

A black and white photograph of a stone wall made of large, rectangular blocks. The wall is constructed from roughly-hewn, rectangular stone blocks stacked together. The lighting creates strong shadows, highlighting the texture and three-dimensional nature of the stones. A solid teal banner is overlaid horizontally across the middle of the image, containing the word "IRELAND" in white, bold, uppercase letters.

IRELAND

DUBLIN

ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

Our Dublin office recruits junior to executive professionals into permanent, temporary and contract roles across the banking & financial services sectors.

Market Overview

Whilst recruitment levels within banking & financial services as a whole remained steady throughout 2007, the final quarter saw a slowdown in hiring as a result of the sub-prime crisis across structured credit and stockbroking.

Salary levels remained relatively stable following 2006 trends. However, both the provision of attractive benefits packages and employee job satisfaction was increasingly important in attracting, securing and retaining strong candidates. At the junior to intermediate levels candidates were routinely provided with a variety of additional benefits such as mortgage subsidies, gym membership and travel allowances, whilst the provision of educational financial support is now commonplace. Senior professionals are also often being offered car allowances (in cash form) as a supplement to their base salary.

Employee job satisfaction is becoming a key factor in the battle to retain staff in this candidate short market. Organisational culture, structure and career progression are proving as important as financial rewards. Companies were using various motivational tools and providing clear promotional timelines linked to personal performance and the completion of rigorous training programmes.

We anticipate recruitment levels in banking and financial services to remain relatively strong in 2008.

Banking & Financial Services

Demand amongst asset managers for experienced and suitably skilled investment professionals remained high. There was a

shortage of quantitatively driven professionals within risk, research and the development of investment strategies, and emerging markets experience continued to command a premium.

The corporate banking sector continued to grow aggressively (and is likely to do so throughout 2008) as many of the larger domestic banks sought to expand their loan books in to the UK, mainland Europe and the US. Key personnel in demand included credit analysts, relationship, acquisition and project finance managers. There remained a shortfall in the availability of lending managers within the commercial lending sector. Those with extensive business development experience coupled with credit skills proved highly attractive.

Outside of the demand for risk specialists, the turbulence of the credit markets globally resulted in a large drop in the level of recruitment occurring within the areas of asset backed securities and debt securities in general.

The volatility in the global equity markets in the final quarter of 2007 also brought a temporary slowdown in the recruitment of portfolio managers and equity sales professionals within the stockbroking market, but this is likely to be reversed in 2008 as the equity markets settle.

The corporate finance sector increasingly recruited associates and directors from the UK market as the local pool of available candidates with proven transaction experience remained limited.

The funds industry continued to be the fastest growing financial services sector in Ireland and the challenge remains to find suitably qualified and experienced staff in a market that is particularly candidate short.

Accounting & Finance

Similarly to 2006, demand in the accounting area was again focussed on the newly qualified to three year PQE mark. In corporate finance and treasury, newly qualified to three year PQEs, with corporate finance or investment banking experience continued to be in high demand due to ongoing growth in M&A activity in 2007. Strong candidates received multiple offers. Once again, a deciding factor for candidates is culture, career progression as well as overall remuneration. 'Big 4' experience still commands a premium, however a continuing dearth of accountants in the financial services market as a whole has meant organisations are increasingly considering candidates from more varied backgrounds.

Sarbanes-Oxley, Basel II and IFRS experience remained in high demand as regulatory accounting continued to be of central importance. This trend looks set to continue into 2008 and with salaries remaining attractive and the market strong, the profession continues to offer increasingly diverse and attractive opportunities.

Contract

Demand for temporary contractors rose significantly during 2007. Fund administration saw the largest increase in demand for the second year running. The main factors influencing this increase were headcount quotas imposed by parent companies. With staffing requirements still at an all time high, companies often opt to hire temporary contractors in order to circumvent these headcount restrictions. Consequently, the 'temp to perm' option has evolved into a hiring trend across the market, as it facilitates a trial period for both the company and the candidate, without the long-term commitments.

DUBLIN

ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

From a skills perspective, 2007 saw continued demand for regulatory/compliance temporary contractors primarily with risk, IFRS and anti-money laundering experience. Having already recruited heavily over the past two years to fill the skills gap, the demand for Sarbanes-Oxley specialists tapered off in 2007 and contractors in this area moved into operational risk projects.

Within the area of accounting & finance qualified accountants remain in high demand, particularly newly qualified or those with one year PQE. Salaries at this level have risen by over 25% since 2006, largely due to the economic forces of supply and demand. Strategic structural changes in leading banks and financial institutions fuelled this increase with systems implementation, compliance and audit skills remaining most sought-after.

Another key area of growth has been for interim managers, primarily for start-ups, companies looking to expand their Irish operation, or for mergers and acquisitions. An interim solution is often deemed a more attractive option, not only because of the flexibility it offers, but also because the candidates are professionally skilled at adapting quickly to a new organisation's culture and methodologies, whilst bringing fresh perspective.

In previous years, contractor salaries have been comparable to permanent salaries and often did not compensate for the benefits associated with permanent positions. However, in 2007, we have seen a sharp increase in contractor salaries with employers often offering higher salaries as well as sign-on and competition bonuses as a means of attracting the top tier candidates. We expect this trend to continue into 2008, as the contract market further establishes and distinguishes itself from the permanent market.

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ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM €					
	1 - 2 YRS' EXP		3 - 5 YRS' EXP		5+ YRS' EXP	
	2007	2008	2007	2008	2007	2008
Asset Management						
Fund/Portfolio Manager			€75 - 90k	€80 - 100k	€100 - 140k	€101 - 160k
Risk/Quantitative Analyst	€32 - 45k	€35 - 50k	€46 - 75k	€65 - 85k	€76 - 110k	€86 - 125k
Equity Analyst	€30 - 43k	€35 - 45k	€44 - 65k	€46 - 70k	€66 - 120k	€71 - 125k
Relationship Manager	€40 - 50k	€43 - 55k	€51 - 65k	€56 - 70k	€66 - 90k	€71 - 105k
Treasury						
Market Risk Analyst	€30 - 50k	€32 - 50k	€51 - 75k	€51 - 80k	€76 - 95k	€85 - 100k
Treasury Dealer	€30 - 45k	€35 - 47k	€46 - 65k	€48 - 70k	€66 - 90k	€71 - 100k
Treasury Analyst	€28 - 40k	€30 - 42k	€41 - 55k	€43 - 58k	€56 - 70k	€59 - 70k
Operations						
Head of Operations			€65 - 75k	€70 - 80k	€76 - 130k	€81 - 130k
Agency Treasury Team Leader	€40 - 45k	€44 - 50k	€46 - 60k	€51 - 65k	€61 - 80k	€66 - 90k
Equity Derivatives Middle Office Specialist	€30 - 45k	€32 - 47k	€46 - 60k	€48 - 62k	€61 - 75k	€63 - 75k
Operations Specialist	€27 - 40k	€28 - 42k	€41 - 55k	€43 - 60k	€56 - 75k	€61 - 75k
Derivatives Documentation Specialist	€28 - 40k	€30 - 45k	€41 - 60k	€46 - 65k	€61 - 65k	€66 - 70k
Settlements	€27 - 40k	€28 - 42k	€41 - 55k	€43 - 57k	€56 - 70k	€58 - 70k
Trade Services Administrator	€26 - 35k	€27 - 37k	€36 - 50k	€38 - 52k	€51 - 60k	€53 - 60k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

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ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM €					
	1 - 2 YRS' EXP		3 - 5 YRS' EXP		5+ YRS' EXP	
	2007	2008	2007	2008	2007	2008
Corporate/Commercial Banking						
Relationship Manager	€55 - 60k	€55 - 60k	€61 - 75k	€61 - 75k	€75 - 110k	€80 - 115k
Corporate Banking Manager	€50 - 70k	€50 - 70k	€71 - 80k	€71 - 80k	€81 - 100k	€81 - 105k
Credit Analyst	€27 - 45k	€32 - 45k	€46 - 60k	€46 - 65k	€61 - 90k	€66 - 90k
ABS Analyst	€27 - 40k	€27 - 40k	€46 - 60k	€46 - 60k	€61 - 90k	€61 - 90k
Loans Administrator	€27 - 40k	€29 - 40k	€41 - 55k	€41 - 55k	€56 - 65k	€56 - 65k
Stockbroking						
Operations Manager	€70 - 80k	€75 - 85k	€81 - 90k	€86 - 95k	€91 - 120k	€96 - 120k
Portfolio Manager	€35 - 50k	€35 - 50k	€51 - 75k	€51 - 75k	€76 - 120k	€76 - 120k
Equity Analyst	€30 - 40k	€30 - 40k	€41 - 60k	€41 - 60k	€61 - 100k	€61 - 100k
Execution Desk Dealer	€27 - 35k	€30 - 35k	€36 - 55k	€36 - 55k	€56 - 85k	€56 - 85k
Fund Administration						
Fund Accountant	€28 - 35k	€30 - 38k	€35 - 60k	€42 - 60k	€60 - 100k+	€61 - 100k+
Shareholder Services	€27 - 35k	€27 - 35k	€36 - 60k	€36 - 60k	€60 - 90k	€60 - 90k
Fund Administrator	€27 - 35k	€28 - 35k	€36 - 50k	€36 - 50k	€50 - 80k	€50 - 80k
Fund Controller	€40 - 50k	€40 - 50k	€51 - 60k	€51 - 60k	€70 - 75k	€70 - 75k
Trustee	€27 - 35k	€29 - 35k	€35 - 50k	€36 - 50k	€50 - 70k	€50 - 70k+
Static Data Specialist	€27 - 38k	€30 - 38k	€39 - 50k	€39 - 50k	€51 - 70k	€51 - 70k
Client Services	€25 - 32k	€28 - 32k	€32 - 45k	€33 - 45k	€46 - 70k	€46 - 70k
Corporate Actions	€25 - 35k	€28 - 35k	€36 - 47k	€36 - 47k	€47 - 60k	€47 - 60k
Custody	€26 - 35k	€28 - 35k	€36 - 45k	€36 - 45k	€46 - 60k	€46 - 60k
Graduate	€23 - 25k	€25 - 26k				

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ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM €					
	0 - 3 YRS' EXP		3 - 5 YRS' EXP		5+ YRS' EXP	
	2007	2008	2007	2008	2007	2008
Finance						
Finance Director/Chief Financial Officer					€100 - 140k	€110 - 150k
Financial Controller			€75 - 90k	€85 - 95k	€90 - 110k	€90 - 110k
Head of Internal Audit					€80 - 110k	€90 - 110k
Treasury Accountant	€48 - 55k	€48 - 58k	€55 - 65k	€55 - 65k	€65 - 80k	€70 - 85k
Management Accountant	€48 - 60k	€48 - 60k	€60 - 70k	€60 - 70k	€70 - 80k	€70 - 80k
Product Controller	€48 - 55k	€48 - 55k	€55 - 70k	€60 - 70k	€70 - 80k	€70 - 80k
Systems Accountant	€50 - 58k	€50 - 58k	€58 - 65k	€58 - 65k	€65 - 80k	€65 - 80k
Financial Analyst	€50 - 55k	€50 - 60k	€55 - 65k	€58 - 68k	€65 - 70k	€65 - 70k
Regulatory Accountant	€50 - 60k	€50 - 60k	€60 - 70k	€62 - 72k		
Internal Auditor	€50 - 55k	€45 - 55k	€55 - 70k	€60 - 70k		
Tax Accountant	€50 - 55k	€52 - 60k	€55 - 65k	€58 - 68k		
Financial Accountant	€48 - 55k	€48 - 58k	€55 - 65k	€58 - 65k		
Part Qualified Accountant - Finalist	€35 - 42k	€38 - 42k				
Part Qualified Accountant	€30 - 35k	€30 - 38k				

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ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

ROLE	CONTRACT RATE PER HOUR €	
	2007	2008
Interim Management		
Finance Director	€44 - 70	€48 - 60
Financial Controller	€40 - 50	€42 - 54
Operations Manager	€38 - 46	€40 - 50
Project Manager	€30 - 32.5	€35 - 42
Operations		
Fund Manager	€20 - 25	€22 - 28
Treasury/Cash Management	€17 - 20	€18 - 22
Corporate Actions	€15 - 17.5	€17.5 - 19
Pricing Analyst	€15 - 17	€16 - 18
Settlements	€15 - 17.5	€16 - 18
Trustee	€15 - 17	€16 - 18
Fund Accountant (1 - 2 yrs' exp)	€14 - 16	€15 - 18
Compliance/Anti - Money Laundering	€14 - 18	€15 - 18
Fund Administration	€14 - 16	€15 - 18
Shareholder Services/Client Services	€12.5 - 16	€14 - 18
Finance		
Internal Auditor (5 - 10 yrs' exp)	€30 - 40	€35 - 45
Regulatory Accountant	€35 - 40	€37 - 43
Product Control	€30 - 35	€34 - 38
Treasury Accountant	€27 - 35	€28 - 37
Financial/Business Analyst	€27 - 35	€28 - 36
Project Accountant	€25 - 30	€30 - 35
Systems Accountant	€28 - 33	€32 - 35
Management Accountant	€27 - 33	€30 - 32.5
Tax Accountant	€25 - 35	€30 - 32.5
Part Qualified Accountant (1 - 3 yrs' exp)	€15 - 22.5	€17 - 24
Credit Control	€14 - 18	€15 - 18.5
Accounts Payable/Receivable	€14 - 15	€14.5 - 16
Accounts Administrator	€14 - 15	€14.5 - 16

NB: These are base rates only - other benefits added are holiday and public holiday.
Some companies may offer retention or completion bonuses.

DUBLIN

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

Our accounting & finance, commerce & industry division specialises in the recruitment of finance and accountancy professionals across all industry sectors from SMEs to large blue-chip multinationals. Positions recruited for range from junior accounts staff through to financial controllers and directors on a temporary, contract and permanent basis.

Market Overview

Permanent

The demand for finance professionals continued to be strong in 2007 across the commerce & industry sectors in Ireland. As a result, we witnessed a marked increase in salaries for entry level accountants right through to senior level professionals.

The pharmaceuticals, IT, telecommunications and food and beverage sectors all continued to demand qualified professionals at varying levels. The FMCG and retail sectors also remained buoyant; however both struggled to attract high quality professionals in great volumes. Ireland's corporation tax laws continued to provide incentives to large multinationals and SMEs to locate and centralise financial functions in Ireland. Competition from locations such as Eastern Europe has meant a slowdown in the flow of organisations and in some cases has precipitated a relocation of existing centres out of Ireland. Manufacturing continued its downturn in Ireland, with many organisations again taking advantage of the lower cost locations of Continental Europe.

Systems and procedure implementation experience remained in demand in both restructuring and growing finance departments, particularly at the newly qualified

level. Consequently newly qualified candidates frequently enjoyed multiple offers from both commerce & industry and banking & financial services organisations - a trend which continued to fuel overall remuneration packages. Other skills in demand included internal audit and management accountancy at the 2 year PQE level. In addition, with finance departments increasingly required to partner with business units to provide both financial and non-financial data to key decision-makers, candidates with the technical and softer skills to drive this process have been highly sought-after.

Organisations in the commerce & industry sector have continued to react on base remuneration and benefits to attract high calibre candidates from practice and other sectors. Training opportunities and the highlighting of areas in which candidates can progress their careers has been pivotal in attracting and retaining talent. Additional benefits such as bonuses, flexitime, gym membership, crèche and share options have remained decision-making criteria for candidates.

Contract

Demand for contractors also increased significantly over the past year, particularly at the newly qualified level, forcing an upward trend in salaries across the board. The main demand was across telecommunications, FMCG, IT and service related industries with manufacturing experiencing a downturn for the second year running. The lull in the property/construction market has yet to translate across to the labour market in this area but could potentially affect the hiring levels of temporary staff in 2008.

The afore-mentioned reduction in the number of shared services relocating to Ireland also impacted contract recruitment during the year, with hiring activity remaining largely stagnant year on year.

As expected, there was a sharp increase in the demand for compliance/regulatory professionals. In particular, Sarbanes-Oxley experience was highly sought-after and as compliance deadlines loomed, companies were willing to pay a premium for such a niche skill set.

In previous years, contractor salaries have been comparable to permanent salaries but often failed to compensate for the benefits associated with a permanent role. However this changed in 2007 and we witnessed a sharp increase in contractor salaries, with employers often offering higher salaries as well as sign-on and competitive bonuses as a means of attracting the top tier candidates. We expect this trend to continue into 2008, as the contract market further establishes and distinguishes itself from the permanent market.

DUBLIN

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

ROLE	PERMANENT SALARY PER ANNUM €		CONTRACT RATE PER HOUR (PAYE) €	
	2007	2008	2007	2008
	Finance			
Finance Director (5+ yrs' PQE)	€90 - 130k	€90 - 140k	€45 - 65	€45 - 65
Head of Internal Audit (5+ yrs' PQE)	€80 - 110k	€80 - 110k	€40 - 50	€40 - 50
Financial Controller (5+ yrs' PQE)	€75 - 100k	€80 - 100k	€35 - 50	€40 - 50
Finance Manager (3 - 5 yrs' PQE)	€65 - 75k	€65 - 80k	€32.5 - 37.5	€33 - 40
Financial Planning & Analysis (5+ yrs' PQE)	€60 - 75k	€60 - 80k	€32.5 - 40	€35 - 40
Business Analyst (3 - 5 yrs' PQE)	€55 - 65k	€55 - 70k	€27.5 - 34.5	€28 - 35
Systems Accountant (3 - 5 yrs' PQE)	€50 - 60k	€55 - 65k	€32.5 - 37.5	€34 - 38
Credit Manager (4 - 8 yrs' exp)	€50 - 60k	€50 - 65k	€18 - 28	€20 - 24
Internal Auditor (1 - 3 yrs' PQE)	€40 - 55k	€45 - 60k	€25 - 30	€27 - 30
Financial Analyst (1 - 3 yrs' PQE)	€40 - 55k	€50 - 60k	€25 - 30	€27 - 30
Management Accountant (1 - 3 yrs' PQE)	€40 - 55k	€45 - 60k	€27.5 - 32.5	€28 - 35
Financial Accountant (1 - 3 yrs' PQE)	€45 - 55k	€45 - 60k	€27.5 - 32.5	€28 - 35
Finalist	€40 - 45k	€45 - 50k	€20 - 22.5	€22.5 - 25
Part Qualified Accountant	€30 - 40k	€30 - 45k	€15 - 20	€17 - 21
Payroll Manager (3 - 5 yrs' PQE)	€35 - 45k	€35 - 50k	€17.5 - 22.5	€22 - 26
Payroll Assistant (1 - 3 yrs' PQE)	€30 - 35k	€30 - 35k	€15 - 17.5	€16 - 18
Accounts Assistant (0 - 3 yrs' exp)	€24 - 30k	€26 - 32k	€13 - 16	€17 - 19
Accounts Payable/Receivable (0 - 3 yrs' exp)	€24 - 28k	€24 - 30k	€12 - 15	€14 - 16
Senior Credit Controller (3 - 5 yrs' exp)	€28 - 34k	€28 - 35k	€14 - 17	€17.5 - 20
Credit Controller (0 - 3 yrs' exp)	€24 - 28k	€24 - 28k	€12 - 16	€14 - 16

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

DUBLIN

COMPLIANCE

Our compliance division recruits for permanent and interim compliance professionals across a range of roles from heads of compliance to compliance analysts.

Market Overview

Compliance recruitment continued to grow throughout 2007 due to the increased demands of legislative and regulatory developments across all sectors.

For many organisations, particularly those operating in multi-jurisdictions, the focus of the year was preparation for the implementation of MiFiD. Within investment banking, this had a particular influence on recruitment at the senior level and specialist product knowledge, policy making skills and project management experience became prerequisites.

In funds and global custody, compliance recruitment remained strong from a junior to senior level. In retail banking, there was a notable emphasis on AML and KYC projects and recruitment was most notable at junior to mid-levels.

Amendments to regulations in the insurance sector and the introduction of the reinsurance directive resulted in increased compliance recruitment in the latter stages of the year. However, there was a healthy supply of mid-level professionals and the market is expected to remain buoyant in 2008.

Remuneration was an important factor in securing high calibre candidates. However, continued transparency in reporting structures and a genuine commitment from hiring

organisations to build a compliance culture were key incentives for candidates to move.

For junior to mid-level candidates, it is anticipated that the recruitment patterns of 2007 will continue, with increased remuneration and training and development opportunities influencing decisions.

Although global market volatility and turbulence in the credit markets has resulted in a decreased level of recruitment in general, this should not affect compliance hiring as the need for even tighter risk frameworks increases.

ROLE

PERMANENT SALARY PER ANNUM €

2007 2008

Head of Compliance	€95 - 125k	€100k+
Senior Compliance Manager (5 - 8 yrs' exp)	€65 - 85k	€75 - 95k
Compliance Manager (3 - 5 yrs' exp)	€45 - 60k	€40 - 75k
Compliance Assistant (1 - 3 yrs' exp)	€28 - 42k	€25 - 40k
Compliance Administrator (0 - 1 yr exp)	€22 - 28k	€22 - 28k
Company Secretarial Salaries		
Company Secretary Manager (5 yrs' exp)	€60 - 70k	€70 - 80k
ICSA Qualified (3 - 5 yrs' exp)	€45 - 60k	€45 - 70k
ICSA Qualified (1 - 3 yrs' exp)	€25 - 45k	€30 - 45k
Trainee Level	€20 - 25k	€21 - 26k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

DUBLIN

HUMAN RESOURCES/SECRETARIAL & SUPPORT

Market Overview

Human Resources

Our Dublin HR division recruits for permanent and interim HR professionals across a range of roles from director level through to business partners and entry level positions.

The recruitment of HR professionals in Dublin continued to grow at a steady pace. The senior end of the market was particularly strong and we experienced demand for high calibre candidates with specific industry backgrounds such as IT, banking and manufacturing. Internal recruitment and recruitment process outsourcing was one of the fastest growing segments of the HR market and we anticipate continued growth in this area in 2008.

The market remained candidate driven with strong demand existing for skilled individuals across the whole HR function. In general, salaries increased marginally with the most notable changes associated with training manager and change management consultant roles due to continued growth and restructuring, particularly within financial services. It is also worth noting that during 2007 organisations became more flexible in considering overseas candidates with no Irish experience, particularly in the temporary recruitment space.

We witnessed no change in the qualification of choice with the majority of HR professionals still choosing the Chartered Institute of Personnel and Development (CIPD).

In 2008, we anticipate the market to grow steadily. There will be greater emphasis on professionals who can partner with management and deliver measurable value to a business.

Secretarial & Support

Our secretarial & support division is now in its second year in Dublin and seen significant growth in this time. Our experienced consultants source high calibre candidates to fulfil a wide range of client needs from junior office staff to executive PAs to CEOs of large banks or multinational companies on both a temporary and permanent basis.

Salaries did not increase across the board in 2007. Increases were confined to candidates with specialist skill sets including facilities managers and high end PAs.

Organisations, particularly in the financial services space, increasingly sought candidates with very specific sector or industry backgrounds. However, in 2008 we will be recommending to all clients that candidates with transferable skill sets be considered to fill resourcing gaps, particularly as the secretarial & support market is driven more so by skills than a particular industry background.

Organisations should also consider more experienced candidates who may be seeking part time positions for flexibility and work-life balance purposes. These candidates have excellent skill sets, relevant experience and can add significant value to any business.

DUBLIN

HUMAN RESOURCES/SECRETARIAL & SUPPORT

ROLE	PERMANENT SALARY PER ANNUM €		CONTRACT RATE PER HOUR €	
	2007	2008	2007	2008
Human Resources				
HR Director (10+ yrs' exp)	€95 - 150k	€95 - 150k	€48 - 75	€50 - 75
Organisation/Change Manager	€95 - 100k	€100 - 110k	€47 - 50	€50 - 60
Head of Compensation and Benefits	€85 - 110k	€90 - 110k	€43 - 55	€50 - 55
Head of Recruitment	€80 - 100k	€85 - 100k	€40 - 50	€40 - 50
HR Manager/Business Partner (5+ yrs' exp)	€60 - 80k	€70 - 90k	€30 - 40	€35 - 40
Compensation and Benefits Manager	€60 - 80k	€60 - 80k	€30 - 40	€30 - 40
Training Manager	€55 - 70k	€65 - 75k	€27 - 35	€30 - 35
Recruitment Manager	€50 - 70k	€55 - 75k	€25 - 35	€30 - 35
HR Generalist	€40 - 50k	€45 - 55k	€20 - 25	€25 - 30
Internal Recruiter	€45 - 55k	€40 - 55k	€25 - 27	€25 - 27
HR Analyst	€40 - 45k	€40 - 45k	€22 - 30	€22 - 30
HR Officer	€32 - 40k	€35 - 45k	€16 - 20	€20 - 25
Training Officer	€30 - 38k	€35 - 40k	€15 - 19	€17 - 20
HR Administrator	€25 - 32k	€26 - 35k	€13 - 16	€13 - 16
Secretarial & Support				
Office Manager	€40 - 45k	€40 - 50k	€20 - 22	€18 - 22
Facilities Administrator	€35 - 40k	€35 - 48k	€17.5 - 20	€17.5 - 20
Senior PA (4+ yrs' exp)	€40 - 45k	€40 - 46k	€20 - 22.5	€16 - 22.5
PA	€35 - 40k	€35 - 42k	€17.5 - 20	€15 - 20
Executive Assistant	€32 - 38k	€35 - 42k	€16 - 19	€14 - 19
Project Coordinator	€30 - 35k	€30 - 38k	€15 - 17.5	€15 - 17.5
Bilingual Secretary	€30 - 35k	€30 - 35k	€15 - 17.5	€15 - 17.5
Team Secretary	€30 - 35k	€30 - 35k	€15 - 17.5	€14 - 17.5
Administrative Assistant	€28 - 33k	€28 - 33k	€14 - 16.5	€13 - 16.5
Receptionist	€25 - 30k	€25 - 30k	€12.5 - 15	€12.5 - 15
Junior Administrator	€22 - 27k	€22 - 28k	€11 - 13.5	€11 - 13.5
Customer Service Representatives	€22 - 27k	€22 - 27k	€11 - 13.5	€11 - 13.5
Data Entry Clerks	€20 - 24k	€20 - 26k	€10 - 12	€11 - 13

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

DUBLIN

INSURANCE

Our insurance division provides high calibre candidates to insurance companies and brokerages in both the domestic and international markets. As a prominent member of Dublin's business community we have earned a reputation as the consultancy of choice within the insurance industry.

Market Overview

The insurance industry is one of the fastest growing sectors in the Irish economy and it experienced a severe candidate shortage in 2007. Similarly to 2006, demand for experienced staff continued to force organisations to increase base salaries and further incentivise potential employees through attractive benefits packages.

General Insurance

Demand for experienced professionals for general insurance roles remained stagnant, with salaries increasing only marginally this year. There was a levelling out of jobs in general insurance compared to other areas such as life & pensions and reinsurance. This resulted in less movement in the market than in previous years. However, ongoing demand for claims handlers, underwriters, personal lines and corporate brokers continued due to a natural staff attrition rather than significant growth in the sector overall.

Organisations continued to have difficulty attracting a high standard of graduates and experienced professionals. From a remuneration perspective, organisations were forced to react imaginatively and consider benefits packages as a whole as opposed to salary alone. As a result we are seeing more attractive packages being offered which now increasingly include gym membership, flexi-time, crèche facilities, working from home flexibility and staff discounts.

Reinsurance

The Irish reinsurance market remained one of the fastest growing in the world. As this is a highly specialist area experienced candidates are increasingly in demand. Ireland as a whole is performing well, now ranked as the seventh largest global reinsurer by net premiums written.

The Reinsurance Directive presents a huge business opportunity for the Irish industry. Irish implementation will aim to give Irish reinsurers a competitive advantage wherever possible as opposed to overburdening them with unnecessarily restrictive requirements and obligations. In response to this, companies are continuing to turn to overseas markets, particularly the UK, to source reinsurance professionals, with remuneration packages offered at a premium to the rest of the market to secure the highest calibre candidates.

Life & Pensions

Recruitment activity across the life & pensions industry continued to increase significantly throughout 2007 and we foresee continued growth during 2008. Counter offers were commonplace across the market and demand was particularly strong in the areas of life administration, pension administration and client services, junior level underwriting, actuarial and senior level consultancy.

Mortgages

The mortgage market was heavily influenced by the sub-prime crash and many leading financial institutions pulled their sub-prime mortgage portfolios from the market. As a result, the number of new mortgages issued in Ireland in the third quarter of 2007 dropped by 25% compared to 2006. This resulted in a significant slow down in recruitment activity as the mortgage market continued

to adjust to more sustainable levels of new lending. It also continues to be influenced by interest rate increases made by the European Central Bank and for 2008 economists expect house prices to be relatively flat. We therefore expect recruitment activity in this area to be conservative in comparison to previous years.

DUBLIN

INSURANCE

ROLE	PERMANENT SALARY PER ANNUM €					
	0 - 3 YRS' EXP		3 - 5 YRS' EXP		5+ YRS' EXP	
	2007	2008	2007	2008	2007	2008
Claims						
Claims Manager	€35 - 45k	€40 - 45k	€45 - 55k	€50 - 60k	€55k+	€65k+
Loss Adjuster	€25 - 30k	€25 - 35k	€35 - 40k	€35 - 40k	€40 - 45k	€40k+
Claims Handler	€20 - 25k	€22 - 30k	€25 - 30k	€30 - 35k	€30k+	€35k+
Claims Clerk	€18 - 20k	€22 - 25k	€20 - 22k	€25 - 32k	€22 - 24k	€30k+
Underwriting						
Underwriting Manager	€50 - 60k	€50 - 60k	€60 - 70k	€60 - 70k	€70k+	€70k+
Commerical Underwriter	€35 - 40k	€30 - 40k	€40 - 48k	€40 - 50k	€48 - 58k	€50k+
Underwriter	€29 - 35k	€30 - 40k	€35 - 40k	€40 - 45k	€40 - 45k	€45k+
Assistant Underwriter	€20 - 25k	€25 - 35k	€25 - 30k	€30 - 40k	€30 - 35k	€40k+
Underwriting Administrator	€20 - 24k	€24 - 28k	€24 - 28k	€28 - 35k	€28 - 30k	€35k+
Life & Pensions						
Life & Pensions Manager	€50 - 60k	€50 - 60k	€60 - 70k	€60 - 75k	€70k+	€75k+
Financial Advisor (Basic)	€30 - 35k	€30 - 35k	€35 - 40k	€35 - 45k	€40 - 45k	€45 - 60k
Pension Administrator	€23 - 26k	€24 - 30k	€26 - 30k	€30 - 40k	€30 - 35k	€40k+
Life Administrator	€20 - 24k	€24 - 28k	€24 - 28k	€28 - 35k	€28k+	€35 - 40k
Customer Service Representative	€20 - 24k	€22 - 28k	€24 - 28k	€28 - 35k	€28k	€30 - 40k
Reinsurance/Captive						
Reinsurance Executive	€35 - 45k	€35 - 45k	€45 - 55k	€45 - 55k	€55k+	€55k+
Reinsurance Claims	€30 - 35k	€30 - 40k	€35 - 45k	€40 - 50k	€45k+	€50k+
General Insurance						
Personal Lines Manager	€35 - 40k	€40 - 50k	€40 - 45k	€50 - 60k	€45k+	€55k+
Commerical Broker	€30 - 35k	€30 - 35k	€35 - 40k	€35 - 40k	€40k+	€40k+
Personal Lines Administrator	€20 - 25k	€22 - 28k	€25 - 30k	€28 - 34k	€30k+	€32 - 38k
Mortgages						
Mortgage Underwriter	€30 - 35k	€30 - 40k	€35 - 40k	€40 - 50k	€40k+	€50k+
Mortgage Adviser (Basic)	€30 - 35k	€30 - 35k	€35 - 40k	€35 - 40k	€40k+	€40k+
Mortgage Administrator	€20 - 25k	€24 - 28k	€25 - 29k	€28 - 32k	€29k+	€32 - 36k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

DUBLIN

INFORMATION TECHNOLOGY

Our information technology division recruits for permanent and contract roles across commerce & industry and banking & financial services. The division is segmented into technology or functional skill base in order to provide specialist industry and technology knowledge.

Market Overview

The market showed substantial growth, particularly in quarter two and three, reflecting the high demand for IT professionals. This demand was not specific to any one industry but key areas of growth focused within the financial services sector and technology solution providers whose primary clients fall under commerce and industry.

The mid to senior end of the market was very candidate short, with a high demand for project/program managers and business analysts. This supports the view that substantial investment has now been made and future growth is projected for the first and second quarter of 2008. On the development side .net framework and Java J2SE/J2EE proved to be the tools of choice and as the year progressed, candidate demand increased.

As more IT executives were appointed to boards of directors companies were making strategic changes to IT service delivery solutions. This created a high demand for additional resources such as business transformation consultants, change managers and BPR consultants.

The quantity of high quality available candidates continued to be an issue during 2007. Recruiting lower skilled candidates and providing training seems to be a luxury few can afford, with organisations demanding a minimum number of years experience with little flexibility.

As demand is substantially higher than the supply of candidates, the contract industry provided a cushion for lingering project deadlines. The contract market was steady throughout the year and early indications predicted a gradual increase in recruitment activity. This was visible at the start of the first quarter and as the year matured, the clear shortage of highly skilled technologists and managers was evident. Contractual rates surprisingly only increased on a marginal basis but as 2006 witnessed a substantial increase this was an indication that the market had bedded down.

2007 saw mixed results between insourcing and outsourcing IT infrastructure operations and support projects. The market saw one of the largest telecoms companies outsource their full IT infrastructure and operations team to a global partner, commencing in early 2008. On the other side of the spectrum a leading banking institution refined and changed its 2007/2008 strategy and substantially reduced support from its outsourced partner after a five year deal. Companies are considering cost, service delivery, internal control and return on investment before making any decisions on this subject. It is difficult to forecast trends in

this area as the internal policy on outsourcing changes from company to company and also depends on changes in senior management.

In 2008, we expect the shortage of IT professionals to continue; organisations that can move quickly to make their hiring decisions will secure the best talent. We believe that the candidate short market will mean companies need a stronger focus on retention in the coming months as their employees may wish to test their value in this bullish market.

DUBLIN

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM €		CONTRACT RATE PER DAY €	
	2007	2008	2007	2008
	Head of IT/CTO/CIO	€100 - 140k	€100 - 140k	€900 - 1.1k
Head of Infrastructure	€75 - 100k	€75 - 110k	€800 - 900	€900 - 1k
Head of Application Support	€75 - 90k	€75 - 90k	€400 - 500	€450 - 550
Development Manager	€65 - 85k	€75 - 95k	€500 - 600	€650 - 750
Programme Manager	€65 - 85k	€75 - 95k	€500 - 600	€650 - 750
Senior Project Manager	€65 - 85k	€65 - 85k	€450 - 550	€450 - 550
Project Manager	€55 - 75k	€55 - 80k	€400 - 500	€450 - 550
Business Analyst (Senior)	€40 - 55k	€55 - 65k	€330 - 370	€370 - 410
Business Analyst (Junior)	€28 - 35k	€30 - 37k	€240 - 260	€240 - 260
Senior Technical Architect	€65 - 75k	€65 - 85k	€450 - 500	€500 - 550
Software Developer (VB, SQL, ORACLE, SYBASE)	€35 - 55k	€40 - 60k	€250 - 350	€300 - 370
Java/J2EE Developer (Senior)	€45 - 60k	€55 - 75k	€350 - 400	€350 - 430
Java/J2EE Developer (Junior)	€28 - 38k	€33 - 40k	€260 - 320	€260 - 320
.Net/C# Developers	€35 - 55k	€45 - 65k	€320 - 380	€350 - 400
C++ (Senior)	€50 - 65k	€55 - 65k	€300 - 350	€320 - 360
C++ (Junior)	€28 - 35k	€28 - 35k	€260 - 290	€280 - 320
Security Specialist	€55 - 80k	€55 - 80k	€350 - 400	€350 - 450
Network Administrator	€32 - 55k	€38 - 55k	€280 - 330	€300 - 350
Unix Systems Administrator	€55 - 65k	€55 - 65k	€320 - 350	€370 - 420
Data Warehouse Specialists	€55 - 65k	€55 - 65k	€330 - 350	€350 - 380
Database Developer	€45 - 65k	€50 - 65k	€320 - 360	€300 - 380
Database Administrator	€45 - 60k	€45 - 60k	€320 - 360	€350 - 420
QA/Test Manager	€45 - 60k	€45 - 60k	€350 - 450	€350 - 450
Test Team Leader	€38 - 43k	€38 - 45k	€280 - 320	€280 - 340
ERP/CRM Implementation Manager	€55 - 70k	€55 - 75k	€380 - 450	€380 - 450
ERP/CRM Consultant	€35 - 55k	€35 - 55k	€280 - 320	€280 - 350
Policy/Process/Compliance Specialists	€30 - 58k	€40 - 60k	€300 - 450	€300 - 450

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

Please note these are base rates only - other benefits added are holiday and public holiday.

DUBLIN

LEGAL

Our legal division provides a high quality, proactive and professional service focusing on permanent and contract recruitment for both the private practice and in-house markets. All degrees of seniority are covered, from newly qualified lawyers to partner level, on a locum, contract or permanent assignment basis.

Market Overview

Private Practice

Private practice recruitment remained steady throughout 2007 and this is expected to continue in 2008. The Irish legal market became increasingly corporate based with the majority of the 'Top 5' firms, as well as the mid-tier and commercial boutique firms actively seeking solicitors with experience in the areas of corporate and/or banking and financial services law. Demand for intellectual property and taxation solicitors is also set to increase.

It continued to prove difficult to source Irish based candidates with the specialist expertise capable of meeting many firms' requirements. The effect being that solicitors with relevant experience are commanding larger remuneration packages. This overall trend is expected to continue throughout 2008.

Demand for commercial property solicitors fluctuated throughout 2007 and it is predicted that in 2008 the majority of vacancies within this sector will primarily come from the more commercial law firms, many of whom are still actively recruiting into their respective commercial property departments. Residential conveyancing however, witnessed a marked decline in 2007.

Recruitment activity in litigation picked up towards the end of 2007 and it is expected that in 2008 this will continue. The effects of PIAB appear to have subsided to some extent. On top of this, there are clear signs that requirements for solicitors in commercial

litigation and especially insolvency will become more evident throughout the coming year. Positions in employment law, professional/medical negligence and family law will continue to grow in 2008 and these areas are becoming increasingly popular amongst newly qualified solicitors. Criminal law has remained steady.

Overall, the market is set to remain busy throughout 2008 and demand in corporate and financial law will continue to be high. Given current market conditions litigation is set to increase, especially insolvency, employment and family law in early 2008.

In-House

The banking and financial services in-house market continued to grow in 2007 with the general banking market remaining buoyant. There was a continued demand for mid-level lawyers (three to five years' PQE) with strong banking experience. In line with private practice, many organisations, especially in investment management space, face on-going challenges finding lawyers with requisite banking, financial services, capital markets and funds experience.

The current global market volatility and turbulence of the credit markets has resulted in a decrease in recruitment activity within the areas of ABS and debt securities in particular.

We saw a marked increase in opportunities for asset finance and finance leasing lawyers in 2007 and this niche sector should continue to grow in 2008. There were increasing opportunities for practice lawyers with strong asset finance and leasing experience to move into challenging in-house opportunities as these companies developed and grew their in-house legal departments. Demand was at its highest in the mid-level bracket and salaries and benefits packages remained extremely competitive. Many organisations invested heavily in their recruitment methods in order to

secure top level candidates with the required specialist expertise.

The in-house commerce and industry market saw conservative growth in 2007 with the larger telecommunications organisations increasing headcount in their commercial and property teams. There were some mid to senior level opportunities in the technology sector but overall demand remains moderate in comparison to banking and financial services.

DUBLIN

LEGAL

ROLE	PERMANENT SALARY PER ANNUM €			
	DUBLIN		REGIONAL	
	2007	2008	2007	2008
Private Practice				
10 yrs' PQE	€115 - 150k+	€115 - 150k+	€84 - 110k	€85 - 120k
8 yrs' PQE	€86 - 115k	€86 - 115k	€71 - 79k	€75 - 90k
5 yrs' PQE	€75 - 86k	€75 - 86k	€61 - 70k	€60 - 70k
3 yrs' PQE	€58 - 68k	€60 - 70k	€50 - 55k	€50 - 55k
1 yr PQE	€47 - 52k	€50 - 55k	€39 - 44k	€40 - 45k
In - House Banking & Financial Services				
10 yrs' PQE	€110 - 150k	€110 - 150k		
8 yrs' PQE	€90 - 110k	€90 - 110k		
5 yrs' PQE	€73 - 85k	€80 - 90k		
3 yrs' PQE	€58 - 68k	€70 - 80k		
1 yr PQE	€47 - 52k	€55 - 60k		
In - House Commerce & Industry				
10 yrs' PQE	€90 - 130k	€90 - 130k		
8 yrs' PQE	€80 - 95k	€80 - 95k		
5 yrs' PQE	€70 - 80k	€70 - 80k		
3 yrs' PQE	€55 - 65k	€55 - 65k		
1 yr PQE	€45 - 52k	€45 - 52k		

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.