
Senior Accounts Assistant	32	40	18	21
Junior Accounts Assistant	25	32	15	17
Senior Credit Control (3 yrs + exp)	30	40	20	22
Senior Payroll Administrator (2 yrs +)	37	45	20	24
Junior Payroll Administrator (up to 2 yrs exp)	28	32	17	21

Finance	Low	High	Low	High
Chief Financial Officer	150	240	100	150
Financial Director	100	150	80	130
Group Financial Controller	75	100	65	85
Financial Controller	70	85	55	75
Finance Manager	60	75	40	60
Senior Accountant/Group Accountant (3-5 yrs PQE)	60	70	35	45
Financial Accountant (2 yrs PQE)	55	65	32	40

# Accountancy & Finance

## SALARY GUIDE

### PERMANENT (continued)

Finance (continued)	Low	High	Low	High
Management Accountant (2 yrs PQE)	55	60	30	40
Cost Accountant (2 yrs PQE)	50	70	23	32
Project Accountant	50	70	30	45

Qualified	Low	High	Low	High
Systems Accountant (Qualified)	50	70	38	48
Systems Accountant (Part-Qualified)	38	45	35	45
Treasury Accountant	50	70	40	50
Senior Financial Analyst	55	65	35	45
Financial Analyst	45	50	30	35
Newly Qualified Accountant	45	55	30	32

Part Qualified	Low	High	Low	High
Part-Qualified - Level 3 Finalist (3+years exp)	38	45	22	27
Part-Qualified - Level 2 (2-3 years exp)	32	36	23	26
Part-Qualified - Level 1 (1 years exp)	26	30	20	24
Assistant Accountant	32	38	18	26
Trainee Accountant	22	26	20	23



# 2018

## Accountancy & Finance

TEMPORARY/CONTRACT	ROI €P/HOUR		NI £P/HOUR	
Qualified	Low	High	Low	High
Financial Controller	36	51	21	25
Finance Manager	31	39	18	23.50
Senior Accountant/Group Accountant (3-5 yrs PQE)	29	36	17	22
Financial Accountant (2 yrs PQE)	25	30	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

## Competitive, diverse, fast moving

Roles are becoming increasingly focused on Technical transfers, NPI and cross over between traditionally narrow job roles. In other words, employers are seeking out candidates with a variety of skills. Salaries are rising steadily, particularly in Pharma and Biotech companies, reflecting the increased market demand for skilled employees. Contracting within this sector is also becoming increasingly common across all skill levels.

We are seeing challenges with candidate attraction in the traditional manufacturing setting. There is however new opportunities for Engineering professionals in the DATA Centre Support and Power Generation space. Additionally, the return to activity in the construction and civil engineering sector is creating an increased demand for skilled professionals. Many of these are being sourced outside of Ireland and enticed back home where they are guaranteed long term job opportunities in their area of expertise.



Most  
in demand  
jobs **2018**

- Validation engineers
- Process engineers
- Chemical engineers
- Skilled Trade professionals (both electrical and mechanical)
- Construction plant Fitters for the Civil engineering Support sector
- Refrigeration and HVAC Engineers
- UPS Qualified Engineers or Technician

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## Medical Device Engineering

Expanding, Competitive, Innovative

Research and Development in the Medical Device space is booming in Ireland, making it an exciting time to be a medical device engineer as there are many opportunities nationwide.

## Contract Engineering

The contracting sector is going to be very busy in 2018 with a number of new projects commencing around the country. This in turn will lead to a lot of competition for the best calibre of candidates.



Most  
in demand  
jobs **2018**

- Senior Software Engineers
- Senior Electrical Engineers
- Senior Mechanical Engineers
- Validation Engineers
- Automation Engineers
- Process Engineers

# 2018

## Engineering

PERMANENT	Dublin €k P/A		Regions €k P/A		NI €k P/A	
Engineering	Low	High	Low	High	Low	High
Automation Engineer	40	75+	35	65	35	45
CAD Technician	25	45	30	45	20	25
Chemical Engineer	60	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	30	55	40	60	25	35
Design Manager	55	80+	65	85	35	45
Electrical Engineer	50	60	45	60	30	45
Electronic Engineer	50	60	50	65	25	35
Electronic Technician	40	45	32	42	20	30
Engineering Manager	70	90+	60	80	35	40
Environmental Engineer	50	60	45	68	35	45
Facilities Engineer	50	60	45	65	25	35
Facilities Manager	50	80	60	75	30	40
Facilities Technician	40	50	32	42	30	40
Field Service Engineer	35	50	35	45	20	30
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	20	30
Instrumentation Engineer	40	60	35	50	20	30
Instrumentation Technician	32	45	32	42	25	35
Lean Six Sigma Engineer	45	80	45	80	30	40
Maintenance Engineer	45	60	35	55	25	35
Maintenance Manager	45	80+	35	75	25	35
Maintenance Technician	40	50	32	42	35	45
Manufacturing Engineer	30	45	40	55	20	35
Manufacturing Technician	25	40	32	42	25	35
Mechanical Engineer	40	55	40	55	20	30
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	45	65+	45	65	30	40
Process Engineer (Chemical)	45	65+	45	65+	25	35
Process Improvement Engineer	40	60+	45	65	25	35
Process Improvement Manager	55	80+	60	75	35	45
Process Technician	30	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	20	30
Quality Engineer	35	55	35	55	20	30
Quality Manager	60	80+	60	80+	25	35
Quality Technician	28	35+	32	42	20	30
Technical Manager	55	75+	55	75+	30	40
Test Engineer	40	40+	30	50	20	30
Validation Engineer	45	70+	40	55	25	35



# Contract Engineering

## SALARY GUIDE

CONTRACT	ROI € P/ HOUR		RNI £ 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

## Growing, competitive & a skills shortage

Construction output is at its highest level since 2001, but skills shortages are hampering the ability to meet demand and uncertainty around Brexit is causing concern. The construction industry escalated activity in 2016 and this momentum is forecast to continue into 2018. However, the majority of movement is in the commercial sector, with the cost of construction being a barrier to more activity in the residential space.

While the economy is set to expand, the requirements for adequate housing and infrastructure is a challenge, particularly at a time when the sector is struggling to recruit skilled craft people and professionals. Increasing infrastructure investment was a central element of Budget 2018. The Department of Public Expenditure & Reform were to hold a consultative forum to contribute to the framing of the new 10 year National Investment Plan (NIP) due to be unveiled in late 2017. Consultation will include deliberation on how the NIP will support the new National Planning Framework.

While Brexit and the global geopolitical climate may lead to considerable uncertainty, the impact of this on the construction and property sector is yet to be seen. In fact, Brexit has led to a spike in inquiries from the UK with regards to commercial office space in Dublin. We have also found that there is an increasing number of construction and property professionals looking to move back from the UK.



## Client feedback

“We have engaged Cpl for recruitment purposes since early 2016, under the leadership of Robert Kiernan, Principal Lead for the Construction & Property / Engineering & Science Team. We have found Cpl to be thoroughly professional in their approach for our recruitment requirements. Their process for sourcing and screening candidates has proven to be both compatible with our respective job specifications and has been most effective. Cpl have successfully provided us with candidates for key roles both in Ireland and Mainland Europe.

Cpl have always correctly interpreted our specific requirements for the respective roles. Their screening process has ensured that candidates provided for interview have been prospects for the fulfilment of the particular role. Cpl have always been immediately responsive to our requests and I look forward to working with them in the future. I have no hesitation in recommending their services and I would be pleased to act as a reference contact as required.

For all of the above reasons, I would highly recommend working with Cpl.”

Senior Contracts EMEA, Multinational Construction Company



Most  
in demand  
jobs **2018**

- Quantity Surveyors
- Health & Safety
- Project Managers

Growth in salaries: Growth in roles in Cost Control & Site Operations, particularly in Residential.

New benefits: Performance Related Bonus, Pension & Healthcare becoming more mainstream.

# Construction & Property

## SALARY GUIDE

PERMANENT	Dublin €k P/A		Regions €k P/A		NI €k P/A	
Design	Low	High	Low	High	Low	High
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	70
Chartered Structural Engineer	45	55	45	55	35	80
Associate Structural Engineer	55	70	55	75	50	70
Civil Engineer	35	45	30	45	20	40
Chartered Civil Engineer	45	65	45	55	40	45
Associate Civil Engineer	55	70	55	65	50	70
Roads/Highway Engineer	35	65	35	65	20	60
Water/Wastewater Engineer	35	65	40	60	20	60
Environmental Engineer	35	60	35	60	20	60
Electrical Engineer	35	65	35	55	20	65
Mechanical Engineer	35	65	35	55	20	65
Geotechnical Engineer	35	65	35	65	20	65
Building Services Engineer	25	65	30	55	20	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	60
Intermediate Quantity Surveyor	45	55	35	45	30	40
Junior Quantity Surveyor	25	35	25	35	20	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	20	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	50
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	40
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



## Thriving, prosperous, booming

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 foreign and home investment. We have seen big investment 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.

Fund accounting, risk & control, depository, compliance and AML, product management and transfer agency are all competitive areas for both clients and candidates. The number of permanent opportunities on offer has continued to surge over the last 12 months, with employers offering competitive benefits packages to attract top talent. Derivatives, quantitative and market risk candidates also continue to be in high demand across the wider financial services space.

Overall, the Funds market is highly dynamic and it is going to be extremely competitive when attracting talent in 2018. 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 retail banking side, there continues to be strong demand for candidates with APA or QFA qualifications. We continue to see a big demand for arrears & 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. Permanent opportunities are also starting to come about again having been very limited in recent years.



## Client feedback

"We couldn't be happier with the service Ben provides us. There is a shortage of the standard of candidates required in the market so it's made life difficult for us in many ways. However, Ben has been sourcing some unbelievably decent candidates the last couple of months — he has been listening to what we want and is delivering exactly what we need on a regular basis."

Noel McGrath, Head of Investor Services, Centaur Fund Services.



## New Areas to Watch

- GDPR
- Blockchain
- Risk & Compliance

# Financial Services

## SALARY GUIDE

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
Risk and Control	Low	High
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	Low	High
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
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
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
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

# 2018

## Financial Services

FUND ADMINISTRATION (continued)	ROI €K P/A	
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
Middle Office	Low	High
Head of Middle Office	€120k	€160k
Director, Middle Office	€90k	€130k
Senior Manager	€70k	€90k
Manager, Middle Office	€55k	€70k
Supervisor	€48k	€50k
Senior Middle Office	€34k	€44k
Middle Office Administrator	€28k	€34k
Custody	Low	High
Head of Custody	€100k	€130k
Custody VP	€85k	€100k
Custody Manager	€50k	€70k
Custody Officer	€35k	€45k
Custody Administration	€25k	€32k
Categories Relationship Management	Low	High
Head of Relationship Management	€115k	€140k
Senior Relationship Manager	€90k	€110k
Client Relationship Manager	€60k	€85k
Financial reporting	Low	High
MD, Financial Reporting	€125k	€160k
Head of Financial Reporting	€100k	€120k
Senior Manager Financial Reporting	€80k	€95k
Financial Reporting Manager	€65k	€80k
Financial Reporting Accountant	€45k	€55k
Financial Reporting Senior Associate	€35k	€45k
Financial Reporting Associate	€28k	€35k
BA/PM/Onboarding	Low	High
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+



# Financial Services

## SALARY GUIDE

CORPORATE/ COMMERCIAL/INVESTMENT BANKING	ROI €K P/A	
Categories	Low	High
Senior Private Banking Manager	€100k	€130k
Private Banking Manager	€75k	€100k
Senior Corporate Banking Manager	€100k	€130k
Corporate Banking Manager	€70k	€90k
Commercial Banking Manager	€55k	€85k
Senior Wealth Manager	€90k	€140k
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
Case Analyst	€40k	€60k
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

# 2018

## Financial Services

CORPORATE/ COMMERCIAL/INVESTMENT BANKING (continued)	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
Corporate Treasury	€50k	€60k
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	Low	High
Financial Consultant	€40k	€65k
Financial Planning Manager	€50k	€65k
Assistant Private Client Advisor	€45k	€55k
Para Planner	€40k	€50k
Customer Services Admin	€30k	€40k
Investment Analyst	€30k	€40k
Pension Administrator	€30k	€55k
Sales and Marketing Associate	€30k	€40k

## Competitive, candidate-driven & growing

All indicators suggest that the Legal & Compliance market is looking forward to another strong 12 months. This will lead to increased competition within a market that is already highly competitive amongst specialist lawyers. Areas such as Corporate, Funds, Aviation & 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. We anticipate more international firms entering the market in 2018 and this will lead to some big moves and interesting activity within the legal market.

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

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 early next 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 has also been a struggle for practice and in-house departments.

There have been some high profile moves and demand definitely outweighs supply on both the funds and corporate side. Strong ICSA candidates have been maximising value in 2017 and this is set to continue next year.

Newly qualified salaries have once again grown this year with firms paying well to hold onto their top talent. 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.

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



## Most in demand Areas 2018

- Aviation
- Funds
- Corporate



# 2018

## Legal

Legal/ Compliance/ Company Secretary Market	ROI €K P/A	
Legal	Low	High
Head of Legal (Small-Med Org.)	€110k	€145k
Head of Legal (Large/Multinational)	€120k	€215k
Senior Legal Counsel (6-8 yrs ppe)	€85k	€110k
Legal Counsel (3-5 yrs ppe)	€60k	€90k
Legal Advisor (1-3 yrs ppe)	€45k	€60k
Newly Qualified Solicitor	€40k	€50k
Legal Executive	€30k	€45k

Categories	Low	High
Salaried Partner	€110k	€155k
Senior Associate (6-8 yrs ppe)	€85k	€130k
Associate (3-5 yrs ppe)	€65k	€95k
Solicitor (1-3 yrs ppe)	€50k	€75k
Newly Qualified Solicitor	€40k	€65k

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

### Increasingly specialised, clearer focus

The Cpl HR team has placed over 200 candidates in 2017. The buoyant HR market is a direct result of persistent confidence in the economy and this trend is set to continue in an upward trajectory for 2018. Moving on from a predominantly stagnant permanent jobs market, businesses are now looking to attract talent by offering permanent contracts. Attracting and retaining the best HR talent has become a key focus across all sectors.

Our market analysis shows that most growth has been experienced in specialised roles with Talent Acquisition, Reward Specialists, Learning and Development, Organisational Design and Data Analytics roles, significantly increased. Growing staff levels in HR team headcount is reflected in the rising demand for these roles. Talent attraction, retention and development are now crucial components of many organisations' strategic plans.

The HR Generalist area continues to grow, remaining competitive as budgets have improved. HR administrators with + 2 years' experience are also in demand. The temp/contract market for HR professionals is confident, with many opportunities at all levels for lucrative short and long-term contracts. HR temping roles offer candidates a chance to develop in a variety of sectors and gain vast experience, which is essential in order to secure longer-term contracts.



### Client feedback

“Cpl HR is a valued recruitment partner for our organisation in the HR space. We value their deep expert knowledge of the Irish HR Market. Cpl HR have a track record of placing valued staff members in a range of HR roles. They put forward quality candidates and are up front on candidate strengths and weaknesses. This creates a lot of trust. Cpl HR only propose candidates who will be a fit with our culture. Cpl HR have in-depth connections and relationships across the Irish HR market and know who might be looking for a move. This network is very valuable and allows searches to be speedy without compromising on quality.”

Head of People Operations,  
Telecoms Company



### Most in demand jobs 2018

- Compensation & Benefits/Reward Manager
- Employee Relations Specialist
- Learning & Development/Organisational Development roles

PERMANENT	Dublin €k P/A		Regions €k P/A		Belfast £k P/A		NI National £k P/A	
General	Low	High	Low	High	Low	High	Low	High
HR Director	110	180	100	160	50	80	40	70
Senior HR Manager	80	120	80	100	40	65	30	55
HR Manager	55	80	55	100	30	50	28	60
Strategic HR Business Partner	80	105	55	80	30	55	28	60
HR Business Partner	55	75	45	70	25	45	20	35
Industrial Relations/Employee Relations Manager	60	90	55	80	35	60	25	55
HR Generalist	35	55	30	45	25	38	20	30
HR Administrator	24	35	24	35	17	25	16	25

Recruitment	Low	High	Low	High	Low	High	Low	High
Head of Recruitment	90	130	80	100	40	70	35	70
Recruitment Manager (In-House)	70	90	50	75	35	55	25	50
Recruitment Specialist (In-House)	45	65	35	55	25	50	18	35
Technical Recruiter	50	80	35	65	30	45	20	25
Recruitment Administrator	24	35	24	30	17	27	16	20

Learning & Development / Organisational Development	Low	High	Low	High	Low	High	Low	High
Head of Talent & OD	90	130	85	120+	50	70	40	80
Head of Learning & Development	80	110	75	120+	40	55	35	75
Learning & Development Manager	60	80	35	65	35	40	20	40
Organisational Development Manager	70	100	50	70	30	65	30	45
Learning & Development Specialist	45	60	50	70	30	50	25	45
Organisational Development Specialist	55	70	40	65	30	50	30	45
Training Coordinator	24	35	24	35	17	25	16	26

Reward / Compensation & Benefits	Low	High	Low	High	Low	High	Low	High
Head of Compensation & Benefits	100	160	90	150	50	80	40	85
Compensation & Benefits Manager	80	120	70	120	35	70	30	80
Compensation & Benefits Specialist	50	70	50	70	35	55	25	50
Compensation & Benefits Analyst	35	45	30	45	19	35	17	30
Head of Global Mobility	65	95	60	90	35	70	50	85
Global Mobility Specialist	45	65	40	60	28	50	28	48

HRIS	Low	High	Low	High	Low	High	Low	High
HRIS Manager	50	80	50	80	30	65	25	55
HRIS Analyst	30	55	30	45	25	45	20	35



The future for employees within the Insurance industry continues to be buoyant. Currently, there are over 30,000 employees across 500 organisations. The Insurance industry in Ireland holds €200 billion in assets.

Nearly two thirds of Irish Insurance CEOs (63%\*) expect to hire more staff in the coming 12 months, compared to just 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.

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 is not much change in salaries in comparison to 2017, 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.

Organisations are also introducing benefits that may not have been available previously, the majority of these 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.



Most  
in demand  
jobs **2018**

- Brokerage
- Compliance
- Reinsurance
- Actuary
- Claims

\*Insurance Ireland PwC Survey

PERMANENT	ROI €K P/A		NI £K P/A	
Finance (continued)	Low	High	Low	High
Senior Life Underwriter	60	80	50	75
Pensions Manager	50	95	40	60
Life Underwriter 3+ yrs	40	65	20	35
Life & Pensions Consultant	35	45	30	40
Life Underwriter 0-3 yrs	40	50	17	22
Pensions Administrator 3+ yrs	35	45	20	28
Life Administrator 0-3 yrs	40	50	24	22
Pensions Administrator 0-3 yrs	30	35	18	24

Non Life Insurance	Low	High	Low	High
Underwriting Manager	70	120	46	60
Claims Manager	65	80	35	50
Senior Underwriter 10+ yrs	70	90	30	35
Senior Loss Adjuster	50	80	25	35
Commercial Underwriter 5+ yrs	45	60	35	50
Corporate Broker	50	55	35	45
Underwriter 3+ yrs	35	50	20	25
Loss Adjuster	35	50	25	42
Senior Claims 5+ yrs	38	60	25	35
Senior Administrator	42	55	25	35
Underwriter 0-3 yrs	28	35	17	22
Insurance Broker	28	35	20	28
Junior Underwriter	25	35	17	22
Junior Administrator	25	29	17	22
Claims 0-3 yrs	25	35	16	22

Captives	Low	High	Low	High
Captive Underwriter	50	80	35	45
Captive Account Manager	50	70	35	50
Captive Account Executive	30	50	25	38

Reinsurance	Low	High	Low	High
Reinsurance Manager	70	90	50	62
Reinsurance Underwriter	50	70	38	52
Reinsurance Claims	55	75	30	55

Actuarial	Low	High	Low	High
Trainee Actuary (Graduate)	35	40	22	28
Part Qual Actuary (5 exams left)	45	55	26	38
Part Qual Actuary (2 exams left)	65	75	30	40
Newly Qualified Actuary	80	95	40	60
Qualified Actuary (5 yrs pqe)	120	140	60	80

## Booming, expanding, diversifying

Our specialist team of recruitment consultants speak a variety of languages including German, Chinese, Filipino, Spanish, French, Italian, Dutch, Portuguese, Korean and Japanese. This broad range of languages means that we are perfectly positioned to meet the needs of our candidates and clients.

Language Jobs have been booming over the past 12 months with a widespread demand for both EU and APAC languages. We have noticed an increase in roles focused on supporting Users as well as SMBs customers within the Online Advertising Industry. As a result, many new roles now have titles that didn't exist 2-3 years ago. We have also witnessed a dramatic increase in salaries across the traditionally hard to find languages as well as across the board for entry level positions. Companies have also been investing heavily on benefits packages including attractive financial relocation support and help for candidates settling in Ireland.

Cpl Language Jobs specialise in sourcing and engaging with a high calibre of talent looking to develop their career in Ireland- whether you'd like to work with a growing start-up or one of the major names in the IT industry.



## Client feedback

“Of all the agencies we deal with here, Cpl is by far the best. Communication is always clear and everything is always provided without having to chase things up — makes life so much easier here for us on this end.”

Recruitment Coordinator,  
Multinational Contact Centre.



## Most in demand jobs 2018

- Inside Sales
- Digital Marketing Specialist
- Customer Support

Top 5 languages that will get you a job in 2018:

1. German
2. Dutch
3. Swedish
4. Norwegian
5. Danish





# 2018

## Languages

PERMANENT	Dublin €k P/A		Regions €k P/A		NI €k P/A	
Call Centres - Customer Service	Low	High	Low	High	Low	High
Call Centre Manager	60	90	50	80	40	50
Customer Service Manager	40	65	40	55	25	35
Customer Service Team Leader	30	48	30	45	20	30
Customer Service Team Leader & Language	35	48	30	45	20	35
Customer Service Agent	22	30	20	28	13.5	16.5
Customer Service Agent & Language	24	34	20	32	16	20
Account Manager	25	35	28	35	25	35
Account Manager & Language	30	36	28	36	25	35

Languages	Low	High	Low	High	Low	High
Technical Support 1st level no Language	22	26	22	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	48	28	40	20	30
Call Centre Team Leader with Language	35	48	34	45	20	35
Collection Analyst with Language	25	35	24	30	18	20
Customer Service no Language	22	25	22	25	14	18
Customer Service with Language	24	34	24	32	15.5	22
Account Manager with Language	30	36	28	36	25	35
IT Account/Agent Support with Language	28	40	29	35	25	30
Telesales Agent with Language	25	35	24	33	18	22
Business Development with Language	30	70	30	60	17	20
Technical Editor with Language	36	40	34	38	28	32
Order Management with Language	23	33	23	30	18	22
Editorial Compliance Specialist with Language	28	35	26	30	24	26
Data Entry with Language	24	26	22	24	15	18
Quality Evaluator with Language	28	32	28	30	24	26
Team Manager with Language	40	74	38	65	35	45
Inside Sales with Language	28	50	24	45	19	35
Lead Generation with Language	23	28	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	28	35
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

## Growing, thriving, candidate-driven, lucrative

With some of the leading Marketing Recruitment Specialists in Ireland, we place candidates in permanent, contract and temporary marketing roles. Over the last 12 months, we have seen significant growth in the sector.

Digital start-ups, SMEs & large multinational companies are all looking 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 2018.

In the Marketing sector over the last 12 months, CRM, analytics and demand generation roles were noticeably in demand. These areas are very niche and relatively in their infancy in Ireland, so candidates with these skills will be highly sought after in 2018 and can earn very competitive salaries.



### Client feedback

“Over the past 3 years Lorraine has partnered up with a high profile public sector organisation and she has worked closely with the Head of Marketing to build a marketing team of excellence.

Lorraine quickly got behind the organisation's vision to secure top talent for the organisation.

Lorraine managed the client single-handedly from the outset. From the initial meetings, Lorraine got a great understanding of what the client was really looking for in terms of experience, skill set, key competencies and culture fit. At a deeper level, Lorraine completely understood the passion and vision that the client had for his team and was accountable for making this a reality. This was a real partnership recruitment process.

Lorraine acted as an advisor throughout the process and both parties greatly built up a great relationship and Lorraine has now placed x6 Senior Executives which is the mid-management level with the company. Senior Executive — Content Marketing, Senior Executive — Digital Marketing, Senior Executive — Press/ PR, Senior Executive — International Communications, Senior Executive — International Digital Campaigns & Marketing Projects & Senior Executive — Communications Manager.”  
**Marketing Manager, Public Sector.**



### Most in demand jobs **2018**

- Demand Generation Manager
- eCommerce Manager
- CRM Manager

# 2018

## Marketing

PERMANENT	Dublin €k P/A		Regions €k P/A		NI €k P/A	
General Marketing	Low	High	Low	High	Low	High
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	32
Marketing Executive	32	47	30	40	22	28

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



# Marketing

## SALARY GUIDE

PERMANENT (continued)	Dublin €k P/A		Regions €k P/A		NI €k P/A	
FMCg	Low	High	Low	High	Low	High
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	40
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	Low	High	Low	High	Low	High
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	Low	High	Low	High	Low	High
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	
Online Agency Specific Roles	Low	High	Low	High	Low	High
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	Low	High	Low	High	Low	High
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	Low	High	Low	High	Low	High
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	Low	High	Low	High	Low	High
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

## Competitive, high volume, growing

Cpl Office Support has continued to see significant growth within the office and secretarial space over the last 12 months. As the market has continued to expand, so has the demand for skilled and experienced administration support and secretarial candidates across a range of industries. We have noticed a significant uptake in our temporary office support division, with an increase of over 17% of candidates placed in temporary or contract roles since 2016-2017.

With regard to permanent roles, the most notable increases are still at the senior EA, PA and office management level.

In 2017, we set up our Legal Support division, exclusively recruiting for legal and professional services. This has been extremely successful despite it being one of the most sparse candidate markets in which we operate. To combat this, we have partnered 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 & won the NRF Best in Practice: Office & Secretarial award in 2016. We grew our team throughout 2015 and 2016 with dedicated, specialist recruiters based in North Dublin, Blanchardstown and Kildare as well as Dublin City Centre.

The outlook for the year ahead is very optimistic and we would forecast steady growth and increasing demand for professionals in this space. Salaries are rising with a lot of candidates taking short term contracts where the salaries are significantly higher than in permanent roles. Therefore, when they eventually move into perm roles, they drive the salaries upwards. Also it is still a candidate driven market and employers are paying higher salaries to secure talent.



## Client feedback

*"Siobhan is so easy & a joy to work with. She has given great advice and support for all my HR requirements so much so that we now only use Cpl and started recruiting through your agency for permanent roles in addition to temporary. I feel that Siobhan is a great ambassador for your brand and has never let me down."*

Rebecca McDermott, Customer Relations Manager,  
Spirit Motor Group



## Most in demand jobs **2018**

Temp and Contract administrative staff



# 2018

## Office Support

PERMANENT	Dublin €k P/A		Regions €k P/A		NI €k P/A	
Call Centres - Customer Service	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	28	50	25	40	17	21
Team Secretary	28	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	38	20	30	14	16
Administrator	23	40	20	30	14	20
Sales Administrator	24	38	23	32	15	19
Accounts Clerk	22	32	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	35	20	32	16	18
Legal Secretary	26	45	25	42	18	38
Legal Executive	28	50	24	42	22	25

TEMPORARY/CONTRACT	ROI €P/HOUR		NI €P/HOUR	
Qualified	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

## Thriving, evolving and progressing

Cpl Retail is a team of specialist recruiters 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 all 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.

The past 12 months have seen growth in the market and this has been helped by some incredible new stores and brands opening in Ireland. The competition for top talent is extremely aggressive and continues to be a dominant topic throughout the retail sector. Strong commercial managers will be highly sought after in 2018. Furthermore, the market for senior appointments has been growing steadily in the past 12 months.



## Client feedback

“Having used Cpl Retail’s support for recruitment on a number of campaigns, it is clear that the team’s real time experience within the retail sector ensures the highest calibre of candidates are brought forward for our Talent search”

Head of Retail Recruitment,  
Large Irish Grocery Retailer.



## Most in demand jobs **2018**

- General Manager
- Assistant/Deputy Manager
- Regional/Area Managers

PERMANENT	Dublin €k P/A		Regions €k P/A		NI €k P/A	
Food Multiples	Low	High	Low	High	Low	High
Area Manager	65	120	65	120	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	35	26	35	17	25
Supervisor / Trainee Manager	22	28	20	28	16	22

Convenience / Forecourt	Low	High	Low	High	Low	High
Area Manager	45	70	40	65	28	32
Store Manager	30	45	28	40	25	30
Assistant Manager	24	32	24	32	19	25

Non - Food Multiples	Low	High	Low	High	Low	High
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	90	70	120	60	80

Telecoms	Low	High	Low	High	Low	High
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	Low	High	Low	High	Low	High
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	Low	High	Low	High	Low	High
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



## Energetic, candidate driven, thriving

Cpl Sales is Ireland's leading provider of sales professionals, providing permanent, contract and temporary recruitment solutions to clients ranging from small start-ups to multinationals. We recruit across all industries including IT, telecoms, finance, digital, medical, pharmaceutical, property, media, FMCG, engineering, technical, supply chain & service sales.

The current Sales market is very active across all verticals, mostly concentrated on IT, telco, technical sales, FMCG and engineering & construction service sales. The market has become extremely candidate driven, with candidates often having three or four offers at the one time.

As the first port of call for any new multinational business that considers setting up in Ireland, we are seeing an increased demand for candidates with specific language skills. Salaries tend to be more flexible for candidates with these skills.

Over the last 12 months, we have seen the SME market really take off again with interest returning to more traditional field sales roles. We have seen a continued increase in new Irish start-ups who are now enhancing their sales focus as they go to market. As expected, we have also seen major growth in our property sector. There is a shortage of candidates across property both commercial and residential, in particular chartered surveyors, registered European valuers and negotiators are most in demand.



## Client feedback

"I have been working with Cpl Sales for some time now and really enjoy it. Cpl bring a refreshing and energetic approach to recruitment. They are a hardworking, dynamic and focused team and have delivered some excellent results in a short period of time. Cpl quickly built a strong rapport with candidates and stake-holders. The team have a talent of finding the right people for the right roles and have a fantastic approach with people. Cpl Sales add a lot of value to my sales organisation. I thoroughly enjoy working with Cpl and would have no hesitation in recommending them."

Sales Director for EMEA of a (Pre IPO)  
Tech SaaS Start-up



## Most in demand jobs 2018

- Telesales / Inside Sales
- Language Sales (German & Nordic)
- Field Based Business Developers

PERMANENT	Dublin €k P/A		Regions €k P/A		NI €k P/A	
General Sales	Low	High	Low	High	Low	High
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	Low	High	Low	High	Low	High
Sales Director	80	120	70	120	45	60
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	Low	High	Low	High	Low	High
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	Low	High	Low	High	Low	High
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	Low	High	Low	High	Low	High
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	Low	High	Low	High	Low	High
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	Low	High	Low	High	Low	High
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.

Cpl Science is Ireland's largest Scientific and Engineering consultancy firm. Our consultants have a strong track record of providing permanent, temporary and contract solutions as well as senior appointments tailored to our clients' specific requirements.

Over the last year, Biologics has been the fastest growing sector of the pharmaceutical industry with several new start-ups and expansions taking place. In addition to this, we have seen more commercial offices have been set up on Irish shores.

There has been some increase in salaries due to new start-ups, steep competition and high demand for the same skillsets. Moreover, many companies are offering Flexitime and we have seen some candidates at non-management positions being offered share options. In addition to this, relocation allowances are being offered to attract European candidates to move to Ireland. New start-ups are also offering sign on bonuses for Senior Managers and Directors to attract these highly qualified individuals.



## Client feedback

**"Cpl successfully sourced and managed the hiring of critical roles which aligned with both the business requirements and the cultural fit of the organisation."**

Ciara Byrnes, HR Manager.



## Most in demand jobs **2018**

- **Process Development jobs as a result of projects being tech transferred to Ireland.**
- **Scientists with experience in sterile manufacturing and Biotech will be in demand in;**
  - **Quality Assurance**
  - **Validation**
  - **Quality Control & Process Engineers**



PERMANENT	Dublin €k P/A		Regions €k P/A		NI €k P/A	
Quality	Low	High	Low	High	Low	High
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	30	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	Low	High	Low	High	Low	High
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	Low	High	Low	High	Low	High
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	Low	High	Low	High	Low	High
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	Low	High	Low	High	Low	High
Documentation Officer	28	60	25	50	18	25
Documentation Control Administrator	23	37	25	35	18	25

Validation	Low	High	Low	High	Low	High
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	Low	High	Low	High	Low	High
Health & Safety Officer	45	60	40	55	20	30
Environmental Officer	40	50	30	45	18	25

Operations Manufacturing	Low	High	Low	High	Low	High
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	
Research & Development	Low	High	Low	High	Low	High
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	Low	High	Low	High	Low	High
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	Low	High	Low	High	Low	High
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	Low	High	Low	High	Low	High
Pharmaceutical Engineer	40	70	37	65	30	55

Training	Low	High	Low	High	Low	High
Training & Development Manager	55	80	50	65+	35	60
Quality & GMP Trainers	47	60	45	60	35	50

Tech Services	Low	High	Low	High	Low	High
Director of Technical Services	90	125	90	110	70	90

CONTRACT	ROI €P/HOUR		NI €P/HOUR	
Quality	Low	High	Low	High
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	Low	High	Low	High
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	
Regulatory Affairs	Low	High	Low	High
Regulatory Affairs / Registration Officer	25	45	18	25
Regulatory Affairs Manager	35	49	30	45
Drug Safety Associate	19	24	18	25
Compliance	Low	High	Low	High
Compliance Manager	35	45	30	40
Compliance Specialist	27	33	20	35
Compliance Auditor	33	38	18	25
Documentation	Low	High	Low	High
Documentation Officer	18	33	18	25
Documentation Control Administrator	16	20	18	25
Validation	Low	High	Low	High
Validation Manager	55	100	40	50
Validation Engineer	40	80	30	40
Validation Analyst	30	40	20	30
Health / Safety & Environment	Low	High	Low	High
Health & Safety Officer	20	50	18	25
Environmental Officer	15	23	18	25
Lab Technician	13	17	18	25
Research & Development	Low	High	Low	High
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	Low	High	Low	High
Medical Scientific Liaison	35	60	20	30
Biostatistics Manager	35	46	25	30
Statistician	Low	High	Low	High
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	Low	High	Low	High
Pharmaceutical Engineer	42	60	25	25
Training	Low	High	Low	High
Training & Development Manager	27	32	30	40
Quality & GMP Trainers	21	31	18	30



# Supply Chain & Procurement

## SALARY GUIDE

### Growing, competitive, expanding

Cpl Supply Chain are Ireland's most experienced and networked recruitment company in their sector. We have built longstanding relationships with our clients by understanding their hiring needs and consistently delivering on those requirements. The team have gained a reputation defined by credibility, professionalism and quality. We realise the difference that the right hire can make to our clients' business and as such, we work hard to ensure that top talent in the market want to partner with Cpl.

The profile of Supply Chain & Procurement is becoming even more central to success in business. New roles in the sector have emerged this year due to an increased focus on International Trade & Compliance to combat Brexit issues. There has also been significant growth in Sourcing roles, particularly in the Pharma space.



### Client feedback

**"The Supply Chain team demonstrate exceptional dedication and determination in sourcing niche skillsets to fill our positions. The team source candidates both locally and globally, ensuring that our values are represented throughout the candidate journey."**

Stephen Keane  
TA Lead, Perrigo



### Most in demand jobs **2018**

- Sourcing Manager
- Planner
- International Trade Consultants

# 2018

## Supply Chain & Procurement

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	25	40
Purchasing Director	95	160	95	130	50	80
Purchasing Manager	70	120	70	90	30	55
Purchasing Officer	35	45	35	45	18	28
Buyer	35	50	35	60	22	40
Supply Chain Manager	65	95	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	65	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	55	65	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

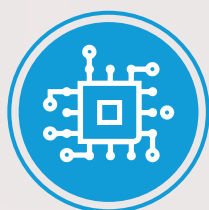
Note: \*not including shift premium

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



## TECH TRENDS FOR 2018

- **Java Microservices based on Spring**
- **Full Stack Microservices on Node**
- **C++ roles in the Fintech space**
- **DevOps and cloud architecture**
- **Big Data/Analytics**
- **Machine Learning & AI**



## Most in demand jobs **2018**

- **Software Engineers who specialise in Java, C#, C++ or Python**
- **AI engineers**
- **Data Analytics**
- **Machine Learning Engineers**
- **Big Data Engineers**

For 2018, there will be an even more diverse technology environment in software engineering. More and more different companies are choosing Ireland and more specifically Dublin as a destination for their EMEA HQ. The diversity of industries impacts the diversity of technology stacks. Due to Brexit, we are seeing more and more financial and fintech companies moving to Dublin, creating openings for quant software engineers which are more mathematically inclined roles and require algorithmic optimisation coupled with strong backend software engineering skills. As always, top Java, Python, C++ and NET software engineers will once again be in high demand, especially developers in SaaS/Cloud development. Microservices is being adopted by the vast majority of tech companies and this enables a more agnostic environment for

developers and the emergence of more and more polyglot developers. Software engineers who have DevOps and CI/CD tools are also in high demand and a lot of companies are looking for their engineers to own their code. This is welcomed as developers will develop, deploy and maintain their own code. C++ is seeing a rejuvenation, especially within the Fintech space and medical device companies are creating more opportunities for embedded C developers.

From a data perspective, candidates are expected to have exposure to NoSQL databases like Cassandra and MongoDB and experience with Big Data technologies like Hadoop, Spark and Hive, is a huge asset. There is definitely a need for candidates to have experience in a data driven environment and the use of big data and analytics tools are appearing more in general software engineering specs. Data is king at the moment. The demand for top quality mobile developers from the Android or iOS sphere is still strong but the market in Dublin remains quite small, therefore a shortage of skills persisted in this area. Companies are using more hybrid development tools for mobile product than traditional native development.

Sourcing candidates within the Irish market is quite competitive at present and demand for top talent has never been stronger. Companies have to be extremely competitive when attracting talent. Candidates are becoming more rounded engineers, they must think in the abstract in terms of the overall architecture and be able to write short, clean and robust code.

There is a huge requirement in Dublin for UX/UI designers across both contract and permanent. Due to the shortage of these profiles, salaries are quite high.

Frontend/Javascript developers with frameworks (Angular, React, Ember etc.) are hugely sought after in the market, particularly on a contract basis.



# Technology - Software

PERMANENT	Dublin €k P/A			NI €k P/A	
Software Development	Low	High	Years Experience	Low	High
Java Developer	35	55	0-3yrs	30	35
	50	65	3-5yrs	35	48
	65	90	5+ yrs	45	60
C/C++ Developer	35	50	0-3yrs	30	35
	50	65	3-5yrs	35	45
	65	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	33
	50	65	3-5yrs	33	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	30	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	30
	50	65	3-5yrs	30	45
	65	90	5+ yrs	45	60
Python Developer	30	50	0-3yrs	28	30
	50	70	3-5yrs	30	45
	70	100	5+ yrs	45	60
Solution Architect	65	72	0-3yrs	38	40
	72	85	3-5yrs	40	55
	85	100	5+ yrs	55	80
Technical Architect	68	75	0-3yrs	38	40
	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	
Software Development	Low	High	Low	High
Java Developer	380	450	250	450
C/C++ Developer	350	420	250	450
C#/VB.Net/Asp.Net/.Net	350	450	250	450
Mobile (iOS/Android) Developer	300	450	250	450
PHP/ Web Developer	350	400	250	450
JavaScript/UX Developer	350	450	250	450
UI/UX Designer	300	400	250	450
Web Designer/ Graphic Designer	150	300	100	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

# Technology - Data, PMO, Testing & Infrastructure

## Data

The demand for Data related resources has never been higher. We have seen a huge increase in the number of roles within Data Analytics and Data Science in the last 12 months. While there has been a surge in requirements, there continues to be a skills gap in the market of experienced candidates particularly in the Data Science space.

The good news is that we are seeing a steady increase in recent graduates within the Data Analytics space move into the workforce. Skills in Advanced Analytics and Big Data are still very niche on the market with Machine Learning and Artificial Intelligence much sought after. Although the market has shown a huge move towards Advanced Analytics and Big Data roles, there is still a steady demand for traditional Database, Business Intelligence and Data Analyst positions.

## PMO

As confidence returned to the market throughout the latter part of 2017, the PMO team have been experiencing a surge in both technical and business change demands, as clients look for the best available talent. This growth has happened in tandem with the maturing demands of IT in both the Public Sector and Banking.

We are still seeing a shortage for Regulatory – Transformation PMO candidates, Lean and ERP Systems Analysts within the Banking, Insurance and Public Sector space. This growth can also be accredited to our client's continuous investment in Cloud Programs, ERP's, Digital upgrades, Data Protection across Digital Platforms, Migrations, Quality (ITIL) and Governance. This demand has in part increased the candidate's expectation in terms of salary and daily rates.

What's more, the PMO team have experienced an increase in permanent positions available for

Project Delivery roles. These roles typically have been serviced by the contracting workforce in the past, however due to the steady pipeline of project work in the above sectors, there has been a swing back to permanent contracts, giving candidates a wider choice of roles on varied projects with potential for career progression.

## Testing

There is still big demand for manual contractors particularly in the financial sector. On the permanent side, there is more of a mixture. Automation test engineers with development experience in any language, are in high demand particularly for permanent positions. There is a lack of these professionals in the Dublin market and as a result, salaries are surging. A lot of candidates are still being brought in from Europe where there is a larger talent pool.

## Infrastructure

The IT infrastructure market remains very active. Companies still have a preference for permanent staff hires as they want to retain top skills within their business. These top skills continue to be IT security and DevOPs (Linux).

We are also seeing a high demand for application support engineers at all levels in the market place. There is a shortage of Security, DevOPs and Apps Support skills particularly in the permanent recruitment space.

# 2018 Technology - Data, PMO, Testing & Infrastructure

PERMANENT	Dublin €k P/A			NI €k P/A	
QA/ Technical Writing/ Localisation	Low	High	Years Experience	Low	High
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	30
	50	55	3-5yrs	30	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	Low	High	Years Experience	Low	High
Database Developer	30	45	0-3yrs	45	55
	45	60	3-5yrs	55	75
	60	75	5+ yrs	75	85
Data Warehouse Developer	35	50	0-3yrs	45	55
	50	60	3-5yrs	55	75
	60	75	5+ yrs	75	85
ETL Developer	35	50	0-3yrs	35	45
	50	60	3-5yrs	45	55
	60	75	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	70	0-3yrs	35	45
	70	80	3-5yrs	45	55
	80	90	5+ yrs	55	65
Database Administrator	35	45	0-3yrs	20	25
	45	60	3-5yrs	25	30
	60	80	5+ yrs	30	45
Data Engineer	35	55	0-3yrs	20	25
	55	70	3-5yrs	25	35
	70	90	5+ yrs	35	55
Big Data Developer	40	60	0-3yrs	20	25
	60	75	3-5yrs	25	35
	75	100	5+ yrs	35	55

# Technology - Data, PMO, Testing & Infrastructure

SALARY  
GUIDE

PERMANENT (continued)	Dublin €k P/A			NI €k P/A	
Senior/ IT Professional Services	Low	High	Years Experience	Low	High
CTO	90	100	0-3yrs	80	90
	100	120	3-5yrs	90	100
	120	150	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	75	0-3yrs	45	55
	75	95	3-5yrs	55	65
	95	120	5+ yrs	65	85
Project Manager	40	50	0-3yrs	35	45
	50	65	3-5yrs	45	55
	65	85	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	35	45
	55	70	3-5yrs	45	55
	70	90	5+ yrs	55	75
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	35	45
	50	70	3-5yrs	45	55
	70	90	5+ yrs	55	75
Change Manager	40	50	0-3yrs	35	45
	50	65	3-5yrs	45	55
	65	90	5+ yrs	55	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	65	3-5yrs	55	65
	65	85	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	80
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	30
	50	60	5+ yrs	30	45
Project Support/Administrator	30	40	0-3yrs	20	25
	40	50	3-5yrs	25	30
	50	60	5+ yrs	30	35



# 2018 Technology - Data, PMO, Testing & Infrastructure

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

# Technology - Data, PMO, Testing & Infrastructure

SALARY  
GUIDE

PERMANENT (continued)	Dublin €k P/A			NI €k P/A	
Senior/ IT Professional Services	Low	High	Years Experience	Low	High
Desk side Support	26	32	0-3yrs	18	25
	33	42	3-5yrs	25	35
	43	45	5+ yrs	35	45
Field Services	28	40	0-3yrs	18	25
	41	45	3-5yrs	25	30
	46	55	5+ yrs	30	35

CONTRACT	ROI € per day		NI £ per day	
QA/ Technical Writing/ Localisation	Low	High	Low	High
Test Manager	450	550	250	400
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	600
Data Modeller	400	500	400	500
Data Architect	450	650	300	600
Database Administrator	350	500	250	350
Data Engineer	350	500	400	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	600
BI Developer	350	500	400	600
Reporting Analyst	250	400	400	600
Data Analyst	300	500	400	600
Insights Analyst	250	400	100	250
Data Scientist	400	600	400	600

# 2018 Technology - Data, PMO, Testing & Infrastructure

CONTRACT (continued)	ROI € per day		NI £ per day	
Senior/ IT Professional Services	Low	High	Low	High
PMO Manager	400	550	250	350
Programme Manager	500	750	400	600
Project Manager	400	550	400	600
Change Manager	450	650	400	600
Management Consultant	450	750	400	600
Systems Analyst	350	550	100	250
Business Analyst	350	550	400	600
Reporting Analyst	275	400	100	250
Project Support/ Administrator	250	350	100	250

Infrastructure & Support	Low	High	Low	High
IT Security Engineer	350	600	200	350
Information Security Architect	500	600	300	500
Linux Dev/Ops Engineer	450	600	200	350
Linux Systems Engineer	400	500	100	250
Network Support Engineer	300	550	100	250
Systems Administrator	250	400	100	250
Application Support Engineer	250	400	100	250
Service Delivery Manager	300	450	300	500
Helpdesk Support	150	230	100	250
Desk Side Support	180	250	100	250
Field Services	190	250	100	250

# Cpl Locations

## IRELAND

### Dublin

#### Cpl Resources plc – HQ

8 – 34 Percy Place,  
Dublin 4, D04 P5K3  
T: +353 1 614 6000  
E: info@cpl.ie  
W: www.cpl.ie

#### Kate Cowhig International

Healthcare Recruitment  
83 Merrion Square,  
Dublin 2, D02 R299  
T: +353 1 671 5557  
E: info@kcr.ie  
W: www.kcr.ie

#### Cpl Healthcare

8-34 Percy Place,  
Dublin 4, D04 P5K3  
T: +353 1 482 5491  
E: info@cplhealthcare.com  
W: www.cplhealthcare.com

#### Flexsource

5 St Fintan's, North Street,  
Swords, Co. Dublin, K67 F9P6  
T: +353 1 895 5700  
E: swords@flexsource.ie  
W: www.flexsource.ie

#### Interaction

Trigon House, Arena Road,  
Sandyford,  
Dublin 18, D18 DW35  
T: +353 1 696 5400  
E: info@interaction.ie  
www.interactioneurope.com

#### Tech Skills

25 Merrion Square North,  
Dublin 2, D02 E392  
T: +353 1 639 0390  
E: resources@techskills.ie  
W: www.techskills.ie

#### Flexsource

3 Main Street,  
Blanchardstown,  
Dublin 15, D15 KAV6  
T: +353 1 829 5800  
E: blanch@flexsource.ie  
W: www.flexsource.ie

#### Private Home Care

2 Newcastle Road, Lucan,  
Co. Dublin, K78 NY56  
T: +353 1 621 9101  
E: info@privatehomecare.ie  
W: www.privatehomecare.ie

#### The Cpl Institute

5 St Fintan's, North Street,  
Swords, Co. Dublin, K67 F9P6  
T: +353 1 895 5755  
E: info@thecplinstitute.ie  
W: www.thecplinstitute.ie

#### Thornshaw

Barton House,  
6 Old Dublin Road,  
Stillorgan, Co. Dublin,  
A94 X8C3  
T: +353 1 278 4671  
E: info@thornshaw.com  
W: www.thornshaw.com

#### Deena Energy Services Limited

1 High Street, Balbriggan,  
Co. Dublin, K32 DD40  
T: +353 1 841 0481  
E: info@deenaenergy.com  
W: www.deenaenergy.com

### Kildare

#### Flexsource

Unit F & G Naas Town Centre,  
Wolfe Tone Street, Naas,  
Co. Kildare  
W91 A2YV  
T: +353 45 907 100  
E: naas@flexsource.ie  
W: www.flexsource.ie

#### The Cpl Institute

Unit F & G, Wolfe Tone Street,  
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### Cork

#### Cpl Resources plc

Ground Floor,  
11 Anglesea Street,  
Cork, T12 CYR8  
T: +353 21 494 4860  
E: reception.cork@cpl.ie  
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#### Kenny Whelan & Associates

Unit 1 Joyce House,  
Barrack Square,  
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11 Anglesea Street,  
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T: +353 21 462 6100  
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### Waterford

#### Cpl Resources plc

No 9 Wallace House,  
Canada Street,  
Waterford.  
T: +353 5 151 1180  
E: southeastjobs@cpl.ie  
W: www.cpl.ie

### Limerick

#### Cpl Resources plc

10/11 Steamboat Quay,  
Dock Road, Limerick  
T: +353 6 131 7377  
E: limerickjobs@cpl.ie  
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#### Flexsource

10/11 Steamboat Quay,  
Dock Road,  
Limerick, V94 V1KX  
T: +353 6 131 7377  
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W: www.flexsource.ie

### Galway

#### Cpl Resources plc

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Merchants Road, Galway,  
Co. Galway, V94 V1KX  
T: +353 9 150 9740  
E: reception.galway@cpl.ie  
W: www.cpl.ie

#### Flexsource

Unit 19, Dockgate,  
Merchants Road, Galway,  
Co. Galway, V94 V1KX  
T: +353 9 150 9740  
E: galwayjobs@flexsource.ie  
W: www.flexsource.ie

#### The Cpl Institute

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Merchants Road, Galway,  
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T: +353 9 150 7517  
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### Dundalk

#### Servisource

Block 3, 2nd Floor,  
Quayside Business Park,  
Mill Street, Dundalk,  
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T: +353 42 935 2723  
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## UNITED KINGDOM

### Belfast

#### Cpl Resources plc

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Belfast, BT1 4GA  
T: +44 289 072 5600  
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### London

#### Kate Cowhig Healthcare

31 Southampton Row,  
London WC1B 5HJ  
T: +44 207 833 8830  
E: info@kcrjobs.com  
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#### Clinical Professionals

5 Old Bailey,  
London EC4M 7BA  
T: +44 20 7822 1710  
E: apply@clinicalprofessionals.co.uk  
W: www.clinicalprofessionals.co.uk



## Reading

### Clinical Professionals

First Floor, 33 Blagrove Street,  
Reading, Berkshire,  
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T: +44 118 959 4990  
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33 Blagrove Street,  
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## Kent

### RIG Healthcare

4th Floor  
Northside House  
69 Tweedy Road  
Bromley, BR1 3WA  
T: +44 345 363 1187  
E: info@righealthcare.co.uk  
W: www.righealthcare.co.uk

## North Yorkshire

### RIG Healthcare

Copthall Bridge House  
Station Bridge, Harrogate,  
North Yorkshire,  
England HG1 1SP  
T: +44 142 3 79 0 115  
E: info@righealthcare.co.uk  
W: www.righealthcare.co.uk

## Milton Keynes

### RIG Healthcare

Midsummer Court,  
314 Midsummer Boulevard,  
Milton Keynes, MK9 2UB  
T: +44 (0)1908 847 400  
E: info@righealthcare.co.uk  
W: www.righealthcare.co.uk

## Croydon

### RIG Healthcare

4th Floor,  
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## CZECH REPUBLIC

### Prague

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### Brno

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E: brno@cpljobs.cz  
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## GERMANY

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# Notes

A background image of a city skyline reflected in water, with horizontal blue lines overlaid for writing. The skyline features several buildings, including a prominent one with a curved facade. The water is calm, showing a clear reflection of the buildings. The sky is a pale blue with some light clouds. The overall image has a soft, slightly blurred quality.



A photograph of a modern glass building at sunset. The building's glass facade reflects the warm orange and yellow light of the setting sun. The sky is a mix of blue and purple hues with some clouds. The building is situated near a body of water, which reflects the building and the sky. The text '2018 SALARY GUIDE' is overlaid in the center of the image. '2018' is in a large, light gray, sans-serif font, and 'SALARY GUIDE' is in a smaller, white, sans-serif font below it.

# 2018

## SALARY GUIDE



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**2018**  
SALARY  
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