Disclaimer:
The salary guides 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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<td>Technology</td>
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</table>
This year has been the year that we really noticed the war for talent gearing back up. There is intense competition for talented employees and some resources are more in demand in certain sectors such as pharmaceutical, healthcare, technology and multilingual roles. We are happy to report growth across all sectors. This is due to the increased presence of multinationals and foreign direct investment as well as the fact that many indigenous companies are in a stronger position financially to start hiring more people. Ireland continues to position itself as a great place to do business.

This year companies have had to navigate highly volatile markets to grow their business and the resource that is in shortest supply is people. People with the right skills and talent to succeed. For me, it has always been about talent – because the one thing I have learned over the years is that it doesn’t matter what business you are in or what part of the business cycle you are in, what matters is the people who are part of your team, the right people with the attitude to succeed.

Fortunately, the employment market has shown good improvements over the past few months so more of our talented people are able to enter the workplace once more. The Economist predicts that employment conditions in the majority of sectors in the economy has generally improved. New figures from the Central Statistics Office show that the number of people signing on the Live Register is at its lowest total since February 2009. The Central Statistics Office (CSO) said that the standardised unemployment rate in February 2015 was 10.1%, down from the revised figure of 10.3% in January 2015 and is now well below the 11.2% euro area aggregate. While companies are recruiting again they are being somewhat cautious on rising salaries with more focus on the variable pay than the fixed pay to ensure they are prudent in their cost management.

We are delighted to report that more and more Irish are coming home from abroad given the buoyancy in the job market. Cpl was proud to launch the #NoPlaceLikelt campaign to tap into the diaspora returning for Christmas. With the increasing opportunities in Ireland now is the time for those who left Ireland to come back, for good.

While companies are reporting some challenges in hiring it is clear that companies need to focus on their employment brand particularly with the growth of social and digital recruitment.

We expect salaries to rise cautiously over the next 12 months in line with the Irish marketplace’s continued growth which is good news for companies and employees alike.

Anne Heraty
Chief Executive Officer
Industry Accounting

Over the last 12 months, we are delighted to report continued growth across both the Domestic and International markets in the financial sector. The core growth sectors remain Technology, Pharmaceutical and FMCG. The market has been improving since 2011, and over the last year we have seen strong upward trends in senior appointments. Signs for the coming year are positive.

An Accountant with a strong track record can expect exciting opportunities across most salary levels. What has been important for Ireland’s competitiveness has been low-steady inflation which we see as key to continually attracting FDI.

Practice, Tax & Audit

Ireland’s Financial Professional Services community has also enjoyed continued growth in recent months. The growth is primarily driven by firms winning new work and an increase in domestic business demand, which has steadily increased once again throughout 2014/15 for qualified professional talent.

Specific demand for skilled Audit professionals of all levels among the ’Big 4’, ’Top 20’ and SME practice has increased salaries slightly. We have noticed a continued demand at the 4-6 year post-qualified level, based on reduced numbers qualifying during a leaner economic period. We have noted great variety in the roles now seen in practice. Firms are offering excellent flexibility and progression as practices are growing and have career paths available once more.

The market on the Tax side has continued to experience growth where specific skills in demand include Transfer Pricing, Global Mobility, Financial Services Tax and VAT Experts. Similar to other areas of Professional Services, there has been strong demand across for Tax professionals across practice and industry. The effect on salaries has been noticeable with increases at most levels. Certain specialist skills such as Transfer Pricing will attract a premium in the market.

Specialists in Transfer Pricing and Global Mobility have also seen an increase in demand for their skills and experience.

* Careers Register part of the Cpl Group has provided the salary figures and industry insight
### Accountancy & Finance Salary Guide 2015

#### Audit & Practice

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<thead>
<tr>
<th>Position</th>
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<td>Company Secretary (2-4 yrs PQE)</td>
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<tr>
<td>Audit Senior General Practice</td>
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<td>Company Secretary (&lt;2 years experience)</td>
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#### Tax

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<td>Tax Senior</td>
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#### Accounts Payable

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<td>Senior Account Payable/Team Leader</td>
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<td>Junior Accounts Payable</td>
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#### Accounts Receivable/Credit Control/Payroll

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<th>Position</th>
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<tbody>
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<td>Senior Accounts Receivable</td>
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<td>Junior Accounts Receivable</td>
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<tr>
<td>Junior Accounts Assistant</td>
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<tr>
<td>Senior Credit Control (3+ yrs exp)</td>
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<td>Senior Payroll Administrator (2 yrs +)</td>
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</tr>
<tr>
<td>Junior Payroll Administrator (up to 2 yrs exp)</td>
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#### PERMANENT

**Finance**

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<tbody>
<tr>
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<tr>
<td>Group Financial Controller</td>
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<tr>
<td>Financial Controller</td>
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<td>Finance Manager</td>
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<tr>
<td>Senior Accountant/Group Accountant (3-5 yrs PQE)</td>
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**Finance (continued)**

<table>
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<td>Cost Accountant (2 yrs PQE)</td>
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<tr>
<td>Senior Financial Analyst</td>
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<tr>
<td>Financial Analyst</td>
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<tr>
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**Qualification**

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**Finance**

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<td>Senior Accountant/Group Accountant (3-5 yrs PQE)</td>
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<td>Financial Accountant (2 yrs PQE)</td>
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<td>Management Accountant (2 yrs PQE)</td>
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<td>Cost Accountant (2 yrs PQE)</td>
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<td>Project Accountant</td>
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**Part Qualified**

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<td>Part-Qualified - Level 1 (1 years exp)</td>
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In the Investment Banking/Management sector there has been a foothold of approximately 25,000 - 35,000, with numbers increasing by 15-20% annually. This is based on Ireland being seen as an attractive base for American and European Banking Operations to set up.

The Funds Sector continues to grow in the Dublin market with continued interest from foreign and direct investment. Fund accounting, risk & control, product management and transfer agency are all competitive areas for both clients and candidates. The number of permanent opportunities on offer has continued to increase over the last 12 months with employers again offering competitive benefits packages in order to increase top talent.

On the Retail Banking side, there continues to be strong demand for qualified candidates with the APA or QFA qualification. In previous years, we saw a big demand for Arrears & Restructuring candidates. More recently, however, New Business Underwriters and Credit Analysts appear to be in demand. This is a positive reflection on the current domestic demand for mortgages and lending. Permanent opportunities are also starting to come about again having been few and far between in recent years.

Derivatives candidates, quantitative candidates and market risk candidates continue to be in demand across the wider financial services space.
<table>
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<td>Corporate Actions (1-3 yrs exp)</td>
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<td>Customer Service (entry level, no experience)</td>
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<td>Data Entry</td>
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</table>
The engineering industry is seeing sustained growth in early 2015. This is a continuation of the trends we were seeing in the sector last year. This development has been most noticeable, not only in the well-publicised growth areas such as the Pharmaceutical (Active Pharmaceutical Ingredient), Biotechnology (API and Fill-Finish) and Medical Device industries, but also in Electronics, CMOs (Contract Manufacturing Operations) and of course the construction industry. Interestingly, growth is not limited to industrial hubs around the major cities, but is echoed across the country.

Cpl Engineering has seen significant growth in the construction sector in the last few months with the highest demand being for architects and quantity surveyors. With construction companies increasing their operations we are really beginning to see a bigger demand for skills in the area. Our dedicated construction team is working to find candidates not only in Ireland but further afield, there has been a large emphasis put on bringing people who emigrated back home. This is something that been a priority for Cpl as a business over the last six months and we are beginning to see the benefits of the strategy.

As an Engineering team we continue to grow, increasing our team throughout 2014 and 2015 with dedicated, specialist recruiters. We offer permanent, contract, temporary, managed service and recruitment process outsourcing and consultancy services to all engineering sectors in Ireland.
### PERMANENT

<table>
<thead>
<tr>
<th>Engineering</th>
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<tr>
<td>Civil Engineer</td>
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<td>Commissioning</td>
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<td>65+</td>
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<tr>
<td>Controls/Automation Engineer</td>
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<td>75+</td>
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### Engineering Salary Guide 2015 (continued)

#### PERMANENT

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### Engineering (continued)

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### Construction Salary Guide 2015

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<tr>
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<tr>
<td>Building Services Engineer</td>
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<tr>
<td>Roads/Highway Engineer</td>
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<td>Water/Wastewater Engineer</td>
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</table>
Cpl HR has placed over 180 candidates in permanent and interim roles in the last 12 months. The current market continues to offer candidates a variety of HR generalist and HR specialist roles both on an interim, contract and permanent basis. Organisations are starting to invest in growing their HR teams as economic recovery has meant organisations are now hiring again. Cpl HR source top HR talent across all industry sectors. We offer Executive, Permanent and Interim HR professionals to our clients across private and public sector organisations.

Our market analysis has indicated that all areas of HR are growing. Specialised roles such as Talent Acquisition and Compensation and Benefits (C&B) Specialists are showing consistent growth. Many organisations are now looking internationally for talent acquisition professionals who understand the latest direct sourcing tools. C&B salaries have increased significantly as employers battle to retain top talent. Data analytics are also playing a key role in HR growth as organisations seek to measure employee and organisational effectiveness through technology.

There is also a steady increase in the HR Generalist area. The senior end of the permanent HR recruitment market continues to grow. However, this is slower when compared to certain specialist skillsets, with the supply of senior HR candidates outstripping demand.

Organisations are still cautious about investing at executive level. Whilst L&D had taken a step back over the last few years, we now notice that organisations are now starting to invest in L&D and Talent Management. Many L&D professionals moved out of their field in the downtimes, which is now resulting in big demand for mid-level L&D Specialists.

The organisations recruiting are predominately large multinationals, SMEs and new companies opening or expanding in Ireland. Having international or EMEA experience is highly sought after in the current market. We have also seen an increase in the need for shared services experience as organisations strive to streamline their processes.
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</table>
Over the last year the Insurance market has seen modest improvements with the outlook being quite positive for 2015. For some time now the salaries across Life, General, Underwriting, Broking and Claims have remained static.

With the significant uplift in employment throughout 2014 and into 2015 in all sectors, it is evident that the demand for Life Insurance and Financial Advice has also increased and this can be attributed largely to employers bringing these products back as standard package benefits for employees. Hence, a demand for qualified candidates here in particular the QFA diploma.

Home and motor insurance companies continue to operate best through online sales and therefore qualified Sales Agents (APA, CIP) are frequently being sought here. Interestingly, while these companies steer customers to their online systems there is still a demand for sales staff in both inbound and outbound capacities. There are a steady amount of roles being created in this space, and Insurers and Brokers continue to seek experienced underwriters and brokers with valuable connections in the industry where a book of business can be offered.

Experienced Claims Handlers are in demand, particularly those with complex and litigated claims exposure. This is contrary to 2013 and early 2014 when an expansive number of Claims Handlers flooded the market at the same time on the back of a downsizing exercise by one of the country’s largest Underwriters. Those numbers have subsided and companies are now showing confidence in their hiring for Claims.

An area that is proving to be quite buoyant in 2015 is the Cross-Border Life Insurance market. Some of Europe’s largest companies that operate in this space see Dublin as being an international hub. They tend to be very desirable positions given the exposure they give to International Insurance products. Many of the roles require fluency in a second European language and this represents a great opportunity for prospective candidates to experience different types of Insurance products.

There has been a continued waning in demand for reinsurance skills, with other areas of the market such as Captive and Actuarial seeing a considerable requirement for their expertise. Qualified candidates here remain in demand. Unlike 2013 and early 2014 Compliance roles in the market are becoming more plentiful this year.
### Life Assurance

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<td>Pensions Administrator 3+ yrs</td>
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<tr>
<td>Life Administrator 0-3 yrs</td>
<td>25</td>
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<tr>
<td>Pensions Administrator 0-3 yrs</td>
<td>25</td>
<td>35</td>
</tr>
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</table>

### Non Life Insurance

<table>
<thead>
<tr>
<th>Position</th>
<th>Low</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Underwriting Manager</td>
<td>70</td>
<td>120</td>
</tr>
<tr>
<td>Claims Manager</td>
<td>60</td>
<td>90</td>
</tr>
<tr>
<td>Senior Underwriter 10+ yrs</td>
<td>70</td>
<td>90</td>
</tr>
<tr>
<td>Senior Loss Adjuster</td>
<td>50</td>
<td>80</td>
</tr>
<tr>
<td>Commercial Underwriter 5+ yrs</td>
<td>45</td>
<td>65</td>
</tr>
<tr>
<td>Corporate Broker</td>
<td>35</td>
<td>55</td>
</tr>
<tr>
<td>Underwriter 3+ yrs</td>
<td>35</td>
<td>45</td>
</tr>
<tr>
<td>Loss Adjuster</td>
<td>30</td>
<td>50</td>
</tr>
<tr>
<td>Senior Claims 5+ yrs</td>
<td>30</td>
<td>50</td>
</tr>
<tr>
<td>Senior Administrator</td>
<td>32</td>
<td>55</td>
</tr>
<tr>
<td>Underwriter 0-3 yrs</td>
<td>28</td>
<td>35</td>
</tr>
<tr>
<td>Insurance Broker</td>
<td>25</td>
<td>35</td>
</tr>
<tr>
<td>Junior Underwriter</td>
<td>27</td>
<td>35</td>
</tr>
<tr>
<td>Junior Administrator</td>
<td>25</td>
<td>29</td>
</tr>
<tr>
<td>Claims 0-3 yrs</td>
<td>25</td>
<td>30</td>
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### Captives

<table>
<thead>
<tr>
<th>Position</th>
<th>Low</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Captive Underwriter</td>
<td>50</td>
<td>80</td>
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<tr>
<td>Captive Account Manager</td>
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### Reinsurance

<table>
<thead>
<tr>
<th>Position</th>
<th>Low</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reinsurance Manager</td>
<td>65</td>
<td>85</td>
</tr>
<tr>
<td>Reinsurance Underwriter</td>
<td>50</td>
<td>70</td>
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<tr>
<td>Reinsurance Claims</td>
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### Actuarial

<table>
<thead>
<tr>
<th>Position</th>
<th>Low</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trainee Actuary (Graduate)</td>
<td>30</td>
<td>35</td>
</tr>
<tr>
<td>Part Qual Actuary (5 exams left)</td>
<td>40</td>
<td>55</td>
</tr>
<tr>
<td>Part Qual Actuary (2 exams left)</td>
<td>65</td>
<td>75</td>
</tr>
<tr>
<td>Newly Qualified Actuary</td>
<td>80</td>
<td>95</td>
</tr>
<tr>
<td>Qualified Actuary (5 yrs pqe)</td>
<td>110</td>
<td>140</td>
</tr>
</tbody>
</table>
Our specialist team of Recruitment Consultants speak a variety of languages including Swedish, German, Chinese, Filipino, Spanish, French, Italian, Portuguese, Dutch, Slovakian, Polish, Russian, Arabic, Turkish, Cantonese and Czech. With this variety of languages, we are perfectly positioned to meet the needs of our candidates and clients. In 2014, Cpl Language Jobs successfully placed over 1,500 people in temporary and permanent roles.

Of these 1,500 candidates we placed, over 20 of them relocated to different countries. We worked extremely closely with our clients to facilitate this. Due to Ireland's continued success in attracting companies to set up their offices in Ireland, there is an abundance of exciting opportunities for candidates who speak a second language fluently.

Demand remains strong for Dutch, German and Nordic candidates particularly in the areas of sales, online media, call centre area and graduate roles. We also witnessed an increasing demand for Asian language speakers throughout 2014, especially Japanese, Thai, Indonesian, and Vietnamese. This rising demand also applied to Arabic and Turkish speakers. Cpl Language Jobs has recently expanded their team to facilitate such a demand across all languages.

The key focus for 2015 will be to target the Latin American and Asian market. Throughout 2015 opportunities will still be available to candidates seeking their first international job opportunity in the area of customer and user service/technical support. These roles have excellent career paths and many candidates who come to Ireland to gain experience quite often end up spending numerous years here and grow into more senior roles within large multinationals.
## Call Centres - Customer Service

<table>
<thead>
<tr>
<th>Position</th>
<th>Dublin €k p/a</th>
<th>ROI National €k p/a</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call Centre Manager</td>
<td>60</td>
<td>50</td>
</tr>
<tr>
<td>Customer Service Manager</td>
<td>40</td>
<td>30</td>
</tr>
<tr>
<td>Customer Service Team Leader</td>
<td>30</td>
<td>28</td>
</tr>
<tr>
<td>Customer Service Team Leader &amp; language</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>Customer Service Agent</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Customer Service Agent &amp; language</td>
<td>23</td>
<td>20</td>
</tr>
<tr>
<td>Account Manager</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>Account Manager &amp; language</td>
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<td>28</td>
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</table>

## Languages

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
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<td>20</td>
<td>19</td>
</tr>
<tr>
<td>Technical support 1st level with language</td>
<td>22</td>
<td>20</td>
</tr>
<tr>
<td>Technical support 2nd level with language</td>
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<td>25</td>
</tr>
<tr>
<td>Call centre Team Leader no language</td>
<td>30</td>
<td>28</td>
</tr>
<tr>
<td>Call centre Team Leader with language</td>
<td>35</td>
<td>34</td>
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<tr>
<td>Collection Analyst with language</td>
<td>22</td>
<td>24</td>
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<tr>
<td>Customer service no language</td>
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<td>20</td>
</tr>
<tr>
<td>Customer service with language</td>
<td>26</td>
<td>24</td>
</tr>
<tr>
<td>Account Manager with language</td>
<td>45</td>
<td>40</td>
</tr>
<tr>
<td>IT Account/Agent Support with language</td>
<td>30</td>
<td>29</td>
</tr>
<tr>
<td>Telesales agent with language</td>
<td>25</td>
<td>24</td>
</tr>
<tr>
<td>Business development with language</td>
<td>30</td>
<td>28</td>
</tr>
<tr>
<td>Technical Editor with language</td>
<td>36</td>
<td>34</td>
</tr>
<tr>
<td>Order Management with language</td>
<td>23</td>
<td>22</td>
</tr>
<tr>
<td>Editorial Compliance Specialist with language</td>
<td>28</td>
<td>26</td>
</tr>
<tr>
<td>Data Entry with language</td>
<td>24</td>
<td>22</td>
</tr>
<tr>
<td>Quality Evaluator with language</td>
<td>27</td>
<td>28</td>
</tr>
<tr>
<td>Team Manager with language</td>
<td>40</td>
<td>38</td>
</tr>
<tr>
<td>Inside sales with language</td>
<td>25</td>
<td>24</td>
</tr>
<tr>
<td>Lead Generation with language</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Content Analyst with language</td>
<td>25</td>
<td>23</td>
</tr>
<tr>
<td>Procurement Coordinator</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>Cloud Sales with language</td>
<td>35</td>
<td>34</td>
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<tr>
<td>Sales Manager with language</td>
<td>55</td>
<td>50</td>
</tr>
<tr>
<td>Accounts Receivable with language</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Accounts Payable with language</td>
<td>25</td>
<td>20</td>
</tr>
</tbody>
</table>
There has been a strong level of growth across the Legal sector over the last two years and signs are promising for 2015. Given the numbers of candidates employed in the conveyancing space during the boom, there was a significant drop in employment during the economic downturn which has improved significantly over the last 2 years.

While much of the growth has been across the larger firms where Commercial Property and Financial Services Specialists are very much in demand, there has been 10-20% growth in numbers employed by smaller Legal firms nationwide. Central to this has been increased economic demand as well as strong confidence in the economy across the Legal sector.

The trend of multinationals employing an ‘In-house’ Legal Counsel has continued with numbers increasing year on year. An additional European language is a particular advantage for those considering a move in this space.

Compliance in the Financial Services sector in Ireland has evolved significantly over the last 7 years as a result of greater international reporting requirements and closer regulatory observation. Candidates from the risk, compliance and legal sectors have stepped in to newly created functions with a major focus on Anti Money Laundering (AML) and Know Your Customer (KYC).

Major organisations across Funds, Retail & Institutional Banking, Insurance, Brokerage and Capital Markets have all bulked up their regulatory compliance teams. 68% of firms in Ireland have a full time Head of Compliance in place with plans to increase in 2015.

Our research would show that there are over 3,300 employees working in the Compliance sector with a specific focus on AML and KYC and we would expect this to increase by 10-15% in 2015. Salaries in the sector will increase in line with the IFSC marketplace at circa 2-5%.
# Legal Salary Guide 2015

<table>
<thead>
<tr>
<th>Legal</th>
<th>Low</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head of Legal - in house</td>
<td>100</td>
<td>200</td>
</tr>
<tr>
<td>Salaried Partner</td>
<td>100</td>
<td>200</td>
</tr>
<tr>
<td>Head of Compliance</td>
<td>95</td>
<td>155</td>
</tr>
<tr>
<td>Solicitor 5 yrs + PQE</td>
<td>75</td>
<td>105</td>
</tr>
<tr>
<td>Company Secretary Manager</td>
<td>65</td>
<td>105</td>
</tr>
<tr>
<td>Legal Counsel - in house</td>
<td>60</td>
<td>105</td>
</tr>
<tr>
<td>Compliance Manager</td>
<td>60</td>
<td>95</td>
</tr>
<tr>
<td>Solicitor 1-5 yrs PQE</td>
<td>45</td>
<td>85</td>
</tr>
<tr>
<td>Company Secretary</td>
<td>32</td>
<td>65</td>
</tr>
<tr>
<td>Newly Qualified Solicitor</td>
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<td>60</td>
</tr>
<tr>
<td>Compliance Officer</td>
<td>35</td>
<td>60</td>
</tr>
<tr>
<td>Legal Secretary</td>
<td>30</td>
<td>47</td>
</tr>
<tr>
<td>Legal Executive</td>
<td>28</td>
<td>45</td>
</tr>
</tbody>
</table>
The Cpl Marketing team has grown significantly over the last year, having placed over 170 candidates in permanent, contract and temporary marketing roles. We are seeing a growing demand across a number of sectors for both new and more traditional marketing roles.

Start-ups, SMEs and large multinationals are all looking to invest and expand their marketing presence by seeking out the top talent in the market.

Our team is made up of dedicated individuals with an equal focus towards both clients and candidates and a strong expertise in the field of marketing.

2015 has seen a rise in demand for candidates with Online Marketing experience as companies are looking to push more content out to the market and increase their organic online search results. They are looking for this increased activity to then drive leads through their website and to the sales functions. These roles are very popular at the moment, with no indication that this will subside anytime soon.

In addition, the talent pool in Ireland is very small given the calibre of companies that are opening headquarters here at the moment. Organisations are very specific in the skill set that they require, they are prepared to wait for the right talent or look overseas if necessary. As a result, the role of the recruiter has now become truly international, as we seek to source suitable candidates from further afield.

Traditional sectors such as FMCG, Financial Services and Pharmaceuticals have also shown strong demand for marketing candidates throughout 2015 with no sign of this trend abating. Companies are beginning to invest strongly in their marketing departments as a means to gain competitive advantage.

Cpl Marketing is a team of specialist recruiters with many years industry experience and a strong track record in recruiting top talent.
## Marketing Salary Guide 2015

<table>
<thead>
<tr>
<th>Position</th>
<th>Dublin €k p/a</th>
<th>ROI National €k p/a</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General Marketing</strong></td>
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<tr>
<td>CMO</td>
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<tr>
<td>Head of Marketing</td>
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<tr>
<td>Marketing Director</td>
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<td>150</td>
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<tr>
<td>Senior Marketing Manager</td>
<td>75</td>
<td>90</td>
</tr>
<tr>
<td>Marketing Manager</td>
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<td>75</td>
</tr>
<tr>
<td>Assistant Marketing Manager</td>
<td>45</td>
<td>60</td>
</tr>
<tr>
<td>Marketing &amp; Communications Manager</td>
<td>60</td>
<td>75</td>
</tr>
<tr>
<td>Events Manager</td>
<td>50</td>
<td>60</td>
</tr>
<tr>
<td>Marketing &amp; Business Development Manager</td>
<td>45</td>
<td>60</td>
</tr>
<tr>
<td>Senior Marketing Executive</td>
<td>35</td>
<td>45</td>
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<tr>
<td>Marketing Executive</td>
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<tr>
<td><strong>Online Marketing</strong></td>
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<tr>
<td>Head of CRM</td>
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<tr>
<td>Head of Online</td>
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<tr>
<td>Head of Acquisition</td>
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<tr>
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<tr>
<td>Head of SEO</td>
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<tr>
<td>Head of Display</td>
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<td>SEO Executive</td>
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<td>Digital/Online Marketing Executive</td>
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<td>E-Commerce Manager/Executive</td>
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<tr>
<td>CRM Manager</td>
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<td>Social Media Manager</td>
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<tr>
<td>Content Manager/Strategist/Web Content Editor</td>
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<tr>
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<td>E-mail Marketing Manager</td>
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<tr>
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<td>FMCG</td>
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<tr>
<td>Head of Brands</td>
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<tr>
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<tr>
<td>Brand Manager</td>
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<td>Brand Activation Manager</td>
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<tr>
<td>Telcos/Banking/Finance/Professional services</td>
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<tr>
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<tr>
<td>Head of Retention</td>
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<tr>
<td>Head of Product</td>
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<td>120</td>
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<tr>
<td>Head of Base</td>
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</tr>
<tr>
<td>Director of Consumer Insights</td>
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<tr>
<td>Product Development Manager</td>
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<td>Base Manager</td>
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<td><strong>Online Agency Specific Roles</strong></td>
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<tr>
<td>Director of Digital Marketing</td>
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</tr>
<tr>
<td>Head of Search &amp; Analytics</td>
<td>65</td>
<td>95</td>
</tr>
<tr>
<td>Head of Digital Media</td>
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</tr>
<tr>
<td>Client Director</td>
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<td>75</td>
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<tr>
<td>Senior Client Manager</td>
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<tr>
<td>Client Manager</td>
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OFFICE SUPPORT

The Office and Secretarial sector is one of the most thriving sectors in the current jobs market at present. Throughout the last year we have experienced a high demand for skilled and experienced administration and secretarial candidates across various industry sectors most notably within Legal, Financial and Professional Services space.

With the employment market now very much on the up there has been a significant upturn in the demand for permanent staff within our sector. Organisations are now more confident in hiring permanent employees and this has been especially evident throughout the last 6 months especially. We have also seen demand within the senior level space for Executive Assistants, Senior PA’s and Office Managers.

Our Legal Secretarial division is one of the most sought after areas where the demand for experienced Legal Secretaries has reached an all-time high. Clients range from the “Big 5”, small, medium and boutique sized firms. In-house legal support roles have also risen substantially.

Temporary and contract recruitment is still very much seen as one of the more favourable options with employers currently. Companies see this as a flexible staffing model where they can ramp up or down where necessary to cover sick leave, maternity and any additional demands. We are likely to see this demand further increase this year.

Salaries have remained relatively consistent throughout the majority of our operational sectors with no major surge either way on temporary pay rates or permanent and fixed term salaries. The Office and Secretarial for the coming year is looking very favourable for candidates where we forecast further growth again for the remainder of 2015.
## Office Support Salary Guide 2015

### Permanent

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<thead>
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<tr>
<td>Administrator</td>
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<td>15</td>
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<tr>
<td>Secretary/Team Secretary</td>
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<tr>
<td>Accounts Clerk</td>
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<tr>
<td>Legal Executive</td>
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</table>
Cpl Retail has placed over 900 candidates in permanent and temporary roles in the last 12 months. We have 12 consultants specialising in niche areas of retail which include fashion, luxury good, grocery, non-food, retail banking, telecoms, buyers and head office roles. Cpl Retail operates on local and international levels placing the best talent and calibre of candidate into all levels including Sales Assistants, Department Managers, Store Managers right up to Regional Level and Heads of Retail roles.

Online retail is a real area of growth for the industry with a lot of investment being channelled into this sector.

The temporary market continues to grow year on year for ad hoc, seasonal and change management projects. Permanent roles are increasing steadily for all mid management roles. Strong commercial managers are highly sought after. The market for senior appointments has been slow but again steadily increasing in the past 12 months.
# Retail Salary Guide 2015

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<thead>
<tr>
<th>Food Multiples</th>
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<th>ROI National €k p/a</th>
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</tr>
<tr>
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<tr>
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<tr>
<td>Store Manager (50+ Staff)</td>
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</tr>
<tr>
<td>Store Manager (10+ Staff)</td>
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<tr>
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<td>Dept/Section Manager</td>
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<tr>
<td>Dept/Section Manager</td>
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<td>Brand Managers</td>
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* Depends on Staff and Sq. footage.

Please note that all salaries are dependent on Turnover, Staff and Sq. footage rather than locations.
The Cpl Sales team 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 sectors in sales such as IT, Telecoms, Finance, Online/Digital, Medical, Pharmaceutical, Property, Media, FMCG, Engineering, Technical, Supply Chain and Service Sales. Cpl Sales has placed over 600 candidates in permanent and contract roles over the last year.

The sales market has seen a steady growth period over the last 12 months with both SME and multinational companies expanding their sales teams. In particular, we have noticed a significant pick up in the Irish SME market from established companies and also new start up’s.

We have seen the sales model evolve from field sales to a more office based online sales role with initial first contact/lead generation coming through online content and marketing activities. The sales executive is then executing a full sales cycle through webinars and online demos. This method of selling has opened up more of the European market to companies and we are seeing an ever increasing demand for sales candidates with a second language such as German, Dutch, French and the Nordic languages.

The domestic SME market has taken a big step forward over the last 12 months as confidence returns and we are well placed to exploit new opportunities. We are seeing a lot of the more traditional sales roles such as Technical Sales, Media Sales, Finance, Property and Service Sales starting to come back.

Top sales candidates are in very short supply across all industries and sectors as employers look to hire the right candidate to build their business for the future.
### General Sales

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### IT Sales

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<td>National Account Manager</td>
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</table>
Cpl Science is Ireland’s largest technical recruitment division in Ireland. Our 24 Consultants have a strong track record of providing permanent, temporary and contract solutions, tailored to each of our clients’ specific requirements. Cpl Science has strategic partnerships with clients across various industries in Ireland and internationally, with each consultant specialising in their own niche field.

As a direct result of our reputation for quality service delivery, we are also the first port of call for any new scientific business ventures that consider setting up in Ireland.

Through Foreign Direct Investment since the 1960s, Ireland has grown a globally significant life Science sector. This has resulted in newly created roles and a continuous requirement for qualified Science graduates.

Currently, Ireland has 120 pharmaceutical and biotechnology companies based here, of these 33 are FDA approved. Ireland has a strong reputation for transparent regulation and compliance. The technological diversity includes manufacturing excellence in Drug Substance and Drug Product, Small Molecule, Biologics, API, Finished Product and Oral Solid Dosage.

Skills shortages exist at all levels and there is a particular demand for high calibre candidates with experience in certain areas such as quality assurance, process sciences, biostatistics and medical affairs.
## PERMANENT

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The Cpl Supply Chain and Procurement Division is Ireland’s most experienced and established division in this sector, with more than 25 years’ experience in this space. We have built longstanding relationships with our clients by understanding their hiring needs and consistently delivering on those requirements.

The current outlook across the Irish employment market is one of growing positivity for both employers and employees. Recruitment is high on the agenda for many organisations as they adapt to company growth and an increase in output demands, levels of production and workloads. Overall, companies are finding it difficult to recruit the skills and experience that they need. Ireland is now also seen as an established centre of excellence for global supply chain operations with many corporate procurement and planning functions now based here.

The volume of opportunities now available for professionals has grown and there is now an increased degree of candidate movement in the market. Companies that are proactive in bringing their salaries in line with market rates and are addressing other motivating factors such as career progression, work/life balance and benefits will be much better enabled to retain talent in the coming year.

Expertise particularly in the various areas of Procurement, Planning, Contract Manufacturing and Public Procurement will continue to grow this year. Professionals with industry knowledge of biotechnology and/or nutritional experience will be in high demand in 2015. Global Supply Chain Operations centres continues to be an expanding market with more start-ups in this area planned this year.

As economic confidence and business conditions improve in the Supply Chain and Procurement space, salary increases are expected across both management and non-management levels as demand for talent increases.
## Supply Chain Salary Guide 2015

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We have seen the IT market expand at pace over the last year and Ireland continues to be a country of choice for software professionals and the majority of software companies looking to hire IT talent. There has been a marked increase in the demand for web application engineers, JavaScript, PHP, Python, and ruby engineers. iOS and Android developers are also consistently in demand on both a permanent and contract basis.

The area of Infrastructure Engineering and Technical Support continues to see strong demand for Linux Engineers, in particular DevOps Engineers. There has also been an increase in companies requiring skill sets such as Cyber Security, Virtualisation and Storage Engineering and high end IP/Data Network Engineering. Ireland’s strategic location has encouraged increasing levels of investment in cloud computing, ‘Big Data’ analytics and analytical centres. IT Project Managers are now expected to bring an array of skills on board, including Data Analysis, Business Intelligence prowess, SDLC and/or Business Analysis skills.

Overall salaries have remained strong. For example, we have seen a 10-15% increase in salaries at the mid-level. Due to increasing competition for the best candidates, salaried and daily rates are open to negotiation for candidates with the in demand skills. Data warehousing, business intelligence and DBA professionals are in strong demand and have their choice of opportunities on the market. In addition, the telecommunications sector has continued to expand despite the scarcity of highly skilled candidates, which has created further competition between larger organisations for the best talent.
## PERMANENT

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<td>Java GUI Developer</td>
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### PERMANENT

<table>
<thead>
<tr>
<th>Infrastructure &amp; Support (continued)</th>
<th>Low</th>
<th>High</th>
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<tbody>
<tr>
<td>Head of IT</td>
<td>65</td>
<td>110</td>
<td>55</td>
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<tr>
<td>Director of IT</td>
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<td>100</td>
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<tr>
<td>Service Delivery Manager</td>
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<td>80</td>
<td>55</td>
<td>85</td>
</tr>
<tr>
<td>Technical Support - Call Centre</td>
<td>22.5</td>
<td>28</td>
<td>22</td>
<td>30</td>
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<tr>
<td>Helpdesk Support</td>
<td>24</td>
<td>32</td>
<td>22</td>
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<tr>
<td>Desk side Support</td>
<td>26</td>
<td>35</td>
<td>25</td>
<td>35</td>
</tr>
<tr>
<td>2nd Level Network Engineer</td>
<td>32</td>
<td>40</td>
<td>25</td>
<td>35</td>
</tr>
<tr>
<td>3rd Level Network Engineer</td>
<td>35</td>
<td>60</td>
<td>35</td>
<td>55</td>
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<tr>
<td>Field Services</td>
<td>32</td>
<td>45</td>
<td>25</td>
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<tr>
<td>UNIX Systems Administrator</td>
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<td>90</td>
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### CONTRACT

<table>
<thead>
<tr>
<th>Software Development</th>
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<tbody>
<tr>
<td>Java</td>
<td>350</td>
<td>450</td>
</tr>
<tr>
<td>C#/VB.Net</td>
<td>320</td>
<td>450</td>
</tr>
<tr>
<td>C/C++</td>
<td>300</td>
<td>425</td>
</tr>
<tr>
<td>Mobile (iOS/Android) Developers</td>
<td>250</td>
<td>400</td>
</tr>
<tr>
<td>Solution Architects</td>
<td>400</td>
<td>650</td>
</tr>
<tr>
<td>PHP/Web Developer</td>
<td>250</td>
<td>400</td>
</tr>
<tr>
<td>Javascript/UI/UX Developer</td>
<td>320</td>
<td>460</td>
</tr>
<tr>
<td>Ruby on rails</td>
<td>300</td>
<td>400</td>
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<table>
<thead>
<tr>
<th>Design</th>
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<tbody>
<tr>
<td>UX Designer</td>
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<td>450</td>
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<tr>
<td>UI Designer</td>
<td>280</td>
<td>450</td>
</tr>
<tr>
<td>Web Designer</td>
<td>150</td>
<td>400</td>
</tr>
<tr>
<td>Graphic Designer</td>
<td>150</td>
<td>300</td>
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<table>
<thead>
<tr>
<th>Analysis</th>
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<tbody>
<tr>
<td>Business Analyst</td>
<td>300</td>
<td>550</td>
</tr>
<tr>
<td>Systems Analyst</td>
<td>300</td>
<td>450</td>
</tr>
<tr>
<td>Data Analyst</td>
<td>300</td>
<td>500</td>
</tr>
<tr>
<td>Reporting Analyst</td>
<td>350</td>
<td>500</td>
</tr>
<tr>
<td>Operations Analyst</td>
<td>300</td>
<td>500</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>IT/Project Management</th>
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<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Coordinator/Administrator</td>
<td>200</td>
<td>300</td>
</tr>
<tr>
<td>PMO Support</td>
<td>250</td>
<td>350</td>
</tr>
<tr>
<td>Project Manager</td>
<td>400</td>
<td>650</td>
</tr>
<tr>
<td>Business/Change Project Manager</td>
<td>400</td>
<td>700</td>
</tr>
<tr>
<td>IT/Infrastructure Project Manager</td>
<td>400</td>
<td>700</td>
</tr>
<tr>
<td>SDLC Project Manager</td>
<td>450</td>
<td>550</td>
</tr>
<tr>
<td>BI Project Manager</td>
<td>450</td>
<td>650</td>
</tr>
<tr>
<td>Programme Manager</td>
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<td>800</td>
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### Infrastructure and Support

<table>
<thead>
<tr>
<th>Position</th>
<th>Low</th>
<th>High</th>
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</thead>
<tbody>
<tr>
<td>Solutions Architect</td>
<td>470</td>
<td>600</td>
</tr>
<tr>
<td>Network Support Engineer</td>
<td>275</td>
<td>450</td>
</tr>
<tr>
<td>Technical Architect</td>
<td>450</td>
<td>600</td>
</tr>
<tr>
<td>Windows Systems Administrator</td>
<td>250</td>
<td>400</td>
</tr>
<tr>
<td>1st Level Support</td>
<td>130</td>
<td>180</td>
</tr>
<tr>
<td>2nd Level Support</td>
<td>160</td>
<td>240</td>
</tr>
<tr>
<td>3rd Level Support</td>
<td>220</td>
<td>350</td>
</tr>
<tr>
<td>System Administrator (UNIX, Multiplatform)</td>
<td>300</td>
<td>550</td>
</tr>
<tr>
<td>Application Support</td>
<td>280</td>
<td>400</td>
</tr>
<tr>
<td>Security Engineer</td>
<td>300</td>
<td>575</td>
</tr>
<tr>
<td>Citrix Specialist</td>
<td>280</td>
<td>350</td>
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</table>

### QA/Technical Writing/Localisation

<table>
<thead>
<tr>
<th>Position</th>
<th>Low</th>
<th>High</th>
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</thead>
<tbody>
<tr>
<td>QA Engineers</td>
<td>200</td>
<td>400</td>
</tr>
<tr>
<td>Technical Writers</td>
<td>250</td>
<td>425</td>
</tr>
<tr>
<td>Localisation Engineer</td>
<td>200</td>
<td>300</td>
</tr>
<tr>
<td>Localisation Tester</td>
<td>200</td>
<td>300</td>
</tr>
<tr>
<td>Test Manager</td>
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</table>

### ERP Consultancy/Specialist Roles

<table>
<thead>
<tr>
<th>Position</th>
<th>Low</th>
<th>High</th>
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</thead>
<tbody>
<tr>
<td>Consultant (SAP)</td>
<td>450</td>
<td>800</td>
</tr>
<tr>
<td>Developer (ABAP)</td>
<td>400</td>
<td>650</td>
</tr>
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</table>

### Database, DataWarehouse & Business Intelligence

#### SQL/Oracle/Terradata/DB2/Sybase

<table>
<thead>
<tr>
<th>Position</th>
<th>Low</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>DBA</td>
<td>400</td>
<td>500</td>
</tr>
<tr>
<td>Developer</td>
<td>350</td>
<td>500</td>
</tr>
<tr>
<td>Data Warehouse Developer</td>
<td>400</td>
<td>500</td>
</tr>
</tbody>
</table>

#### Business Intelligence/MIS Development

<table>
<thead>
<tr>
<th>Position</th>
<th>Low</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brio/Hyperion/Cognos/BO/OBiEE</td>
<td>400</td>
<td>600</td>
</tr>
<tr>
<td>Data Modeller</td>
<td>500</td>
<td>650</td>
</tr>
<tr>
<td>Data Architect</td>
<td>550</td>
<td>750</td>
</tr>
<tr>
<td>Reporting/Data Analyst</td>
<td>350</td>
<td>500</td>
</tr>
</tbody>
</table>

### Consultancy

<table>
<thead>
<tr>
<th>Position</th>
<th>Low</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Functional Consultant</td>
<td>400</td>
<td>700</td>
</tr>
<tr>
<td>Technical Consultant</td>
<td>400</td>
<td>700</td>
</tr>
<tr>
<td>Apps DBA</td>
<td>400</td>
<td>600</td>
</tr>
</tbody>
</table>

### Data Analytics/Big Data

<table>
<thead>
<tr>
<th>Position</th>
<th>Low</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Analyst</td>
<td>300</td>
<td>500</td>
</tr>
<tr>
<td>Developer (Hadoop/Pig/Hive)</td>
<td>450</td>
<td>650</td>
</tr>
<tr>
<td>Data Scientist</td>
<td>450</td>
<td>750</td>
</tr>
</tbody>
</table>
IRELAND

Dublin

Deena Energy Services
Unit 4C, Fingal Bay Business Park, Balbriggan, Co. Dublin
T: +353 86 351 7659
E: info@deenaenergy.com
W: www.deenaenergy.com

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E: info@cpl.ie
W: www.careers-register.com

Kate Cowhig International Healthcare Recruitment
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W: www.kcr.ie

Cpl Healthcare
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W: www.cpl.ie

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W: www.privatehomecare.ie

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E: info@nifast.ie
W: www.nifast.ie

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W: www.flexsource.ie

Nifast
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W: www.nifast.ie

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W: www.cpl.ie

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W: www.flexsource.ie

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W: www.flexsource.ie

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E: praha@cpljobs.cz
W: www.cpljobs.cz

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Masarykova 26, 60200 Brno, Czech Republic
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E: brno@cpljobs.cz
W: www.cpljobs.cz

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E: middleeast@kcrjobs.com
W: www.kcr.ie

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Cpl Resources plc
Granite House, 31 – 35 St Marys Street, Newry, Co. Down, BT34 1LR
T: +44 283 0253 450
E: newry@cpl-ni.com
W: www.cpl-ni.com

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T: +353 42 935 2723
E: info@servisource.ie
W: www.servisource.ie
OUR BUSINESS

Cpl Resources plc. is a leading provider of recruitment, staffing and outsourcing services. We provide these services to local customers and multinationals through a network of 32 offices in Canada, Czech Republic, England, Hungary, Ireland, Poland, Slovakia, Spain and Tunisia. Our business is based on matching the capabilities of our candidates and employees with the needs of our clients to get work done.

We achieve this by:

- Placing people in permanent jobs with our clients
- Staffing client projects with our temporary employees and contractors
- Employing staff in our service centres to support our international client base.

In addition to providing these services to customers in Ireland, we serve the European needs of global corporations in Technology, Finance & Accounting, Science & Engineering, Sales & Marketing, International Customer Service and Healthcare.