

WE ARE MORGAN McKINLEY

SALARY SURVEY | IRELAND 2012

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CHIEF OPERATIONS OFFICER'S LETTER.



Welcome to Morgan McKinley's 2012 Ireland Salary Survey

Undoubtedly, the past 12 months has been a turbulent period for Ireland. A new government was formed, a harsh austerity Budget was unveiled and shockwaves from the eurozone crisis affected decision making domestically and abroad.

The outlook for 2012 remains clouded and cautious. The European Commission has lowered its growth forecast for Ireland in 2012 from 1.9% to 1%, saying that the country's growth prospects have weakened due to the poor macro-economic environment.

So what does all this mean for the Irish professional jobs market? To provide a clearer picture, we surveyed 584 senior-level managers working in financial services, IT, manufacturing and professional services across Ireland. Morgan McKinley recruits across multiple areas within these four core markets, so we have combined this data with insight from our specialist consultants to give further clarity on hiring and remuneration trends for 2012.

The **financial services** sector ended 2011 on a positive note, despite a mid-year slowdown due to global nervousness around credit and the US downgrade by S&P. More than half (52%) of survey respondents within this sector feel more positive about the outlook for businesses this year compared to 2011.

Information technology was Ireland's 'good news' story for business and jobs growth in 2011. It has been widely publicised that demand for talented IT professionals often outstrips supply, particularly within the field of software development.

The bio-pharmaceutical, medical device, electronic consumer goods and food industries were the main drivers of recruitment within **manufacturing** last year, a trend which looks set to continue into 2012. When asked about salaries for 2012, most respondents were quite positive. More than half (60%) of manufacturing companies said that salaries will remain stable, with a further 22% predicting modest salary increases of 1-5%.

There was mixed sentiment from the **professional services** sector, with 57% expressing a positive outlook for 2012. However, this outlook was balanced by other professional services companies that are finding it more difficult they support the property, construction, retail or SME markets.

Our survey found that all four sectors predict talent retention, attraction and skills shortages will be the main HR challenges for 2012. Morgan McKinley will endeavour to update our clients on a quarterly basis with advice and assistance in these areas.

Currently, the Agency Workers Directive (AWD) is a hot topic due to the lack of clarity around exactly how the proposed legislation might impact businesses employing temporary staff. We are monitoring the situation closely and will keep our clients and candidates up to date as the situation progresses.

Although there is still considerable uncertainty in the market and growth predictions are sombre, all this feedback points to a growing positive mood in the Irish professional marketplace. We hope you find this salary survey informative and we welcome any feedback you may have.

Finally, I would like to thank you for your continued support and wish you all the best in your employment endeavours in 2012.

Karen O'Flaherty

Chief Operations Officer | Ireland

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HIRING MARKET UPDATES & SURVEY RESULTS



HIRING MARKET UPDATE.

FINANCIAL SERVICES

There was a slight decrease in the number of new job opportunities for financial services professionals in Ireland in 2011.

It is likely that this dip resulted from the mid-year slowdown in the sector caused by global nervousness around the eurozone economic crisis.

Insurance, funds and banking sectors (both international and domestic) are recruiting across many divisions with a particular emphasis on hiring finance and operational professionals. The current mix of hiring is approximately 60% temporary contracts and 40% permanent.

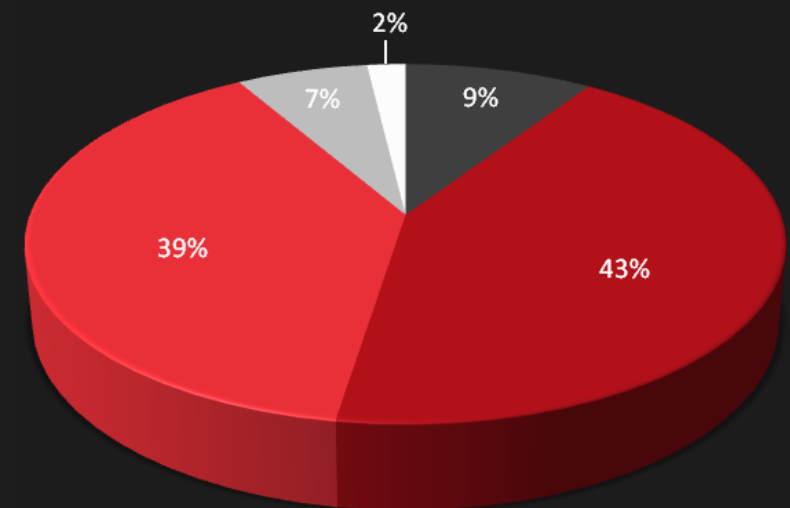
This percentage split is reflective of hiring trends globally, as temporary staff are considered to be more cost effective and flexible options for companies unable to commit to long term, permanent headcount additions.

Of those financial services professionals surveyed, 52% feel more positive about the outlook for their businesses in 2012 compared to 2011, with 39% expecting it to be fairly similar to last year.

When asked their views on salaries, approximately half expect them to remain stable in 2012, with a further 28% expecting modest increases of 1-5%.

Managers identified talent attraction (27%), talent retention (24%) and skills shortages (13%) as being the main HR challenges they expect to face in 2012.

Q1 Do you have a more positive business outlook for 2012 compared to 2011?

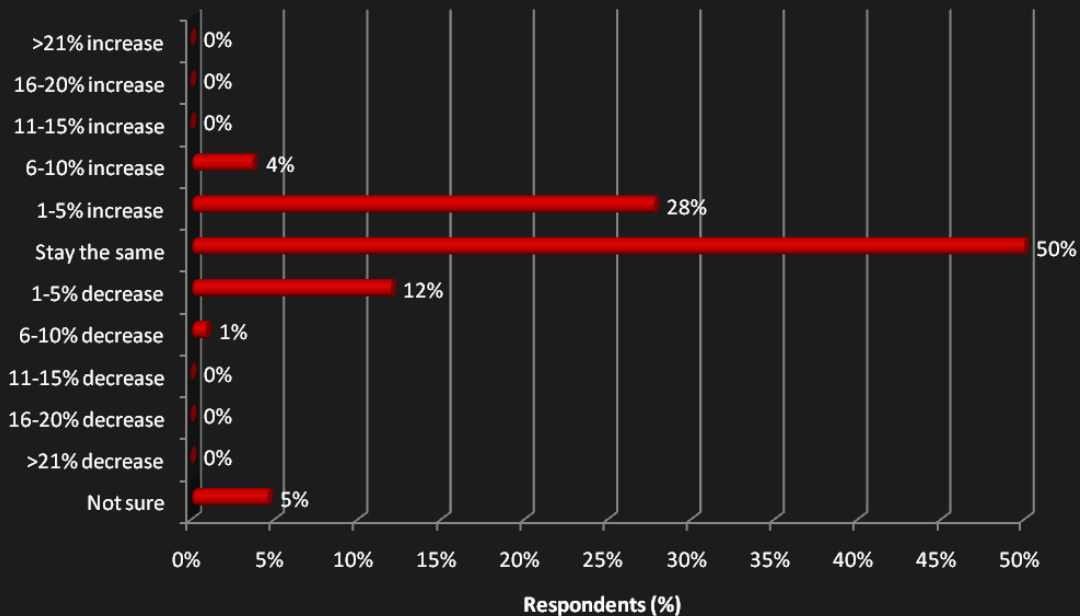


- Significantly more positive (9%)
- More positive (43%)
- The same (39%)
- Less positive (7%)
- Significantly less positive (2%)

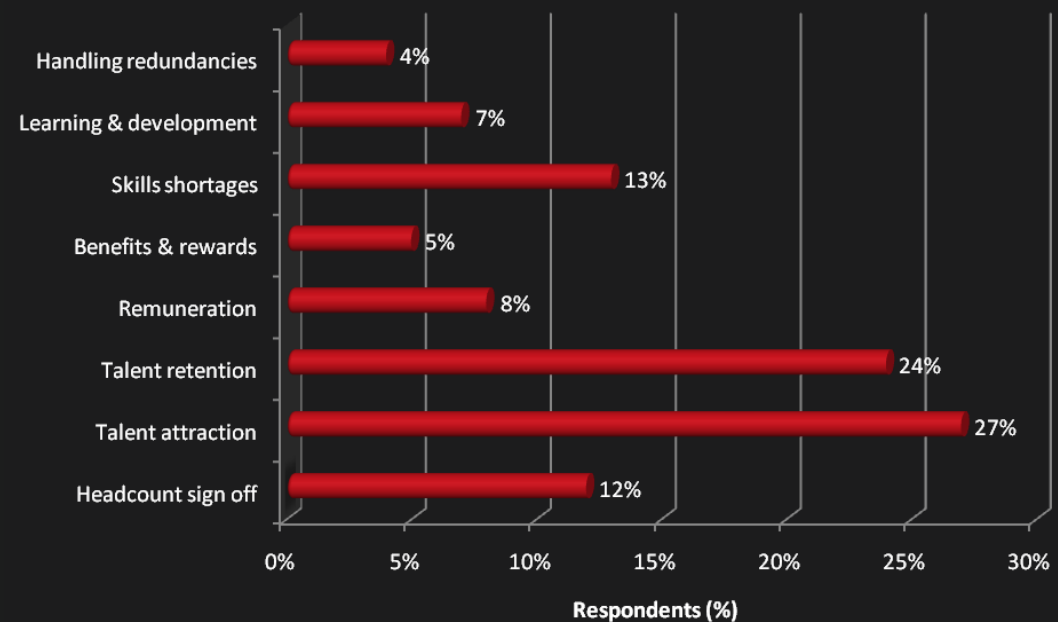
HIRING MARKET UPDATE.

FINANCIAL SERVICES

Q2 Do you expect salaries within your business to increase, decrease or stay the same in 2012?



Q3 In your opinion, what is the biggest human resources challenge you will have to face in 2012?



HIRING MARKET UPDATE.

INFORMATION TECHNOLOGY

2011 was a significant growth period for the IT market in Ireland, largely driven by an increased global demand for technology products and services combined with foreign domestic investment from global organisations setting up technology driven operations in Ireland.

There was increased hiring activity across all sectors but software, telecommunications, financial services, gaming and consulting were particularly busy.

There was unprecedented demand for software developers with expertise in Java and .net. In many cases, demand for these professionals outstripped supply and employers had to move quickly to secure the best talent.

Recently, there has been increased demand for application support specialists, indicating that companies are moving away from a more traditional hardware based infrastructure towards a cloud, web based application model.

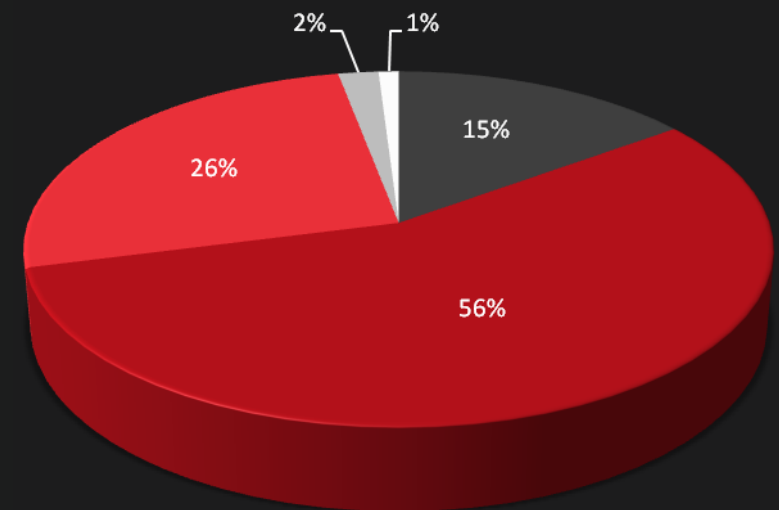
The outlook for this year remains very bright for IT professionals. Our survey found that 71% of technology employers stated that they feel more positive about 2012, compared to the same time last year.

A number of leading global technology companies are considering Ireland for their European hubs or centres of excellence however the supply of bright, well educated IT graduates is essential if this migration is to continue.

More than half (56%) of IT employers surveyed expect salaries to remain relatively stable this year. We can see in areas of very high demand, specifically software developers that salaries will continue to rise throughout 2012.

Talent attraction (35%), skills shortages (24%) and talent retention (15%) are seen as the key personnel challenges for 2012 within IT.

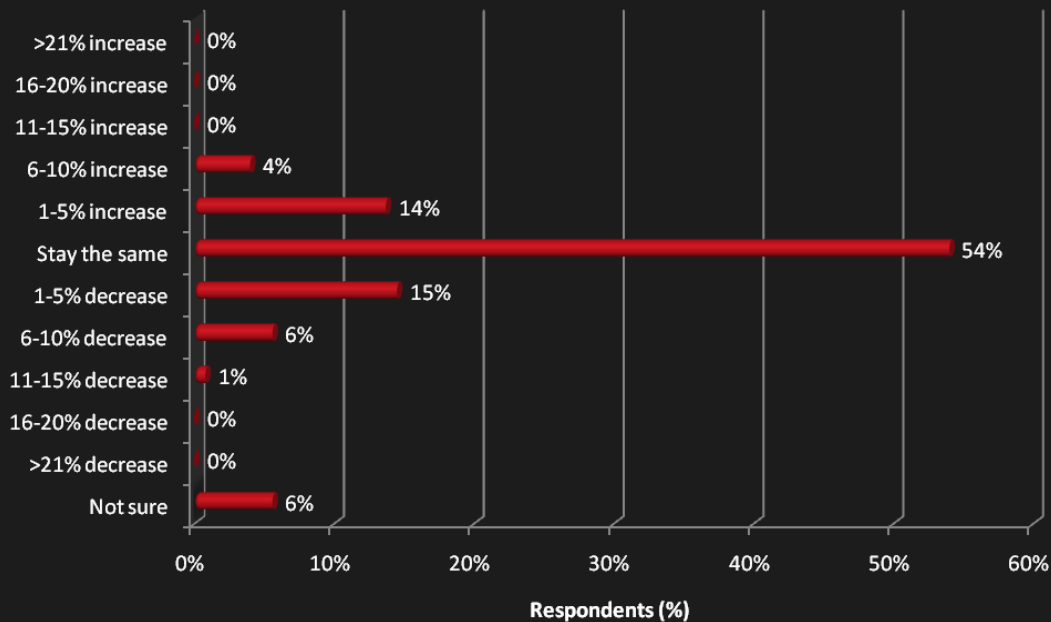
Q1 Do you have a more positive business outlook for 2012 compared to 2011?



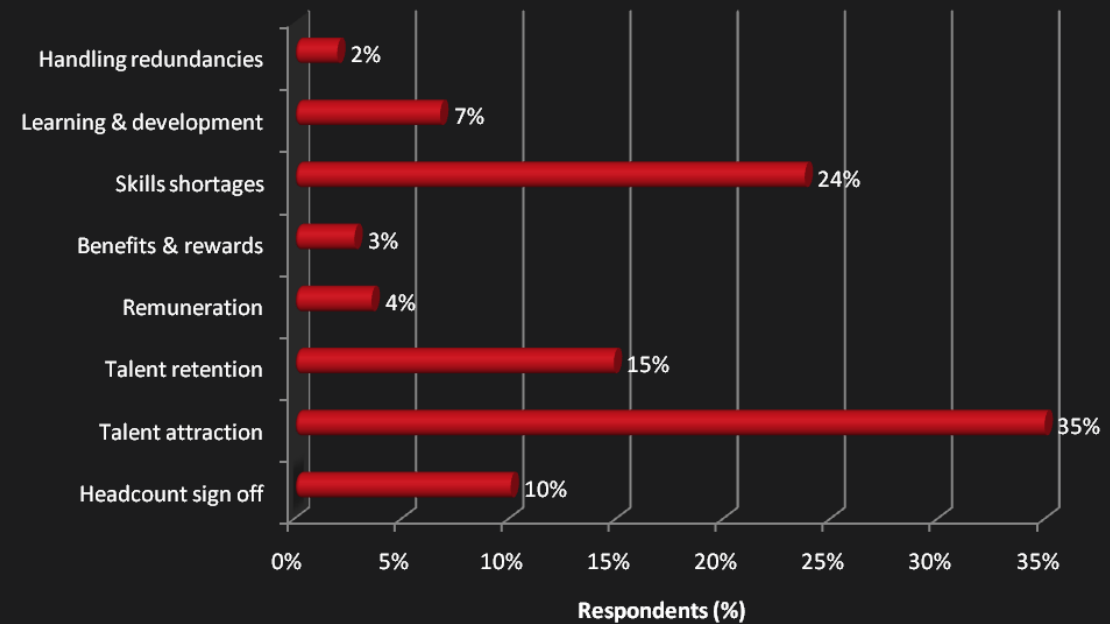
- Significantly more positive (15%)
- More positive (56%)
- The same (26%)
- Less positive (2%)
- Significantly less positive (1%)

HIRING MARKET UPDATE. INFORMATION TECHNOLOGY

Q2 Do you expect salaries within your business to increase, decrease or stay the same in 2012?



Q3 In your opinion, what is the biggest human resources challenge you will have to face in 2012?



HIRING MARKET UPDATE.

MANUFACTURING

There was increased hiring activity within Ireland's manufacturing sector in 2011, with most larger companies hiring specialist staff over the year. Unfortunately the SME market was still quite challenged, although there were some signs of recovery in the second half of the year.

The biopharmaceutical, medical device, electronic consumer goods and food industries were the main drivers of recruitment last year, a trend which looks set to continue into 2012.

There is ongoing demand for supply chain professionals, particularly in the area of procurement. A significant number of companies have restructured their supply chains using a more category management based model. The hiring growth in this area is related to reducing the operating costs of business. The bulk of hiring demand for scientific positions was concentrated within the areas of quality assurance and regulatory.

Within the field of engineering most job vacancies arose within process, lean, project and maintenance engineering.

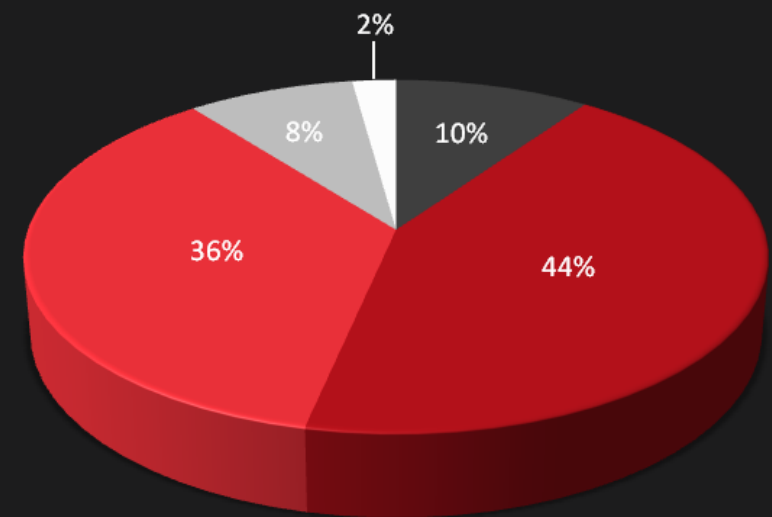
Commercial and analytical finance specialists were also required to monitor the results of these cost initiatives driven by the key functions of engineering and supply chain.

60% of HR professionals and business leaders within manufacturing stated that their firms have hiring plans for 2012. There is however, still some uncertainty in the market; greater competition and increased focus on labour and material costs remain a key challenge for most Irish manufacturers.

When asked about salaries for 2012, most respondents were quite positive. More than half (60%) of manufacturers said that salaries will remain stable, with a further 22% predicting modest salary increases of 1-5%.

Finally, the key HR challenge for 2012 is predicted to be talent attraction (19%), closely followed by talent retention (18%) and skills shortages (17%).

Q1 Do you have a more positive business outlook for 2012 compared to 2011?

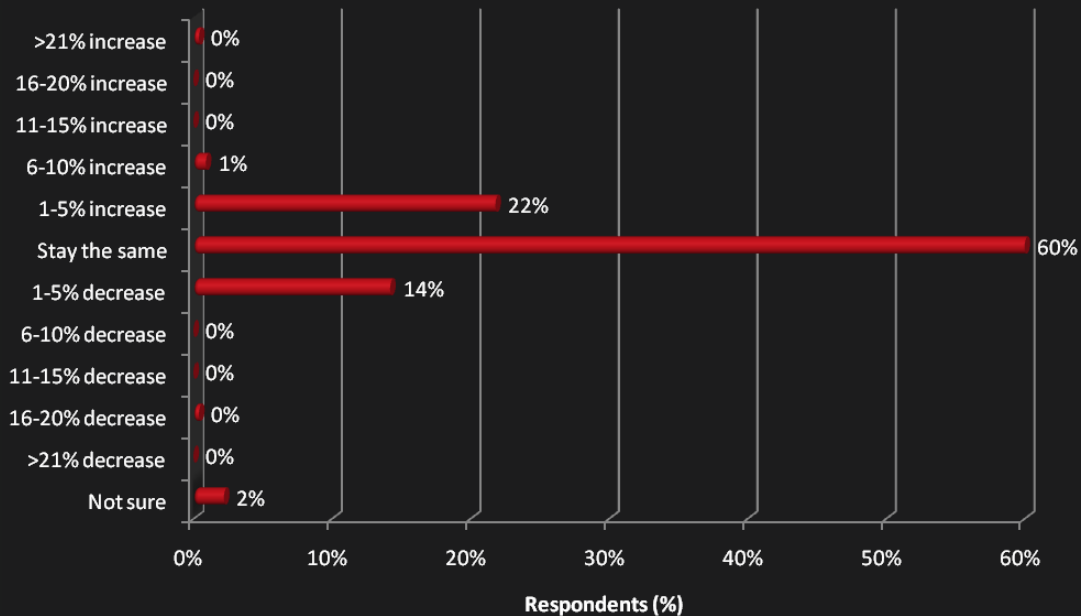


- Significantly more positive (10%)
- More positive (44%)
- The same (36%)
- Less positive (8%)
- Significantly less positive (2%)

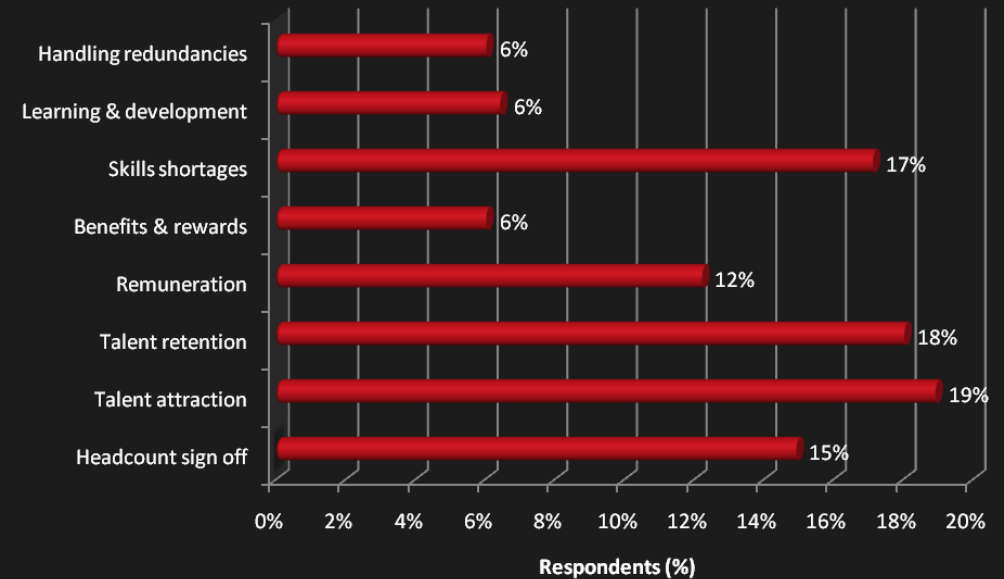
HIRING MARKET UPDATE.

MANUFACTURING

Q2 Do you expect salaries within your business to increase, decrease or stay the same in 2012?



Q3 In your opinion, what is the biggest human resources challenge you will have to face in 2012?



HIRING MARKET UPDATE.

PROFESSIONAL SERVICES

More than half (57%) of professional services firms have a more positive or significantly more positive outlook for 2012 compared to the same time last year, with 66% expecting to hire new staff this year (predominantly on a permanent basis).

It is anticipated that the Big Four and top 10 accountancy firms will continue to recruit across all functions, with potentially increased activity in consulting, risk and compliance.

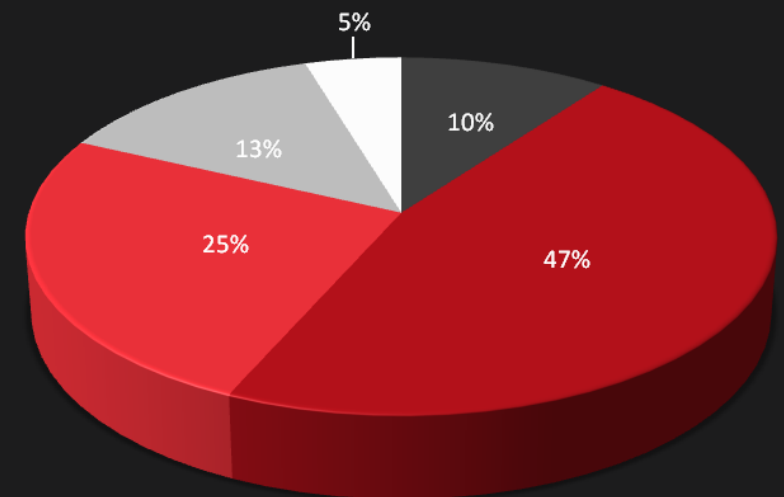
Firms with client portfolios in international financial services, multinational corporations, SMEs within FMCG, technology and engineering are expecting to hire or have commenced hiring for anticipated workloads in 2012. For accountancy practices outside the top 14 there is mixed sentiment: some feel that the economy has 'bottomed out' and that hiring will recommence in 2012, whilst others are anticipating low levels of replacement hiring or even redundancies. Practices with portfolios within the property, construction, retail or SME markets are predicting minimal hiring or hiring freezes. The top 5 legal practices in the country are extremely confident about the year ahead and expect to take on a large number of experienced

candidates for their banking, finance, commercial and intellectual property divisions. Some of the smaller legal practices are less positive but this is heavily dependent on the client portfolio.

More than a quarter of those surveyed expect base salaries to increase, with 60% saying they should hold steady. Fears stemming from uncertainty in global financial markets and domestic economic challenges have unsettled some firms (particularly smaller accountancy and legal practices) but business confidence will hopefully improve as the year progresses.

The predominant HR concerns held by professional services managers surveyed are talent retention (25%), talent attraction (19%) and skills shortages (14%). Most firms promote organic growth and as such go through rigorous graduate recruitment drives every year. Many hiring managers foresee the attraction of suitably qualified professionals as the major challenge in 2012 recognising the competition for these candidates across markets and sectors.

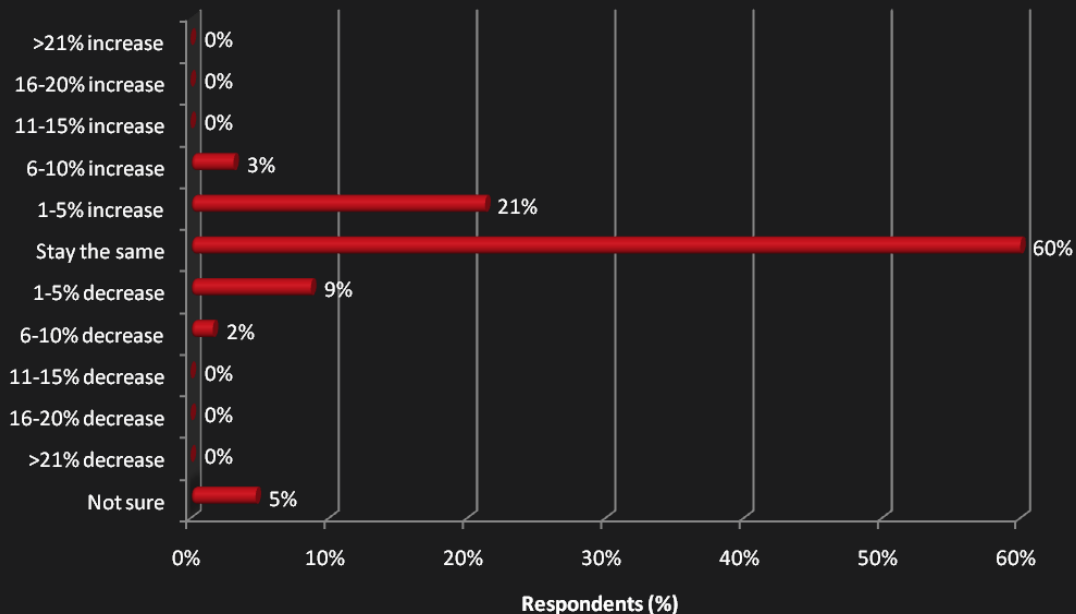
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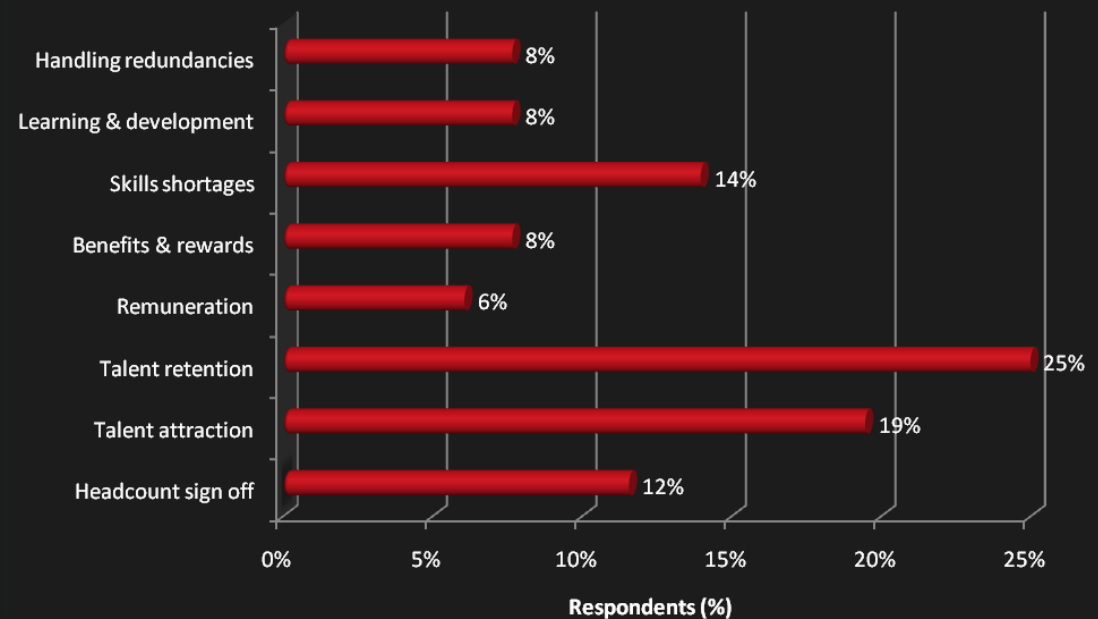
- Significantly more positive (10%)
- More positive (47%)
- The same (25%)
- Less positive (13%)
- Significantly less positive (5%)

HIRING MARKET UPDATE. PROFESSIONAL SERVICES

Q2 Do you expect salaries within your business to increase, decrease or stay the same in 2012?



Q3 In your opinion, what is the biggest human resources challenge you will have to face in 2012?



**“WHERE SALARY
INCREASES ARE NOT
POSSIBLE, SOME
COMPANIES AIM TO
RETAIN STAFF
THROUGH MODEST
BONUSES OR OTHER
BENEFITS.”**



ACCOUNTANCY & FINANCE.

COMMERCE & INDUSTRY | SHARED SERVICES |
TEMPORARY & INTERIM

SALARY GUIDE

ACCOUNTANCY & FINANCE.

COMMERCE & INDUSTRY (Small Companies <100 employees)

PERMANENT

Role:	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
Financial Director	70	90	70	85	70	80
Financial Controller	70	80	55	70	45	55
Finance Manager	50	60	50	60	40	50
Management Accountant	45	55	45	55	40	50
Financial Accountant	40	50	40	50	35	40
Systems / Project Accountant	45	55	45	55	45	50
Assistant Management Accountant	35	40	35	40	30	35
Assistant Financial Accountant	30	35	30	35	28	33
Assistant Financial Controller	45	55	38	46	32	40
Newly Qualified Accountant	35	45	30	35	30	35
Tax Accountant	45	50	40	45	35	40
Trainee Accountant (P/Q 2+yrs)	28	32	25	30	21	25
Trainee Accountant (1-2yrs)	24	28	24	28	18	22
Credit Controller	26	32	24	30	23	28
Payroll Clerk	26	32	25	30	23	28
Accounts Supervisor	30	35	28	32	27	30
Accounts Payable Clerk	24	28	22	25	22	25
Accounts Receivable Clerk	24	28	22	25	22	25
Accounts Assistant	25	28	22	25	22	25
Bookkeeper	28	33	22	28	21	25
Graduate / Trainee Accountant	22	25	18	22	18	22



ACCOUNTANCY & FINANCE.

COMMERCE & INDUSTRY (Medium Companies 100 - 500 employees)

PERMANENT

Role:	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
Financial Director	95	120	95	105	70	80
Financial Controller	75	90	70	80	50	60
Finance Manager	65	75	65	75	45	55
Management Accountant	55	60	50	60	50	55
Financial Accountant	50	60	45	55	40	50
Systems / Project Accountant	55	65	50	60	50	60
Treasury Accountant	45	55	40	50	40	50
Business / Financial Analyst	50	60	50	60	45	55
Internal Auditor	45	60	45	50	40	45
Assistant Management Accountant	35	40	32	38	30	36
Assistant Financial Accountant	32	38	30	35	30	35
Assistant Financial Controller	65	75	40	50	32	37
Cost Accountant	45	55	45	50	45	50
Tax Accountant	45	55	45	55	45	55
Newly Qualified Accountant	40	50	40	45	40	45
Trainee Accountant (P/Q 2+yrs)	30	34	25	30	24	30
Trainee Accountant (1-2yrs)	26	28	20	24	20	24
Credit Controller	26	32	25	30	25	30
Payroll Clerk	26	32	25	30	25	30
Accounts Supervisor	30	35	30	35	30	35
Accounts Payable Clerk	26	30	25	30	25	30
Accounts Receivable Clerk	26	30	25	30	25	30
Accounts Assistant	28	32	22	27	22	27
Bookkeeper	28	35	25	30	25	30
Graduate / Trainee Accountant	24	28	20	25	20	24



ACCOUNTANCY & FINANCE.

COMMERCE & INDUSTRY (Large Companies 500+ employees)

PERMANENT

Role:	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
Financial Director	120	150	115	140	85	100
Financial Controller	85	110	80	110	70	80
Finance Manager	65	75	65	70	60	70
Management Accountant	60	65	55	65	55	65
Financial Accountant	55	65	55	65	48	53
Systems / Project Accountant	60	65	55	65	54	62
Treasury Accountant	50	60	50	55	50	55
Business / Financial Analyst	55	65	55	65	45	55
Internal Auditor	50	60	45	55	45	50
Assistant Management Accountant	40	45	40	45	36	42
Assistant Financial Accountant	35	40	35	40	35	38
Assistant Financial Controller	65	75	55	65	35	38
Cost Accountant	50	60	50	60	45	50
Tax Accountant	50	55	45	55	45	55
Newly Qualified Accountant	45	50	40	45	40	45
Trainee Accountant (P/Q 2+yrs)	32	35	25	30	25	30
Trainee Accountant (1-2yrs)	26	28	23	28	22	28
Credit Control Manager	45	55	45	55	40	45
Credit Controller (1-3 yrs)	28	32	25	30	25	30
Payroll Manager	45	55	45	55	40	45
Payroll Clerk	28	34	27	33	26	32
Accounts Supervisor	35	40	35	40	34	39
Accounts Payable Clerk	28	32	25	30	24	30
Accounts Receivable Clerk	28	32	25	30	24	30
Accounts Assistant	30	32	23	28	22	27
Graduate / Trainee Accountant	24	28	20	25	20	25



ACCOUNTANCY & FINANCE.

SHARED SERVICES

PERMANENT

Role:	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
SHARED SERVICES						
Director Shared Services Centre	130	150	110	135	80	110
GENERAL LEDGER						
Manager	80	100	75	85	75	85
Team Leader	65	80	55	65	45	55
Analyst / Specialist / Assistant Team Leader	50	60	45	50	40	50
Associate	40	50	35	40	35	40
ACCOUNTS PAYABLE						
Manager	60	75	55	65	40	45
Team Leader	50	55	45	50	33	38
Analyst / Specialist / Assistant Team Leader	36	40	32	35	24	29
Associate	30	34	25	30	21	26
Process Support	25	30	22	26	20	25
ACCOUNTS RECEIVABLE						
Manager	60	75	50	60	43	48
Team Leader	50	55	40	45	35	40
Analyst / Specialist / Assistant Team Leader	36	40	35	40	26	30
Associate	30	34	28	33	21	26
Process Support	25	30	25	30	*	*
INTER COMPANY						
Team Leader	50	55	45	50	35	40
Analyst / Specialist / Assistant Team Leader	36	40	30	35	26	32
Associate	30	34	25	30	22	26
TAX						
Manager	65	78	65	75	55	65
Specialist	45	55	45	55	45	50

* Typically, these roles do not exist at this level



ACCOUNTANCY & FINANCE.

TEMPORARY & INTERIM MANAGEMENT

TEMPORARY & INTERIM

Role:	Dublin Low P/H	Dublin High P/H	Cork Low P/H	Cork High P/H	Regions Low P/H	Regions High P/H
Interim Manager / Financial Director	48	55	45	50	40	48
Financial Controller	35	40	33	39	32	37
Financial Accountant	23	30	20	25	20	25
Systems Accountant	28	33	22	27	22	27
VAT Accountant	21	28	20	25	20	25
Project Accountant	25	30	25	30	24	29
Cost Accountant	28	30	25	30	24	30
Management Accountant	24	30	25	30	24	30
Internal Auditor	25	32	25	30	23	28
Newly Qualified Accountant	20	25	18	22	16	21
Part Qualified Accountant	15	18	15	18	14	18
Financial Analyst	20	28	20	25	20	25
Assistant Accountant	15	19	14	18	13	18
Credit Controller	15	20	12	15	12	15
Accounts Assistant	14	17	14	16	12	16
Accounts Clerk	15	16	12	15	11	14
Bank Reconciliations Clerk	12	14	10	12	10	12
Bookkeeper	12	14	14	16	12	16
Payroll Senior	15	20	15	20	14	20
Payroll Junior	14	16	10	13	10	13
Accounts Payable Assistant	13	16	10	13	10	13
Accounts Receivable Assistant	13	16	10	13	10	13
Billings Administrator	13	14	10	13	10	13

Figures shown reflect base salaries quoted in hourly rates.



FINANCIAL SERVICES.

BANKING & STOCK BROKING |
FINANCE, TREASURY & CAPITAL MARKETS |
FUNDS | INSURANCE & ACTUARIAL

SALARY GUIDE

FINANCIAL SERVICES.

BANKING

PERMANENT

Role:	Low €K	High €K
PRIVATE BANKING		
Wealth Manager	70	110
Private Banking Manager	50	80
Private Banking Officer	35	50
Private Banking Administrator	28	35
CORPORATE BANKING		
Corporate Banking Manager	50	110
Corporate Banking Officer	35	50
Corporate Banking Administrator	25	35
COMMERCIAL BANKING		
Commercial Banking Manager	45	90
Commercial Banking Officer	30	45
Commercial Banking Administrator	25	30
STOCK BROKING		
Institutional Sales	80	150
Private Client Advisor	80	100
Corporate Finance Executive	50	150
Equity Analyst	45	100
Trader	45	100
Research Analyst	35	70



FINANCIAL SERVICES.

BANKING & STOCK BROKING

PERMANENT

Role:	Low €K	High €K
RETAIL BANKING		
Branch Manager	45	65
Assistant Branch Manager	35	45
Financial Planning Consultant	40	60
Customer Service Officer	22	30
MORTGAGES		
Mortgage Manager	50	65
Mortgage Consultant	25	45
Mortgage Underwriter	30	55
Mortgage Customer Service	28	35
Mortgage Arrears	30	45
RESTRUCTURING / WORK OUT		
Restructuring Manager	50	120
Restructuring Officer	35	50
CREDIT & RISK		
Credit Analyst	35	70
Operational Risk Analyst	40	75
Market Risk Analyst	40	65
Quantitative Analyst	35	90
COMPLIANCE		
Compliance Manager	50	120
Compliance Officer	35	50
Compliance Administrator	25	35



ACCOUNTANCY & FINANCE.

FINANCE, TREASURY & CAPITAL MARKETS

PERMANENT

Role:	Low €K	High €K
FINANCIAL SERVICES ACCOUNTING		
Financial Director	100	160
Financial Controller	75	120
Product Controller	60	75
Internal Audit Manager	70	90
Internal Auditor	45	65
Systems Accountant	60	80
Project Accountant	55	70
Treasury Accountant	45	60
Junior Treasury Accountant	35	45
Senior Regulatory Accountant	60	90
Regulatory Accountant	45	60
Senior Financial Analyst	55	65
Financial Analyst (1-3 yrs)	45	55
Senior Financial / Group Accountant	65	80
Financial / Mgt Accountant (3yrs)	55	65
Financial Management Accountant	40	55
Newly Qualified Accountant	40	50
PQ Assistant Accountant (2-3 yrs)	28	35
PQ Accounts Assistant (2-3 yrs)	25	35
PQ Assistant Accountant (1-2 yrs)	23	28
Accounting Technician	23	30
Graduate	25	30

Role:	Low €K	High €K
TREASURY & CAPITAL MARKETS		
Treasury Admin	30	50
Settlements Admin	25	45
Middle Office Specialist	40	60
Payments / Verifications Officer	25	45



FINANCIAL SERVICES. FUND ADMINISTRATION

PERMANENT

Role:	Low €K	High €K
Head of Fund Accounting	90	120
Senior Fund Accounting Manager	70	90
Fund Accounting Manager	50	70
Fund Accounting Supervisor	38	50
Senior Fund Accountant	32	38
Fund Accountant	24	32
Compliance Manager	60	80
Compliance Officer	35	55
Custody Manager	50	70
Custody Officer	35	45
Trustee Manager	50	70
Trustee Officer	35	45
Head of Transfer Agency	80	110
Senior Transfer Agency Manager	65	80
Transfer Agency Manager	45	65
Transfer Agency Supervisor	36	45
Senior Transfer Agency Administrator	30	36
Transfer Agency Administrator	24	30
Relationship Manager	50	65
Senior Relationship Officer	65	80
Development Manager	80	110
Fund / Portfolio Manager	50	90
Risk Manager	50	90
Business Analyst	40	70
Project Manager	70	85
Programme Manager	85	100
Senior Programme Manager	100	120



FINANCIAL SERVICES.

INSURANCE & ACTUARIAL

PERMANENT

Role:	Low €K	High €K
GENERAL INSURANCE		
Personal Lines Manager	40	55
Personal Lines Team Leader	35	45
Personal Lines Administrator	20	30
Personal Lines Underwriter	25	35
Commercial Manager	45	60
Commercial Account Handler	35	50
Commercial Underwriter	40	60
Business Development Underwriter	50	90
Claims Manager	45	80
Claims Handler	25	50
Loss Adjuster	25	70
Operations Manager	65	100
LIFE ASSURANCE		
Operations Manager	65	100
Underwriting Manager	50	80
Underwriter	35	55
Broker Consultant	40	70
Pensions Manager	45	80
Pensions Consultant	45	80
Pensions Administrator	24	50
Life Administrator	22	40
Claims Officer	25	40

Role:	Low €K	High €K
REINSURANCE		
Reinsurance Underwriter	40	80
Reinsurance Claims	40	60
CAPTIVE		
Captive Executive / Underwriter	30	60
Captive Underwriting Manager	60	80
ACTUARIAL		
Trainee Actuary (Graduate)	30	40
Part Qual (5 exams remaining)	50	60
Near Qual (2 exams remaining)	60	75
Newly Qual Actuary	70	80
Newly Qual Actuary (3yrs PQE)	90	120
Actuarial Manager	120	150
Chief Actuary	150	200



**“FINANCIAL SERVICES
HIRING REMAINS
CHALLENGED AS
LOW VISIBILITY IN
GLOBAL FINANCIAL
MARKETS CREATES
UNCERTAINTY FOR
EMPLOYERS.”**



FINANCIAL SERVICES. BANKING

TEMPORARY & CONTRACT

Role:	Low P/H	High P/H
RETAIL BANKING		
Branch Manager	22	33
Assistant Branch Manager	18	22
Financial Planning Consultant	20	30
Customer Service Officer	11	15
MORTGAGES		
Mortgage Manager	25	32
Mortgage Consultant	13	22
Mortgage Underwriter	15	28
Mortgage Customer Service	14	18
Mortgage Arrears	15	23
RESTRUCTURING / WORK OUT		
Restructuring Manager	25	60
Restructuring Officer	18	25
CREDIT & RISK		
Credit Analyst	18	35
Operational Risk Analyst	20	38
Market Risk Analyst	20	33
COMPLIANCE		
Compliance Manager	25	60
Compliance Officer	18	25
Compliance Administrator	12	18

Role:	Low P/H	High P/H
PRIVATE BANKING		
Wealth Manager	35	55
Private Banking Manager	25	40
Private Banking Officer	18	25
Private Banking Administrator	14	18
CORPORATE BANKING		
Corporate Banking Manager	25	55
Corporate Banking Officer	18	25
Corporate Banking Administrator	12	18
COMMERCIAL BANKING		
Commercial Banking Manager	22	45
Commercial Banking Officer	15	22
Commercial Banking Administrator	12	15

Figures shown reflect base salaries quoted in hourly rates.



FINANCIAL SERVICES.

FINANCE, TREASURY & CAPITAL MARKETS

TEMPORARY & CONTRACT

Role:	Low P/H	High P/H
FINANCIAL SERVICES ACCOUNTING	38	60
Financial Controller	30	38
Product Controller	35	45
Internal Audit Manager	22	33
Internal Auditor	30	40
Systems Accountant	28	35
Project Accountant	22	30
Treasury Accountant	18	23
Junior Treasury Accountant	32	45
Senior Regulatory Accountant	22	32
Regulatory Accountant	28	33
Senior Financial Analyst	22	28
Financial Analyst (1-3 yrs)	33	40
Senior Financial / Group Accountant	28	33
Financial / Mgt Accountant (3yrs)	20	28
Financial Management Accountant	20	25
Newly Qualified Accountant	14	18
PQ Assistant Accountant (2-3 yrs)	13	18
PQ Accounts Assistant (2-3 yrs)	12	14
PQ Assistant Accountant (1-2 yrs)	13	16
Accounts Payable Assistant	13	16
Accounts Receivable Assistant	13	15
Graduate		

Role:	Low P/H	High P/H
TREASURY & CAPITAL MARKETS		
Treasury Admin	15	25
Settlements Admin	13	23
Middle Office Specialist	20	20
Payments / Verifications Officer	13	23

Figures shown reflect base salaries quoted in hourly rates.



FINANCIAL SERVICES. FUND ADMINISTRATION

TEMPORARY & CONTRACT

Role:	Low P/H	High P/H
Head of Fund Accounting	45	60
Senior Fund Accounting Manager	35	45
Fund Accounting Manager	25	35
Fund Accounting Supervisor	20	25
Senior Fund Accountant	17	20
Fund Accountant	15	17
Compliance Manager	25	40
Compliance Officer	18	28
Custody Manager	20	35
Custody Officer	15	20
Trustee Manager	20	30
Trustee Officer	14	20
Head of Transfer Agency	40	50
Senior Transfer Agency Manager	30	40
Transfer Agency Manager	25	30
Transfer Agency Supervisor	20	25
Senior Transfer Agency Administrator	16	18
Transfer Agency Administrator	15	16
Relationship Manager	25	35
Senior Relationship Manager	15	25
Business Development Manager	25	45
Fund/Portfolio Manager	25	45
Business Analyst	20	30
Project Manager	40	80
Programme Manager	40	70
Senior Programme Manager	40	80

Figures shown reflect base salaries quoted in hourly rates.



FINANCIAL SERVICES.

INSURANCE

TEMPORARY & CONTRACT

Role:	Low P/H	High P/H
GENERAL INSURANCE		
Personal Lines Manager	20	28
Personal Lines Team Leader	18	23
Personal Lines Administrator	10	15
Personal Lines Underwriter	12	18
Commercial Manager	22	30
Commercial Account Handler	18	25
Commercial Underwriter	20	30
Claims Manager	22	40
Claims Handler	12	25
Loss Adjuster	13	35
Operations Manager	33	50
LIFE ASSURANCE		
Operations Manager	33	50
Underwriting Manager	25	40
Underwriter	18	28
Broker Consultant	20	35
Pensions Manager	22	40
Pensions Consultant	22	40
Pensions Administrator	12	25
Life Administrator	11	20
Claims Officer	13	20
REINSURANCE		
Reinsurance Underwriter	20	40
Reinsurance Claims	20	30
CAPTIVE		
Captive Executive / Underwriter	15	30
Captive Underwriting Manager	30	40

Figures shown reflect base salaries quoted in hourly rates.



HUMAN RESOURCES. SALARY GUIDE

HUMAN RESOURCES.

PERMANENT

Role:	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
HR Director	80	130	75	120	75	110
HR Manager	55	80	55	80	50	75
HR Business Partner	50	70	50	65	50	65
HR Generalist	35	50	35	50	35	40
HR Officer	28	35	25	35	25	35
HR Administrator	25	30	22	30	20	28
HR Graduate	22	25	20	25	20	25
Learning & Development Director	80	100	75	95	70	85
Learning & Development Manager	55	75	55	70	50	65
Learning & Development Specialist	35	50	35	50	32	40
Training Officer/Coordinator	28	35	25	35	25	32
Recruitment Manager	50	70	50	65	50	55
Recruitment Specialist	35	50	30	50	28	35
Recruitment Administrator	28	32	22	30	22	28
Compensation & Benefits Manager	60	90	55	80	50	70
Compensation & Benefits Analyst	40	55	35	45	35	45
Employee Relations Manager	50	80	45	70	45	60
Organisational Development Manager	60	90	60	90	60	85



INFORMATION TECHNOLOGY. SALARY GUIDE

INFORMATION TECHNOLOGY.

PERMANENT

Role:	1-2yrs Low €K	1-2yrs High €K	3-5yrs Low €K	3-5yrs High €K	5+yrs €K
SENIOR APPOINTMENTS					
CTO	75	85	90	110	140
IT Director	72	80	85	100	120
Software Development Manager	70	78	81	90	98
Project Manager	50	60	65	73	85
Programme Manager	52	61	68	75	90
Infrastructure / Support Manager	50	57	60	68	80
IT Manager	45	53	55	64	75
DEVELOPMENT & DESIGN					
Java / J2EE	30	40	40	55	65
C# / VB.NET / ASP.NET	30	38	40	52	65
C / C++	28	35	42	57	70
Oracle	28	37	40	55	65
SQL	28	37	40	50	60
PHP / Web Developer	28	35	38	47	55
Graduate Developer	26	30	*	*	*

*Typically, these roles do not exist at this level



INFORMATION TECHNOLOGY.

PERMANENT

Role:	1-2yrs Low €K	1-2yrs High €K	3-5 yrs Low €K	3-5 yrs High €K	5+ yrs €K
ERP/CRM					
SAP Consultant	36	46	47	67	80
ABAP Programmer	34	44	45	62	70
Oracle Financials Business Analyst	36	46	47	67	82
Oracle Financials Technical Consultant	34	44	45	62	80
ERP (Other) Consultant	31	41	42	57	68
Navision Consultant	36	46	47	67	73
CRM Consultant	36	46	47	62	75
QA / TESTING / LOCALISATION / TECHNICAL WRITING					
Localisation	23	26	30	40	50
Performance Tester	30	34	40	45	55
QA Engineer	28	32	35	45	52
Test / QA Team Leader	48	52	55	62	65
Test / QA Manager	60	64	70	82	90
PC SUPPORT & DESKTOP MANAGEMENT					
Helpdesk / Desktop Support	24	28	30	35	45
System Administrator	26	30	35	45	50
UNIX Administrator	32	40	43	53	65
Network Specialist	31	41	42	55	70
Security Specialist	31	40	42	55	70
VMware Specialist	31	41	42	58	72
DBA	30	38	41	55	70



INFORMATION TECHNOLOGY.

CONTRACT

Role:	P/Day Low €	P/Day Mid €	P/Day High €
SENIOR APPOINTMENTS			
CTO	500-600	500-700	700-900
Software Development Manager	400-500	500-600	600-800
Project Manager	300-400	400-600	600-800
Infrastructure / Support Manager	300-400	400-500	500-600
Business Analyst	200-300	300-400	400-500
Systems Analyst	200-300	300-400	400-500
Programme Manager	350-450	450-600	600-800
DEVELOPMENT & DESIGN			
Java / J2EE	200-300	300-400	400-500
C# / VB.NET / ASP.NET	200-300	300-400	400-500
C / C++	200-300	300-400	400-500
Oracle	250-350	350-450	450-600
SQL	200-300	300-400	400-500
PHP	200-300	300-400	400-500
ERP/CRM			
SAP Functional Consultant	300-400	400-500	500-600
SAP ABAP Programmer	300-400	400-500	500-600
Oracle Financials Business Analyst	300-400	400-500	500-600
Oracle Financials Technical Consultant	300-400	400-500	500-600
ERP (Other) Consultant	300-400	400-500	500-600
Navision Consultant	300-400	400-500	500-600
CRM Consultant	300-400	400-500	500-600

Figures shown reflect base salaries quoted in daily rates.



INFORMATION TECHNOLOGY.

CONTRACT

Role:	P/Day Low €	P/Day Mid €	P/Day High €
QA / TESTING / LOCALISATION / TECHNICAL WRITING			
Localisation	100-150	150-200	200-300
Performance Tester	200-250	250-350	350-450
QA Engineer	150-200	200-300	300-350
Test / QA Team Leader	250-320	320-380	380-420
Test / QA Manager	350-400	400-450	450-500
PC SUPPORT & DESKTOP MANAGEMENT			
Helpdesk / Desktop Support	130-150	150-200	200-240
System Administrator	150-200	200-270	270-350
UNIX Administrator	250-300	300-400	450-500
Network Specialist	200-250	250-400	400-600
Security Specialist	250-350	350-500	500-700
VMware Specialist	250-300	300-450	450-600
DBA	250-300	300-400	450-600

**“THE IT SECTOR WAS
IRELAND’S ‘GOOD NEWS’
STORY FOR BUSINESS
AND JOBS GROWTH
IN 2011.”**



LEGAL. SALARY GUIDE

LEGAL.

PRIVATE PRACTICE & IN-HOUSE

PERMANENT

Role:	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
IN-HOUSE						
Head of Legal	80	140	70	90	65	85
Senior Transactional Lawyer	65	95	50	75	50	75
Legal Advisor (3-5yrs)	60	80	45	65	40	60
Legal Advisor (1 -3yrs)	45	60	35	50	30	50
Newly Qualified Solicitor	35	60	30	45	30	45
Legal Executive	25	40	25	35	25	35
PRIVATE PRACTICE						
Solicitor (6-8yrs)	75	95	70	85	70	80
Solicitor (3-5yrs)	60	75	55	65	55	65
Solicitor (1-3yrs)	45	65	35	55	35	55
Newly Qualified Solicitor	40	55	30	45	30	50
Company Secretary (2-4yrs)	40	70	35	65	35	65
Company Secretary (1-2yrs)	30	45	30	40	30	40
Legal Executive	25	45	25	40	25	25
Company Secretary Trainee	25	30	25	28	25	25



SALES & MARKETING. SALARY GUIDE

SALES.

PERMANENT

Role:	Dublin Low €K	Dublin High €K	Cork Low €K	Cork Low €K	Regions Low €K	Regions High €K
Sales Director	100	150	95	140	90	130
Head of Sales	80	130	70	120	70	120
National Sales Manager	60	100	50	90	45	80
Channel Sales Manager	55	80	50	70	45	65
Corporate Sales Manager	42	65	40	60	35	55
Corporate Sales Executive	30	45	28	40	28	38
Telesales Manager	35	60	30	50	30	45
Telesales Executive	23	30	20	27	20	27
National Account Manager	48	80	45	75	45	70
Key Account Manager	38	55	35	50	30	45
Account Manager	38	50	35	48	30	40
Account Executive	28	40	25	35	25	32
Business Development Manager	45	75	40	70	35	65
Business Development Executive	26	38	25	35	25	32
Field Sales Manager	35	50	30	45	30	45
Field Sales Executive	24	38	22	35	22	32
Sales Manager	42	85	40	80	35	70
Sales Executive	24	30	22	30	22	30

Base salaries only (does not include commission and other benefits).



MARKETING.

PERMANENT

Role:	Dublin Low €K	Dublin High €K	Cork Low €K	Cork Low €K	Regions Low €K	Regions High €K
Marketing Director	90	130	80	120	75	110
Head of Marketing	80	120	70	110	70	100
Marketing Manager	50	80	45	70	45	65
Assistant Marketing Manager	45	55	38	50	35	48
Senior Brand Manager	45	58	45	55	40	55
Brand Manager	38	50	35	48	35	48
Assistant Brand Manager	30	40	30	40	28	39
Marketing Assistant	25	30	23	28	22	28
Marketing Executive	28	35	28	35	27	35
Senior Product Manager	65	82	60	75	55	70
Product Manager	50	70	45	75	40	60
Consumer Insights Manager	45	70	45	65	40	60
Consumer Insights Executive	28	36	25	35	25	30
Marketing Research Manager	45	70	40	65	40	65
Marketing Research Executive	30	40	28	35	26	35
Communications Manager	45	68	40	65	40	60
Communications Executive	30	38	28	38	28	38
Campaign Manager	45	70	45	70	45	70
Campaign Executive	28	38	28	38	26	35
Digital (Online) Manager	40	60	40	60	35	55
Digital (Online) Executive	28	38	28	38	26	35
SEO Specialist	30	45	28	40	28	38
PPC Specialist	30	45	28	40	26	38



TECHNICAL.

ENGINEERING | SCIENCE |
SUPPLY CHAIN & OPERATIONS |
ENERGY & CONSTRUCTION

SALARY GUIDE

TECHNICAL. ENGINEERING

PERMANENT

Role:	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
Manufacturing Engineer	35	60	32	55	31	55
Process Engineer	35	65	32	60	31	58
Project Engineer	35	65	35	60	32	57
Chemical Engineer	45	70	40	65	38	63
Electrical Engineer	35	54	35	52	32	50
Engineering Manager (>25 staff)	70	110	65	110	65	90
Engineering Manager (<25 staff)	85	120	85	120	82	102
Quality Engineer	36	60	35	60	32	60
Maintenance Technician	34	42	33	41	31	40
Maintenance Engineer	40	55	40	55	35	54
Maintenance Manager	55	80	55	80	48	75
Validation Engineer	40	60	40	60	37	60
Polymer Engineer	36	55	35	55	34	55
R&D Engineer	45	65	45	63	44	63
Lean Six Sigma Engineer	55	72	50	70	46	66
Automation Engineer	45	65	45	55	44	55
Facilities Engineer	45	60	45	55	40	55
Design Engineer	44	55	42	55	39	52



TECHNICAL. SCIENCE

PERMANENT

Role:	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
Calibrations Co-ordinator	31	42	31	42	31	42
Clinical Research Associate	45	68	40	55	40	55
Compliance Officer	35	45	35	45	35	42
Compliance Manager	60	80	55	75	55	72
Documentation Controller	25	35	25	35	25	35
Environmental Chemist	32	44	30	42	30	40
Environmental Specialist	40	50	40	45	40	45
Safety Officer	41	50	36	42	34	41
EHS Officer	45	55	40	50	40	50
EHS Manager	65	80	55	70	55	70
Food Chemist	28	35	25	35	25	35
Formulations Scientist	30	40	30	40	28	38
Lab Supervisor	45	55	41	50	40	50
Microbiologist	38	50	35	45	32	45
Materials Scientist	35	45	35	45	32	45
NPD Technologist	28	38	25	35	25	35
NPD Manager	42	60	40	55	40	55



TECHNICAL. SCIENCE

PERMANENT

Role:	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
Pharmacist	50	70	50	60	50	60
Process Development Chemist	35	45	30	45	30	45
QA Auditor	35	50	35	50	34	47
QA Manager	70	90	65	80	65	80
QA Specialist	35	52	35	52	34	50
QC Analyst	26	40	25	38	24	36
QC Manager	55	68	54	67	49	65
Qualified Person	55	80	55	75	52	72
Quality Supervisor	55	70	50	65	48	63
Quality Systems Specialist	35	50	35	50	35	50
Quality Technician	25	32	25	32	24	31
R&D Analytical Chemist	32	50	30	48	30	46
Regulatory Affairs Officer	35	45	35	45	34	43
Regulatory Affairs Specialist	46	60	44	58	43	55
Regulatory Affairs Manager	70	90	70	90	68	88
Medical Advisor (MD)	80	120	70	95	70	90
Medical Advisor (PhD)	55	85	55	85	50	80



TECHNICAL. SUPPLY CHAIN & OPERATIONS

PERMANENT

Role:	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
Production Team Leader	35	45	35	40	32	40
Production Supervisor	38	60	38	55	38	55
Production Manager	50	70	50	70	50	68
Operations Manager (<100 staff)	60	80	60	80	60	80
Operations Manager (>100 staff)	85	105	85	105	83	103
Operations Director	100	130	100	130	98	120
Supply Chain Analyst	35	45	35	45	34	43
Tendering Specialist	35	48	35	48	34	45
Freight Forward Specialist	30	35	30	35	30	35
Planner	35	47	35	45	33	45
Buyer	35	49	35	48	38	48
Buyer and Planner	45	55	45	55	45	55
Senior Buyer / Planner	48	64	46	62	45	60
Master Scheduler	45	60	45	55	45	55
Materials / Logistics Manager	50	70	50	70	50	70
Procurement Manager	65	84	58	75	58	74
Warehouse Manager	55	65	55	65	55	62
Supply Chain Manager	70	100	70	100	68	92
Supply Chain Director	100	130	95	125	92	120
Procurement Director	100	130	95	125	95	120



TECHNICAL. ENERGY & CONSTRUCTION

PERMANENT

Role:	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
Quantity Surveyor	25	50	22	48	23	48
Site Engineer	23	38	23	36	22	35
Site Manager	35	40	33	40	32	38
Civil Engineer	23	37	23	35	22	34
Structural Engineer	26	37	25	35	24	34
Architect	35	45	34	44	33	43
Project Manager	40	55	40	55	40	50
Programme Manager	58	68	52	65	50	60
Construction Director	60	70	60	70	60	70
Renewable Energy Engineer	25	40	25	40	25	40
Technical Sales – Energy	32	46	30	45	28	43



LA CRÈME.

SECRETARIAL & OFFICE SUPPORT |
CUSTOMER SERVICE & MULTILINGUAL |
TEMPORARY

SALARY GUIDE

LA CRÈME.

CUSTOMER SERVICE & MULTILINGUAL

PERMANENT

Role:	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
Customer Services rep (0-2 yrs)	22	24	20	24	20	24
Customer Services rep (2-4 yrs)	24	26	23	27	23	27
Customer Services rep with Languages (0-2 yrs)	23	25	23	25	22	24
Customer Services rep with Languages (2-4 yrs)	26	30	25	30	24	29
Customer Services Team Leader	30	35	30	35	28	30
Customer Services Manager	35	50	35	50	35	50
Account Manager	28	32	28	32	27	29
Account Manager with Languages	30	38	30	37	30	36
Order Management Agent	25	35	25	35	25	35
Order Management Agent with Languages	30	35	28	35	26	35

LA CRÈME.

SECRETARIAL & OFFICE SUPPORT

PERMANENT

Role:	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
Executive PA	45	50	30	40	28	32
Senior PA	35	45	28	38	28	32
Office Manager	35	55	28	38	28	34
Secretary (3+ yrs)	28	38	25	30	23	26
Secretary (1-3yrs)	24	28	21	27	20	26
Secretary (0-1 yrs)	20	23	20	22	18	21
Receptionist (3+ yrs)	28	35	24	27	22	25
Receptionist (1-2 yrs)	23	26	20	23	20	22
Receptionist (0-1 yrs)	20	22	20	22	20	22
Administrator (3+ yrs)	20	28	20	32	20	23
Administrator (0-3 yrs)	28	35	27	32	26	30
Sales Administrator	23	30	23	30	22	28
Data Entry	19	24	19	22	19	22

LA CRÈME.

SECRETARIAL & OFFICE SUPPORT

PERMANENT

Role:	Dublin Low €K	Dublin High €K	Cork Low €K	Cork High €K	Regions Low €K	Regions High €K
Customer Service Rep (3+ yrs)	25	30	23	30	22	24
Purchasing Administrator / Shipping Clerk	27	32	25	30	22	24
Document Controller	25	32	25	30	22	24
Clerical Assistant	21	25	20	26	20	24
Legal Secretary (5+ yrs)	35	40	28	35	26	33
Legal Secretary (3-5 yrs)	30	35	25	30	25	30
Legal Secretary (1-3 yrs)	22	30	20	25	20	24
Legal Executive	28	40	28	35	28	35
Legal Administrator	20	26	20	26	22	26
Junior Legal Executive	20	26	20	25	20	24
Junior Legal Secretary	18	22	18	20	18	20
Paralegal	25	38	25	36	24	34

LA CRÈME.

SECRETARIAL & OFFICE SUPPORT

TEMPORARY

Role:	Dublin Low P/H	Dublin High P/H	Cork Low P/H	Cork High P/H	Regions Low P/H	Regions High P/H
Legal Secretary	13	16	12	15	12	14
Personal Assistant	15	17	12	15	11	12
Secretary (3+ yrs)	13	15	11	14	10	11
Secretary (1-3 yrs)	11	13	11	13	10	11
Receptionist (3+ yrs)	12	13	11	13	10	11
Receptionist (0-2 yrs)	10	12	10	12	10	11
Secretary / Receptionist (1-2 yrs)	11	12	11	13	10	11
Administrator	11	15	10	14	10	13
Data Entry Clerk	10	11	10	11	10	11
Customer Service Administrator (3+ yrs)	12	13	11	13	11	12
Customer Service Administrator (1-3 yrs)	11	12	10	12	11	11
Switchboard Operator	11	13	10	12	10	11
Customer Service Representative	11	13	9	12	8	11
Office Junior	10	11	9	10	8	10

Figures shown reflect base salaries quoted in hourly rates.



SALARY SURVEY | IRELAND 2012.

UNDERSTANDING THIS GUIDE

METHODOLOGY

Morgan McKinley conducted a telephone and email survey of 584 HR managers and business leaders working for financial services, professional services, manufacturing and IT companies across the Republic of Ireland between the 9th and 18th of November 2011. The aggregated results of this research are used in this Morgan McKinley Ireland Salary Survey 2012.

Financial services, professional services, manufacturing and IT are Ireland's four core professional jobs markets. Within these, Morgan McKinley recruits across multiple areas. We have provided guidance on salaries in these various markets to ensure this salary survey gives a detailed overview of the Irish professional jobs market.

The information provided in this report has been compiled by Morgan McKinley's dedicated researchers in Dublin, Cork, Limerick and Waterford. Our researchers are in continual contact with employers and professionals across Ireland.

SALARY DATA

Salaries listed cover basic salaries only and do not include bonus payments or benefits. The salary ranges in this guide are indications of what individuals with similar experience might expect to earn in new roles in 2012. This salary data is based on placements made during the last six months in medium to large sized companies unless stated otherwise, as well as the specialist knowledge of Morgan McKinley's consultants.

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

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

SALARY GUIDE INFORMATION

For more specific salary or hiring information, please visit www.morganmckinley.ie or contact your Morgan McKinley consultant directly.

**WE ARE MORGAN MCKINLEY.
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**The world's leading
employers and successful
local businesses must be
doing something right. We
believe we know what that is.**

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