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Performance-related pay

Introduces performance-related pay and issues linking employee pay and performance

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Introduction

Performance-related pay (PRP) is a way of managing pay by linking salary progression to an assessment of individual performance, usually measured against pre-agreed objectives. But despite the common use of PRP schemes, questions remain about its effectiveness.

This factsheet explores the justification for linking pay and performance as well as the potential issues around implementing PRP schemes. It also provides an overview of key issues including the role of line managers, measuring performance, distribution of awards and the impact on employee behaviours.

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Further reading

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This factsheet was last updated by Charles Cotton.



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Charles directs the CIPD's performance and reward research agenda. He has recently led research into: how employers can help improve their employees' understanding of their personal finances; how front line managers make and communicate reward decisions to their employees; how employers manage the risks around reward; how private sector employers can build the business case for workplace pensions; how employees form their attitudes to pay; and how the annual pay review process can become more strategic.

He is also responsible for the CIPD's public policy reward work and has given evidence to select committees on banking pay, redundancy awards as well as responding to various consultations, such as on pensions, retirement and MPs' expenses.

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How can we fix performance management?

23 Nov 2017 By Michael Armstrong

Author Michael Armstrong assesses real-world solutions to the persistent problems of traditional methods

The problems of the traditional approach to performance management – such as line managers lacking the skills or attitude required to do it effectively, and little discrimination between performance levels – are serious.

Some commentators have argued that performance management is broken. Back in 2011, the [Institute for Employment Studies \(IES\) concluded](#): “The fundamentals of performance management are setting priorities, giving feedback and agreeing action, especially development action. All the other stuff – ratings, links to reward, competencies, potential and talent assessments – are legitimate concerns but should not be allowed to compromise the quality of actually managing performance. If your managers are still struggling with giving honest feedback or with agreeing sensible priorities, leave the other clutter out for now.”

Many organisations have been looking very hard at their performance management systems recently and haven't liked what they have seen. The [E-Reward 2014 performance management survey](#) established that there was generally less focus on bureaucracy and form-filling exercises and more on performance management becoming an ongoing process and part of the organisational culture. So it's clear that performance management needs to be revamped.

Areas for reinvention

Here are four examples of the steps the survey respondents were taking:

- “We removed the need for individuals to be awarded a performance rating; eg exceptional, good, poor etc. The link to a non-consolidated pay award was also removed.”
- “Removal of ‘process camouflage’ (eg five-point rating scale, interim review, rating calibration systems) to enable focus on actionable feedback, coaching and growth.”
- “Moved from a forced distribution system to more qualitative developmental discussions.”
- “Focus on conversations, moving away from a forced distribution curve. Aim is to engage our people, build trust and leverage to obtain greater potential value from the conversation.”

A reinvention programme might focus initially on the key issues of the formal performance review and rating. A number of US businesses – such as Abode, Accenture, Deloitte, Gap, General Electric and Microsoft – have made major changes to their performance management practices. The impetus for these reviews was disillusion with the relevance and effectiveness of formal performance reviews and with the practice of rating, especially forced ranking. In these and other organisations, formal annual reviews have been replaced by more frequent and much more informal performance and development conversations between managers and individuals. Overall ratings or forced ranking were abolished in each of the businesses.

A radical way ahead

Revising a system along these lines is fine, but there is a fundamental question that should be answered: is there any need for a formal performance management system at all?

The IES has expressed doubts about such systems. In 2013, a [manager told IES's Dilys Robinson](#): “This organisation has a very structured performance management framework, as you would imagine from a big company. I try and avoid using it unless I have to; I would rather try and develop the personal relationship with someone, to understand their issue and try and improve their performance by working with them, rather than going through procedural ways of managing performance.”

Other managers interviewed for the same study said: “To keep the team generally motivated and performance levels up, I will make sure I'm speaking to people, praising them when they do a good job, finding out what their problems are, helping them with whatever needs to be done.”

“The key for me is just one-to-one time, and they know what they're aiming for, and we talk about it regularly. So it never really gets to the situation where there's like a really great big formal sit-down to say let's review everything you've done.”

“I think it's regular dialogue... at least once a fortnight for an extended period of time, just one to one and just about them and the work they're doing and what's going on... Just so I understand what they're doing and so I can give a bit of a steer or give them a bit of coaching if they need some coaching.”

The best way to deal with the whole problem of making performance management work is to ensure that the organisation has managers who act like this – rather than compelling them to conform to the bureaucratic requirements of a typical traditional performance management system. These managers are managing performance, not operating a system. They are constantly communicating with their team members; they clarify what has to be done and take swift action to deal with under-performance; they praise when praise is due; and they coach their staff. To get this sort of manager is a matter of selection, development through coaching and mentoring, and constant encouragement. It would take a lot of time and effort – but it would be time well spent.

Michael Armstrong is a former CIPD chief examiner, a managing partner of E-Reward and an independent management consultant. His latest book, [Armstrong's Handbook of Performance Management](#), is now available to pre-order from Kogan Page. People Management readers can save 20 per cent on all Kogan Page books using code PM20

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Top 5 employee compensation trends for 2021

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By Sambhav Rakyan | January 7, 2021

To keep organizations on track in their compensation goals in 2021, we have identified five areas of employee compensation for HR to consider.

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Throughout 2020, the COVID-19 pandemic challenged every aspect of life and society as we knew it. In the business world, the HR function became pivotal in helping steer their organization's response to the pandemic and contribute to a strategy for recovery in 2021 and help strengthen resiliency against similar disruptions in the future.

The early days of the pandemic found compensation managers struggling to determine a measured response for managing costs and protecting employees at the same time. This circumstance highlighted the need for organizations to increase their agility and transparency with future-proofing the compensation strategy. To help keep organizations on track in their compensation goals throughout 2021, here are five areas of employee compensation for HR to consider carefully this year.

01 Restructure pay for remote working

Over half of the global workforce will continue remote work into the first quarter of 2021, primarily to ensure employee safety. But in the next three years, 61% of organizations could make remote working a permanent policy as its various advantages begin to be realized, according to our Flexible Work and Rewards Survey: 2021 Design and Budget Priorities. For example, around half of organizations expect significant reductions to real estate and transportation costs in the coming years. Some have diverted budgets for commuter allowances, company cars and business travel to support optimizing pay for essential workers and to restructuring the rewards of a distributed workforce. They also recognize that workforce engagement and wellbeing rise when employees have choices about where (and when) they work.

This has opened questions around geography-related aspects of the compensation program, which traditionally is based on office location. Seventy-seven percent of organizations have decided that pay will be the same for remote and onsite workers in 2021, and only 10% are paying based on a remote worker's location for all jobs. Whether this will become a permanent practice has yet to be seen – currently, 46% of the global workforce is onsite and this may increase to 53% in three years, according to our Flexible Work and Rewards Survey: 2021 Design and Budget Priorities. Remote work also has opened questions about pay for skills/value, aligned incentives, performance measurement, goal setting, and other pay-related factors.

In the short-term, remote working can help to optimize costs and boost employee engagement and wellbeing, yet organizations need to focus the next few months on understanding the business objectives of offering alternative work arrangements and creating appropriate pay models that are fair and competitive. It is important for organizations to review the extent to which geographic differentials factor into pay, and to reconsider structuring pay around performance, skills demanded and impact of the role to the organization's post-crisis recovery and long-term goals.

02 Differentiate rewards for critical digital talent

Not only did the sudden move to telecommuting force many organizations into accelerating their digital transformation plans, it also helped make clear the gaps in digital roles and skills. Remote working and virtual transactions became the norm and helped push an even greater demand for digital talent, especially those skilled in critical roles involving machine learning, user interface design, full stack development and technology product development.

Moreover, remote working opened the talent market, enabling organizations to hire the best talent not just from anywhere in the world, but also from a broader and more diverse talent pool. With 90% of organizations greatly challenged with attracting and retaining critical digital talent according to our latest Artificial Intelligence and Digital Talent Compensation Survey, access to a much larger talent market can help ensure they stay on track on their digital transformation journey.

Additional findings from the survey show that organizations have shifted toward skills-based rewards, resulting in more relevant and differentiated offerings such as enhanced learning and development opportunities to ensure digital talent can remain competitive in a fast-changing world.

All of these developments are steps in the right direction, but organizations should keep in mind that digital professionals are highly aware of their market value and the criticality of their contributions to the business. Today, only 14% of organizations globally have an integrated digital and business strategy. With remote working on the rise and possibly becoming permanent in many organizations, it is crucial for leadership to invest time and effort in having a holistic understanding of the digital strategy and ensuring its successful implementation throughout the value chain.

03 Companies that do right, do well

Despite the chaos of the pandemic, investors still held leaders in business and government accountable for their environmental, social and governance (ESG) promises. The corporate pressure to drive sustainable performance and disclose progress on the ESG agenda also compelled HR to future-proof their rewards programs and to redesign it for sustainable performance, through fair and talent-nurturing programs that altogether create an exceptional employee experience.

Through this effort, we saw a resurgence of pay transparency, especially during the height of the pandemic, as organizations acted quickly to prioritize safety and wellbeing policies. But with the crisis having led to widespread job loss, employees understandably developed high levels of anxiety and sensitivity about their pay and financial responsibilities. Many organizations acknowledged these challenges and sought to provide timely, transparent communication concerning compensation, including temporary adjustments such as salary freezes and reductions.

In the coming months, employees will increasingly want more transparency around how their pay is determined. Moreover, as many organizations resume salary and performance review this year, multiple stakeholders (investors, consumers, regulators, employees) will continue to emphasize the importance of fair and equitable pay. This is an opportunity to do better at communicating the linkage between business performance and individual output/contribution to the bottom-line. While this is challenging, especially in large organizations, there are key points in the process that need to be leveraged: the middle and junior managers. They are closest to the action and are in the best position to help employees understand exactly what they bring to the table and become invested in the organization's success.

04 Protect employee data

During the pandemic, remote working proved to be effective for various jobs and roles. It also proved the importance of cyber security, as many organizations found themselves ill-equipped to protect confidential data from vulnerabilities in the virtual world. Outside of company firewalls, organizations are challenged with applying a consistent level of control in employees' home offices.

For compensation professionals who may still have outdated technology, they are now dealing with two complex layers of difficulty:

- The labor-intensive administrative tasks of working with massive amounts of data
- The potential cyberattacks on confidential information

In this era of rapid digitalization, there is no reason why working with data can't be simple and secure. There are advanced technologies available today that can easily consolidate large amounts of data from multiple sources and store all of these in secure, encrypted solutions.

But on top of implementing the right technologies and fortifying the wider network of remote working environments, organizations must also double down on continuously improving employees' cyber hygiene habits. According to our 2020 Cyber Risk Outlook, 86% of organizations believe that cyberattacks will increase as a result of COVID-19, largely due to data breaches and cyberthreats (particularly ransomware and social engineering).

05 Measure return-on-investment (ROI) on compensation spending

Evaluating compensation holistically – rather than by individual programs or policies – can improve an organization's understanding of their cumulative impact. Also consider that, while there may be pervasive actions within a geography or industry, the extent and impact of compensation decisions will vary widely because of the unique circumstances each organization faces.

Organizations that are more severely impacted by the pandemic will need to revisit their operations, structures, size, levelling and jobs to stabilize and prepare for the future. It is critical to ensure that the recovery plan is founded on reliable data and information. To rebuild effectively, organizations should compare practices against the rest of their industry. Organizations can use benchmark data to make intelligent, future-ready design decisions such as:

- Right-sizing the overall management and corporate function structures
- Eliminating redundant, misplaced, duplicated or shadow roles
- Ensuring that managerial spans of control reflect the changing nature of the work managed
- Streamlining reporting layers and decision-making processes
- Clarifying roles and responsibilities of managers and individual contributors

A thoughtful assessment of these areas will help to support new approaches to the compensation structure of an increasingly agile organization. This includes assessing the relevance of emerging practices to the compensation philosophy, including skills-based pay, value-based incentives, ESG-focused metrics, among others.

For instance, organizations could look at internal data on performance and revenue to analyze which employees contributed significantly to the bottom line, thereby helping the business to stay afloat during the crisis. Or perhaps differentiate rewards for high-potential employees that demonstrate great resiliency and change-readiness throughout volatile times. Or look at jobs that cannot be automated and apply a market adjustment to account for competitiveness.

As the world fights to recover from the crisis, a cautious and practical mindset throughout 2021 could help organizations be better able to rethink their salary budget allocations and zero in on what is essential to the business.

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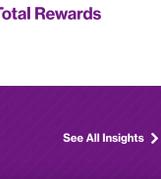
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How to get managers on board with performance management

24 May 2018 By Jo Faragher

The annual appraisal is over, but if bosses aren't having regular conversations, has anything really changed?



As a growing software business, it's hardly surprising that the staid old annual appraisal is a distinctly archaic idea at Splash Damage. The firm behind video games *Enemy Territory* and *Gears of War* runs a thriving studio in south London full of developers and designers. And the way it handled performance management needed to feel as forward-looking as its culture.

"We don't want to wait a full year to set our learning and development plans. We need a 'present temperature' of what's going on in the business, and easy access to people's feedback and objectives," says senior HR adviser Kate Lindsay. For the past two years, the company has run monthly one-to-one conversations between managers and their staff that take a different theme each time (twice a year, for example, is a career planning session, which feeds into the salary planning and promotion cycle). This is supported by an online performance management system that records objectives, reminds managers to book in meetings and tracks job satisfaction.

"In a gaming studio, you're working with artists, designers and programmers, and they appreciate feedback and transparency – they want to say what's on their mind, and that goes for managers and employees," says Lindsay, adding that it makes discussions more meaningful and has a positive knock-on effect for workplace discourse outside the performance management cycle.

Splash Damage, which gained a spot in the *Sunday Times* 100 Best Companies to Work For this year, has clearly seen the value of managers having more frequent conversations with their teams. But while there has been a lot of noise around the trend away from annual appraisals – led by US tech firms and backed by decades of research showing they were often sacrificing quality dialogue for box-ticking exercises – effecting real change by introducing regular check-ins or 'continuous conversations' only really works when managers are on board with the idea. And that can be half the battle.

Regular discussions, even if they are brief, can mean a greater time commitment. And while most HR professionals agree on the benefits, there's a risk that, done badly, these conversations may not be the panacea they're claimed to be. Terry Gillen, author of *Great Appraisal*, says: "If someone's not skilled at doing appraisals annually, aren't we compounding the problem with more regular conversations?"

If you're considering replacing an annual system with something more regular (and it doesn't have to be either/or – it's possible to have both) it pays to ask why you're doing it, argues Gillen. "If managers are going to get on board, they need to see it as something that helps them do their job and retain good people, rather than an HR tool," he says.

One of the key criticisms of traditional appraisal systems is the perception they are forced on managers and employees from above, says Dr Wendy Hirsh, principal associate at the Institute for Employment Studies: "There's a real tension between talking to someone and filling in a form. There are other ways of providing evidence of how people are doing – employee or pulse surveys, for example. Surely it's better to ask whether staff are having useful conversations with managers than basing success on the percentage of forms that came back?"

There's an element of FOMO (fear of missing out) in performance management too, where HR or senior leaders demand more bells and whistles from performance systems because other companies have them. "HR has the right instinct, but sometimes over-elaborates the process," says Hirsh. "The intention is to be helpful but the more guidance you try to give managers, the more you can disable them."

If appraisals have such negative connotations, how can HR sell the idea of more regular dialogue to managers? Part of the answer may be to understand that managers promoted on technical capability often lack self-awareness and time to reflect, and probably haven't been adequately trained on how to have coaching conversations. At the least, reframing performance management as being less about performance and more about support can help break down barriers.

Performance consultancy Thinking Focus has tried to tackle these challenges by developing a game where managers choose the most appropriate response to a scenario. A facilitator reads a dilemma from a stack of cards (such as 'I've been accused of favouritism' or 'someone else's bad management has become my problem') followed by potential ways managers could deal with it. They discuss options as a group and the facilitator talks them through what might be good practice in that situation. "It helps them visualise the scenarios so, if they do come up, they have a mental image of what their choices are. It also means they're not uncomfortable with the conversation when it comes to doing an appraisal," says director Paul Hutchinson.

"Having more regular conversations does not have to add to a manager's workload," says Roly Walter, founder of online performance management system Appraisd, which works with Splash Damage. "It's more of a mindset shift, so that having a reflective conversation is not taboo. It's just 15 minutes to ask someone how it's going."

But if a card game seems a step too far, there are various apps and tools that managers can use to either prompt a dialogue with an employee or record outcomes and objectives. Some will focus on the 'softer' elements of management that are too often overlooked – such as reminding managers about team members' birthdays or encouraging them to have regular conversations that aren't overly performance related.

Language, frequency and location are important, too. Hirsh advises that at least some performance management conversations have a 'semi-formal' (rather than informal) feel – so a time and place are agreed and a loose agenda shared over email. "Semi-formal conversations lend themselves well to mutual agenda setting and can be flexible in addressing a range of issues," she says. "That bit of preparation makes it easier for both parties to talk about what they want where there's time and space to handle it."

How regular performance conversations will depend on several factors, adds Mike McClement, director of Training Hand. "Keep an open mind – you will have different types of people on your team, some of whom like lots of meetings, some none. Ensure you speak to everyone at least once every couple of months, even the reluctant ones," he says.

CIPD research has frequently advocated 'strengths based' conversations, where managers and employees reflect on what's working well and how to build on that, rather than dwelling on things that went wrong. Last year, the CIPD published research – Strengths-based performance conversations: an organisational field trial – on how the approach worked with three employers.

Where managers were trained to use a strengths-based approach, they discussed performance with employees more often and these conversations became more effective at supporting learning and performance. The frequency of 'non-job related chat' also increased, suggesting a stronger relationship and higher employee engagement. "Generally, we have a negative bias; this approach tries to correct that so managers' default thinking is to build on positives rather than correcting weaknesses," says Jonny Gifford, senior adviser for organisational behaviour at the CIPD.

He stresses that this is not a way of avoiding dealing with underperformance: "Where someone's performance is inadequate or behaviour inappropriate, that needs to be dealt with. But more generally, when employees are having a review or one-to-one, the emphasis should be on strengths if the aim is to improve their impact as professionals." One approach is to build scripts that can prompt managers to set the discussion in this more positive tone; for example, by asking employees to focus on a time they felt they were excelling in their job and how they could extend this to other areas.

Ultimately, making appraisals more manager and employee-friendly is about a shift in mindset, says Gifford: "For too long, performance management has had an aura about it – the term suggests that HR or line managers want to pin down and control what someone does. In fact, it should be the opposite – you're giving your people wings to fly, so they can go on to greater things."

Elva Ainsworth from appraisal specialists Talent Innovations agrees that HR needs to take a step back. "Let go of control, hand it over to the managers and facilitate it," she says. "Make the focus the bigger picture, a performance culture rather than a process they 'have' to follow." And if managers aren't on board, think again, she adds: "Be brave enough to say we're not doing it if people aren't happy. If you're going to apologise for it, you'll struggle to sell it."

"We used to spend all our time on ratings"

Law firm RPC operated an annual appraisal system that involved a lot of form-filling and approval processes, ultimately giving every employee a detailed set of feedback. But Rachel Street, director of people and talent development, felt the approach was fundamentally wrong: "Managers would spend all the time discussing the rating, rather than the development potential for the individual, and we'd spend hours as HR professionals debating the actual rating."

Employees clearly agreed – when asked for feedback on how their performance was reviewed, they said the annual review wasn't working for them. RPC now encourages managers to have 'quality conversations' once a quarter with employees, where they can communicate how the business is going and individuals can have an honest discussion about where they fit into this.

"It gives staff a chance to talk about themselves and raise any issues, and twice a year we ask them to reflect on challenging questions including 'are you in the right role, team or firm?', which also gives managers a framework to introduce tricky conversations should they need to," says Street.

While there was some initial scepticism that more frequent performance discussions would mean more work for team leaders and partners, Street and her team counted how many hours the former system ate up – from the meeting preparation and the meeting itself to agreeing ratings and getting sign off – and the time commitment was far greater than the new regime of just four hours a year.

James Wickes, a partner at the firm, says the system brings more consistency to something that many managers – but not all – do already: "I have monthly catch-ups anyway – this just provides a bit more structure. It may not be revolutionary, but it means that everyone in the practice is treated in the same way, and provides a structure to the discussions we already have." Wickes feels that being able to have conversations about individuals' career ambitions means he can tailor development for them or step in at an earlier stage if, for example, someone has been given too much work.

Employees confirm the conversation has happened through a system called Pay Compliment, and twice a year managers are invited to a formal talent mapping discussion so HR can identify high potential staff and look at succession planning and development needs. RPC also uses a competency framework to map individuals' strengths. But it's the regular conversations that are driving engagement and transparency, says Street: "Of all the HR initiatives I've rolled out, this is the one that's been grasped with open arms the most."

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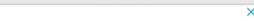


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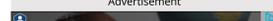


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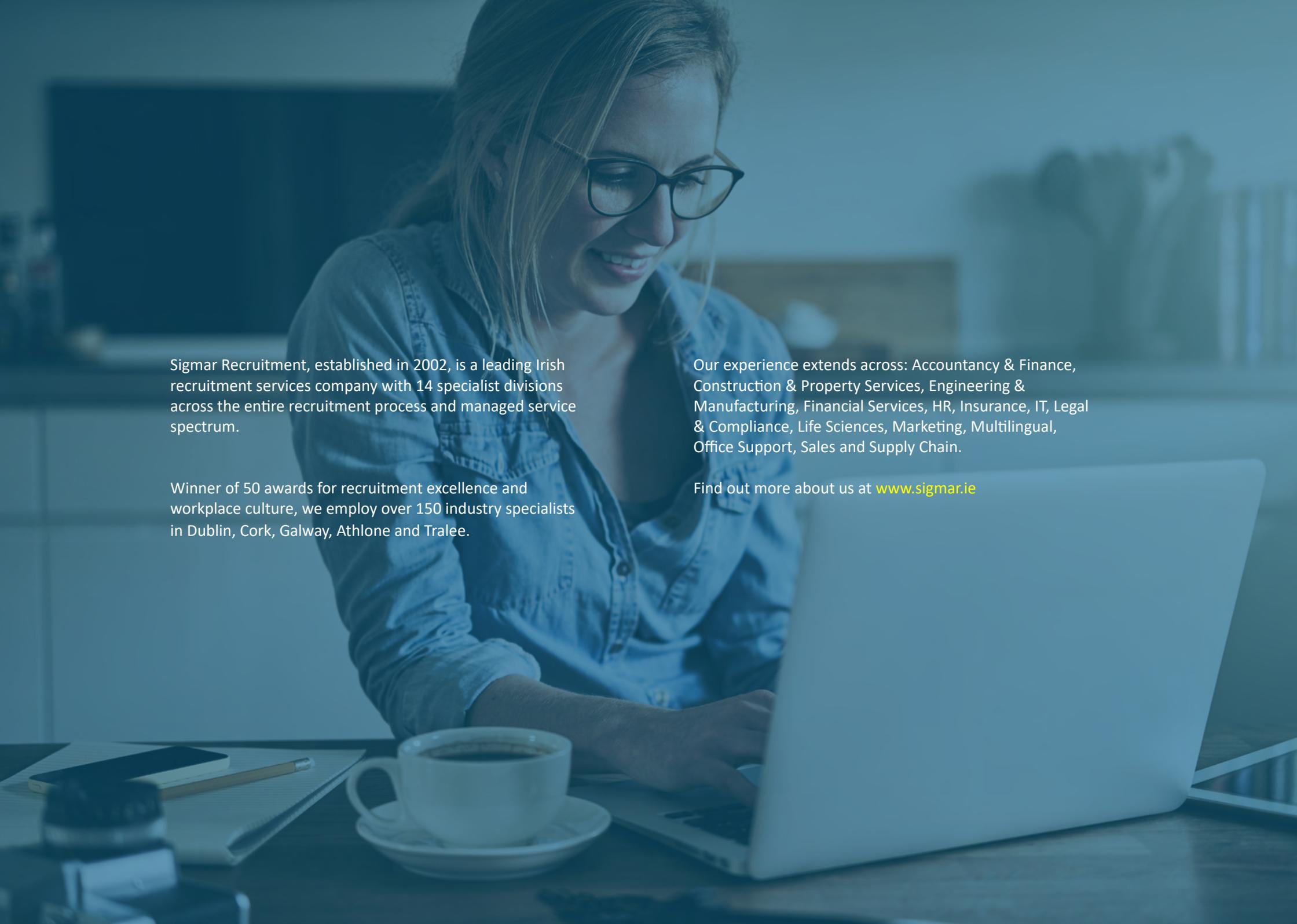


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Foreword

We thought we had seen it all! If someone said in January; that most of us would fundamentally change the way we work (possibly forever), that some markets would be down over 80%, that we'd all feel awkward when not wearing a mask, that we couldn't meet any clients or candidates for the majority of the year, that international travel would be nearly impossible, and that in Ireland record levels of employment would turn to record levels of unemployment in a few weeks; you would probably expect a more volatile salary comparison guide at the end of 2020. Indeed, the personal and health toll for many puts business considerations in context, so we wish everyone well, good health and wellbeing.

Obviously, some areas suffered more than others and many areas even thrived, but overall, the stability in professional salaries may be the remarkable aspect of 2020!

Generally, in volatile times temporary and contract work increases and this was very much the case in 2020. Many companies had to deal with a rapidly changing landscape in terms of their market, remote work, government supports and varying degrees of lockdown. Progressive companies hired professionals on a temporary or contract basis, and even on a remote basis, so demand and rates did increase for contractors in areas such as IT. We see this continuing even as the rate of change is slowing and hopefully stabilising. For some years now, we have been talking about career plans being fluid and dynamic, and flexibility and contracting increasing. This definitely took a leap forward in 2020.

Sector wise, life sciences, including pharmaceutical got increasingly busy throughout the year and from R&D to manufacturing to distribution, this looks set to continue

growing for the next few years. Financial Services was more challenging, as their market and way of work changed so quickly. Certainly, towards the end of the year it seems to be stabilising. At the end of 2020 Brexit is again looming and Dublin and London's financial services sectors will experience change and opportunity as well as challenges, for at least the next few years. Construction really slowed in 2020, but again has been steadily picking up in last few months as general demand returns but also in the way construction site work has evolved.

As a group generally SMEs in Ireland handled the craziness really well. Agility, pivoting and bootstrapping seemed like management school concepts until out of necessity, many businesses changed their model, their cost base, their strategy, and their mentality very quickly to go from "Survive to Thrive" in a few months. So many inspirational stories. They deserve the opportunities that we hope an improving landscape will present.

So, our outlook for Ireland in 2021 is positive. There will be more challenges in the coming months, but we are optimistic that the general picture will improve. From a national perspective the short-term funding required will necessitate strong budget management in coming years to enable businesses to grow back. Ireland still carries a lot of debt and politically there may be pressure to increase public expenditure beyond sustainable rates. But as long as we get this right, we have every reason to be optimistic and put 2020 down to learning experience.

Adrian McGennis
CEO

Accountancy &
Finance

Accountancy & Finance

INDUSTRY	DUBLIN			REST OF IRELAND		
	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Accounts Assistant/Technician	30-32k	33-39k	40k +	26-30k	29-34k	34k +
Accounts Receivable/OTC	30-32k	33-39k	40k +	26-29k	29-34k	34k +
Accounts Payable/P2P	30-32k	33-39k	40k +	26-30k	29-34k	34k +
Accounts Payable Team Leader	42-44k	44-49k	50k +	35-38k	38-42k	42k +
Accounts Payable Manager	43-47k	48-56k	57k +	42-47k	47-50k	50k +
Credit Control	28-32k	33-38k	39k +	26-28k	28-32k	32k +
Credit Control/AR Team Leader	32-39k	40-45k	46k +	32-37k	37-40k	40k +
Credit Manager/AR Manager	45-51k	52-62k	63k +	42-47k	47-52k	52k +
Payroll Administrator	30-33k	34-39k	42k +	27-30k	30-32k	33k +
Payroll Manager	40-44k	45-55k	55k +	35-37k	37-40k	42k +
Part Qualified/Assistant GL Accountant	30-35k	35-43k	43k +	27-30k	30-36k	36k +
Finalist	40-44k	44-48k	48k +	35-40k	40-46k	46k +
Financial/GL/R2R Accountant	55-58k	59-64k	65k +	42-48k	50-54k	54k +
Treasury Accountant	52-54k	54-60k	62k +	40-45k	45-52k	52k +
Treasury Manager	58-64k	65-72k	73k +	50-55k	55-60k	65k +
Revenue Accountant	52-55k	55-60k	62k +	42-45k	45-49k	50k +
Revenue Manager	65-70k	70-75k	76k +	55-60k	60-65k	65k +
Regulatory Accountant	55-58k	58-65k	65k +	44-48k	48-52k	52k +
Regulatory Manager	65-70k	70-80k	80k +	55-60k	60-65k	70k +
Statutory Accountant	55-58k	58-63k	63k +	45-48k	48-52k	55k +
Cost Accountant	55-58k	58-63k	63k +	42-45k	45-49k	49k +

Accountancy & Finance

INDUSTRY	DUBLIN			REST OF IRELAND		
	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Management Accountant	55-58k	58-62k	62k +	44-46k	46-48k	48k +
Fixed Assets Accountant	52-55k	55-60k	60k +	40-43k	43-46k	47k +
Systems Accountant	55-58k	58-65k	65k +	46-52k	52-55k	56k +
Process Improvement Senior (LEAN, SOX, SIX Sigma, etc.)	65-70k	70-75k	75k +	55-60k	60-65k	65k +
Process Improvement Manager (LEAN, SOX, SIX Sigma, etc.)	80-90k	90-100k	100k +	70-75k	75-80k	80k +
Financial Analyst	55-60k	60-67k	67k +	45-49k	49-54k	54k +
FP&A Manager	68-75k	75-83k	85k +	56-60k	60-65k	65k +
VAT Accountant	55-60k	60-63k	64k +	45-50k	50-53k	53k +
VAT Manager	65-68k	68-78k	78k +	60-65k	65-70k	70k +
Tax Accountant	55-60k	60-63k	64k +	45-50k	50-53k	53k +
Tax Manager	65-68k	68-78k	78k +	60-65k	65-70k	70k +
Internal Auditor	55-59k	60-65k	68k +	43-45k	45-50k	55k +
Internal Audit Manager	72-82k	82-92k	93k +	67-70k	70-75k	75k +
Head of Audit & Compliance	85-90k	90-100k	100k +	72-75k	75-80k	80-85k +
Finance Manager	65-72k	72-77k	78k +	58-62k	62-65k	66k +
Financial Controller/Head of Finance	75-85k	85-95k	100k +	65-70k	70-75k	75k +
CFO/Financial Director	90-105k	105-125k	125k +	75-80k	85-95k	100k +



FINANCIAL SERVICES

DUBLIN

REST OF IRELAND

	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Accounts Receivable	30-36k	35-40k	40k +	29-35k	32-36k	36k +
Accounts Payable	30-36k	35-40k	40k +	28-34k	34-36k	36k +
Transfer Pricing Specialist	55-60k	60-68k	68k +	40-46k	46-56k	56k +
Group Accountant	55-60k	60-68k	68k +	45-55k	55-58k	58k +
Statutory Accountant	55-60k	60-68k	68k +	45-55k	55-58k	58k +
Financial Planning and Analysis	55-60k	60-68k	68k +	45-55k	55-58k	58k +
MI Analyst	52-56k	56-65k	65k +	45-55k	55-58k	58k +
Business Analyst	50-55k	55-60k	60k +	42-49k	49-53k	53k +
Pensions Accountant	45-52k	52-58k	58k +	42-49k	49-53k	53k +
Solvency II Accountant	55-60k	60-65k	65k +	47-53k	53-57k	57k +
Part Qualified Accountant (Reg Reporting, Fin Reporting, Global Markets, Group Finance...)	38-43k	43-46k	46k +	32-36k	36-42k	42k +
SPV Accountant	55-60k	60-68k	68k +	49-54k	54-57k	57k +
Compliance Accountant	55-60k	60-68k	68k +	49-54k	54-57k	57k +
Treasury Accountant	55-60k	60-68k	68k +	49-54k	54-57k	57k +
Internal Auditor	55-60k	60-70k	70k +	49-54k	54-57k	57k +
Regulatory Reporting Accountant (Qualified)	55-60k	60-68k	68k +	49-54k	54-57k	57k +
Financial Reporting Accountant (Qualified)	55-60k	60-68k	68k +	49-54k	54-57k	57k +
Finance Analyst (Qualified)	55-60k	60-68k	68k +	49-54k	54-57k	57k +
Management Accountant (Qualified)	53-62k	62-68k	68k +	49-54k	54-57k	57k +
Financial Accountant (Qualified)	53-62k	62-68k	68k +	49-54k	54-57k	57k +

Accountancy & Finance

FINANCIAL SERVICES	DUBLIN			REST OF IRELAND		
	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Compliance Manager	63-72k	75-87k	87k +	58-64k	64-68k	68k +
Treasury Manager	63-72k	75-87k	87k +	58-64k	64-68k	68k +
Internal Audit Manager	62-66k	66-76k	76k +	58-64k	64-68k	68k +
Finance Manager	62-66k	66-76k	76k +	58-64k	64-70k	70k +
Financial Reporting Manager	62-66k	66-76k	76k +	58-64k	64-70k	70k +
Head of Financial Reporting	77-87k	87-100k	100k +	70-80k	80-84k	84k +
Financial Controller	77-87k	87-100k	100k +	68-72k	72-76k	76k +
Finance Director	90-105k	105-130k	130k +	85-95k	95-110k	110k +

All salaries taken as annual in euros, based on working in Ireland. Bonus/car allowance not included. Figures are based on current market rates. Salaries are subject to variances based on the individual, the company size and other external factors. Parameters indicate the highest and lowest salary level for each position.

Accountancy & Finance

TEMP & CONTRACT RATES

PER HOUR

PER DAY

	PER HOUR			PER DAY		
	Low	High	Average	Low	High	Average
Billing Administrator	14	18	16	112	144	128
Accounts Assistant	15	20	18	120	160	144
Accounts Receivable Specialist	15	20	18	120	160	144
Accounts Payable Manager	20	32	28	160	256	224
Payroll Specialist	15	30	23	120	240	184
Payroll Manager	26	40	35	208	320	280
Financial Planning and Analysis Manager	31	44	41	248	352	328
Tax Analyst	31	36	33	248	288	264
Tax Manager	36	49	41	288	392	328
Financial Accountant	25	36	33	200	288	264
Revenue Accountant	27	34	30	216	272	240
Systems Accountant	31	41	36	248	328	288
Project Accountant	29	42	36	232	336	288
Finance Business Partner	29	41	36	232	328	288
Finance Manager	36	51	40	288	408	320
FP&A Manager	36	49	42	288	392	336
Head of FP&A	50	90	60	400	720	480
Group Financial Controller	41	58	51	328	464	408
Financial Director	51	92	62	408	736	496

Construction &
Property Services

Construction & Property Services

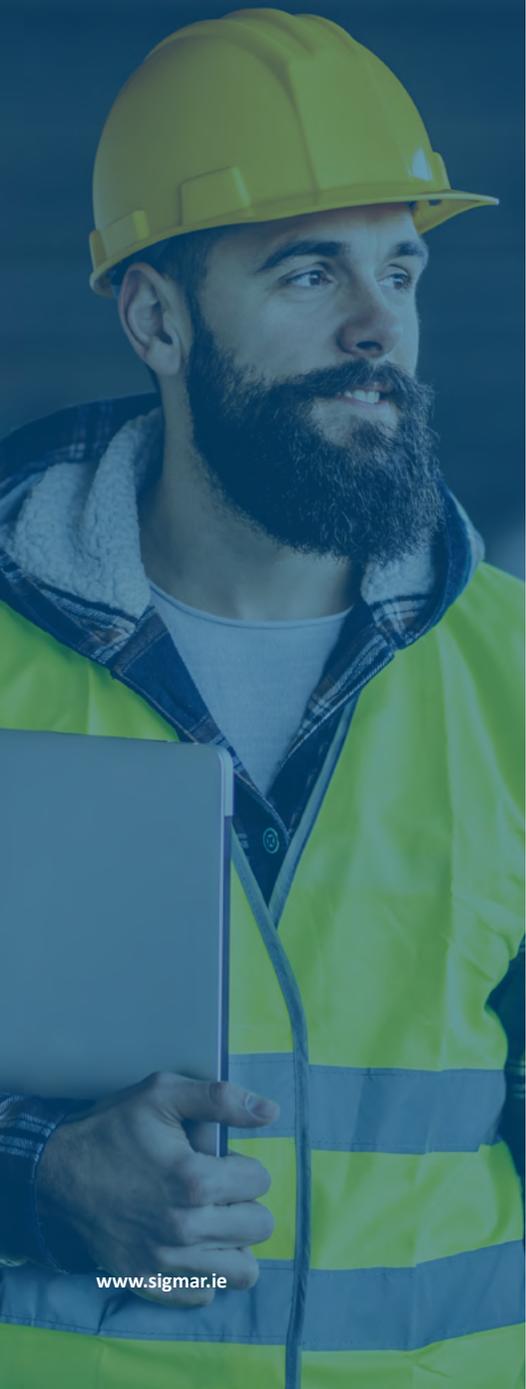


CONSTRUCTION DESIGN SERVICES

	DUBLIN			REST OF IRELAND		
	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Architectural Technician	32k +	36-42k	45-50k	28k +	32-38k	40-45k
Architect	30-38k	45-50k	55-60k	30-35k	40-45k	50-55k
Civil Design Engineer	32-38k	40-50k	50-60k	32k +	40-45k	50-55k
Structural Design Engineer	32-36k	40-50k	55k +	32k +	40-45k	50k +
Mechanical Building Services Design Engineer	32-38k	42-50k	50-60k	32-36k	40-45k	50-55k
Electrical Building Services Design Engineer	32-36k	40-50k	55k +	32k +	40-45k	50k +
CAD / BIM Technician	30-36k	38-45k	45-55k	30-32k	40k +	45-50k
CAD Coordinator	38k +	45-55k	55k +	35k +	40-45k	50k +
Resident Engineer	45-50k	55-60k	60-70k	45-50k	55-60k	60-65k

PROPERTY SERVICES

	DUBLIN			REST OF IRELAND		
	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Property Manager	40k +	45-50k	55-65k	35k +	45k +	50-60k
Facilities Engineer	40k +	45-55k	55k +	35k	45-50k	50k +
Facilities Manager (Hard & Soft Services)	50-55k	55-60k	65-70k	45k +	50k +	60k +



GENERAL CONTRACTOR

	DUBLIN			REST OF IRELAND		
	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Site Engineer	32-38k	42-50k	55-65k	32k +	40-45k	50-55k
Site Manager	50k +	55-60k	65-70k	45k +	50k +	55k +
Finishing Foreman	50k +	55k +	60k +	45k +	48k +	52k +
Estimators	35-40k	45-55k	65-75k	35k +	45-50k	60k +
Quantity Surveyors	36-42k	45-60k	65-75k	35k +	40-50k	60k +
Health & Safety Officer	32-36k	40-50k	50-60k	28-32k	38-45k	50-55k
Health & Safety Manager	-	55-60k	65-70k	-	50-55k	60-65k
Project Manager	65k +	70-80k	80-90k	60k +	65-70k	75-80k
Contracts Manager	90k +	95-100k	100-110k	80k +	85-90k	95-100k

BUILDING SERVICES CONTRACTING

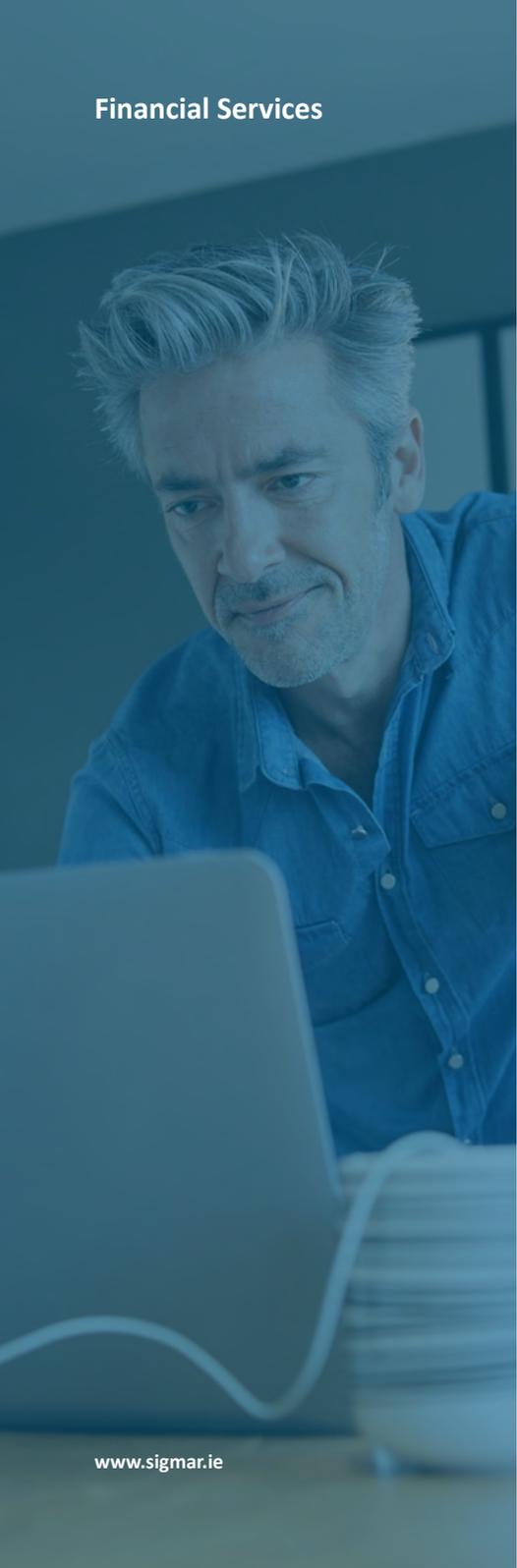
	DUBLIN			REST OF IRELAND		
	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
M&E CAD/BIM Technician	28-32k	40-45k	45-55k	28-30k	35-40k	40-45k
Building Services Site Engineer	30-38k	45-55k	55-65k	30-35k	40-45k	50-55k
Electrical Site Manager	50k +	55-60k	60-65k	45-50k	50-60k	60-65k
Mechanical Site Manager	50k +	55-60k	60-70k	45-50k	50-60k	60-65k
Mechanical/Electrical Project Manager	65-70k	70-80k	80-90k	60-65k	65-70k	70-75k
Mechanical/Electrical Contracts Manager	80k +	85-90k	95-100k	70-75k	75-80k	80-85k

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Financial
Services

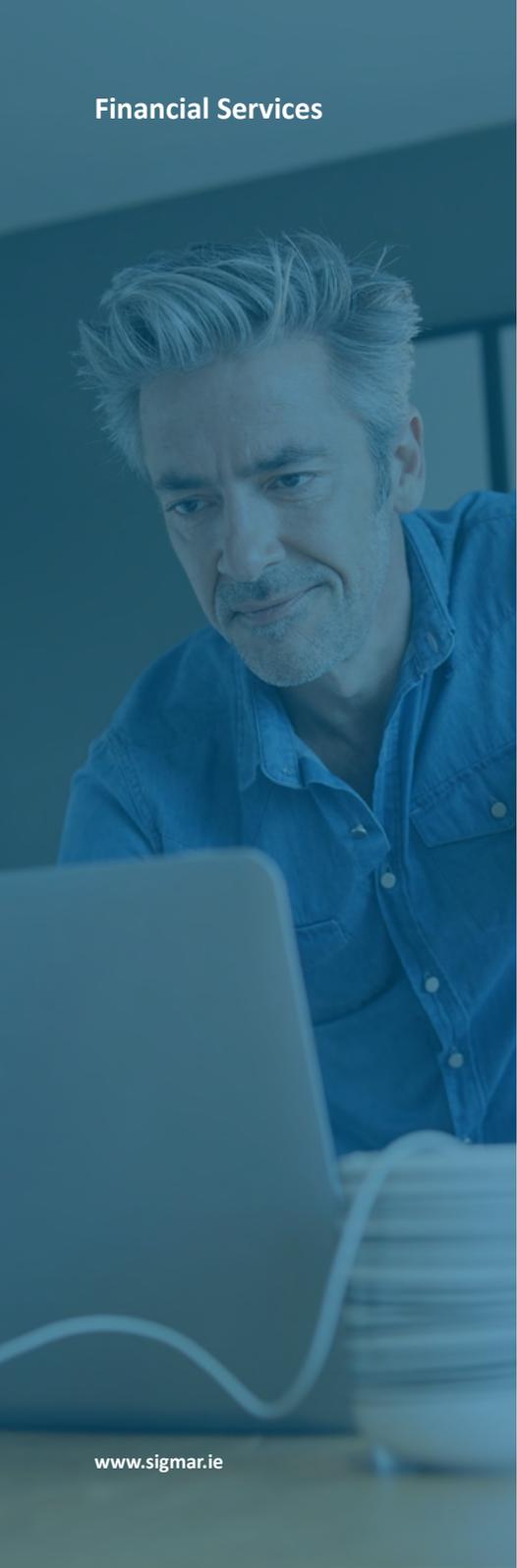
FUND ADMINISTRATION	Annual Salary (€)
Graduate	26-31k
Fund Accountant	28-35k
Senior Fund Accountant	35-42k
Fund Accounting Team Leader	45-55k
Fund Accounting Assistant Manager	50-65k
Fund Accounting Manager	65-85k
Senior Fund Accounting Manager	70-90k
VP Fund Accounting	85-120k
Director Fund Accounting	100-150k
Director of Operations	180-230k
MD Funds	170-250k
Head of, Board Level	200-350k

TRANSFER AGENCY	Annual Salary (€)
Graduate	26-31k
Transfer Agency Administrator	28-33k
Senior Transfer Agency Administrator	32-42k
Transfer Agency Supervisor	45-50k
Transfer Agency Assistant Manager	45-50k
Transfer Agency Manager	55-80k
Transfer Agency Senior Manager	80-95k
Head of Transfer Agency	90-150k
MD Transfer Agency	140-180k



FINANCIAL REPORTING	Annual Salary (€)
Graduate	26-31k
Financial Reporting Administrator	28-33k
Financial Reporting Senior Administrator	35-44k
Financial Reporting Supervisor	40-50k
Financial Reporting Assistant Manager	45-60k
Financial Reporting Manager	60-80k
Financial Reporting Senior Manager	80-95k
Head of Financial Reporting	90-140k
MD Financial Reporting	120-170k

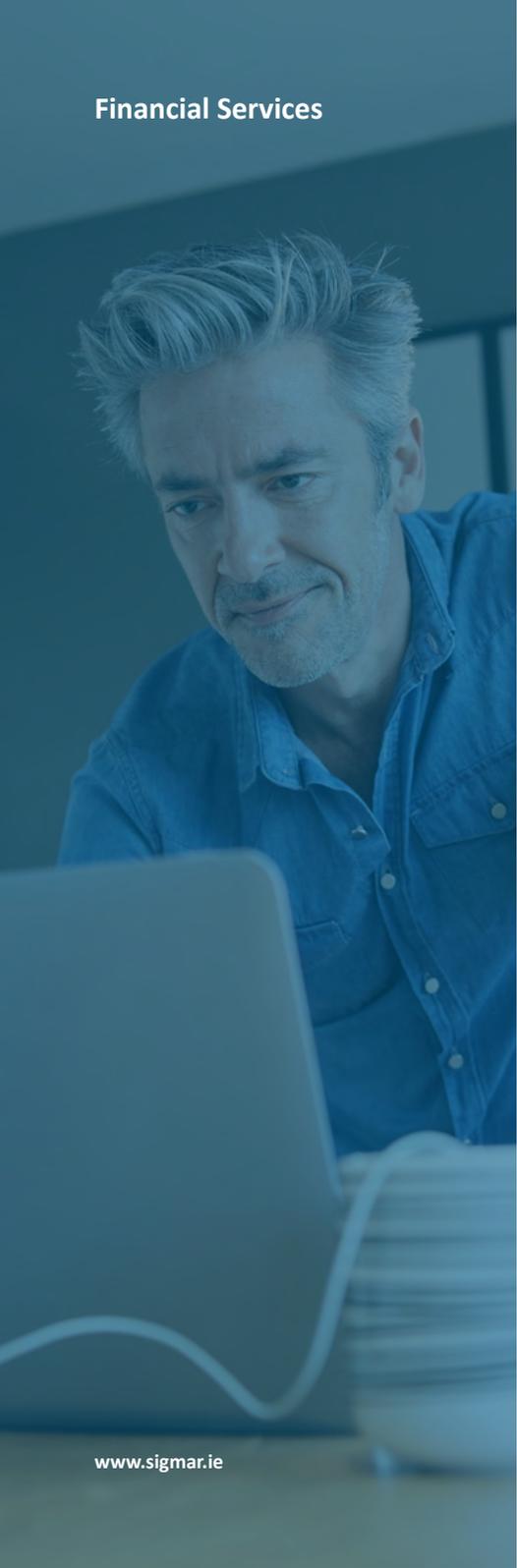
TRUSTEE/DEPOSITARY	Annual Salary (€)
Graduate	26-31k
Trustee/Depositary Administrator	30-40k
Trustee/Depositary Senior Administrator	35-45k
Trustee/Depositary Supervisor	40-55k
Trustee/Depositary Assistant Manager	48-65k
Trustee/Depositary Manager	65-90k
Trustee/Depositary Senior Manager	75-95k
Head of Trustee	90-180k
MD Trustee/Depositary	150-220k



FRONT OFFICE	Annual Salary (€)
Investment Analyst	35-75k
Investment Manager	75-110k

MIDDLE OFFICE	Annual Salary (€)
Graduate	26-31k
Middle Office Administrator	30-40k
Middle Office Senior Administrator	35-45k
Middle Office Supervisor	40-55k
Middle Office Manager	55-70k
Senior Manager Middle Office	70-90k
Head of Middle Office	100-160k
MD Middle Office	150-220k

CUSTODY	Annual Salary (€)
Graduate	25-31k
Custody Administrator	28-33k
Custody Senior Administrator	30-38k
Custody Supervisor	38-50k
Custody Manager	65-75k
Senior Manager Custody	75-100k
Head of Custody	90-140k

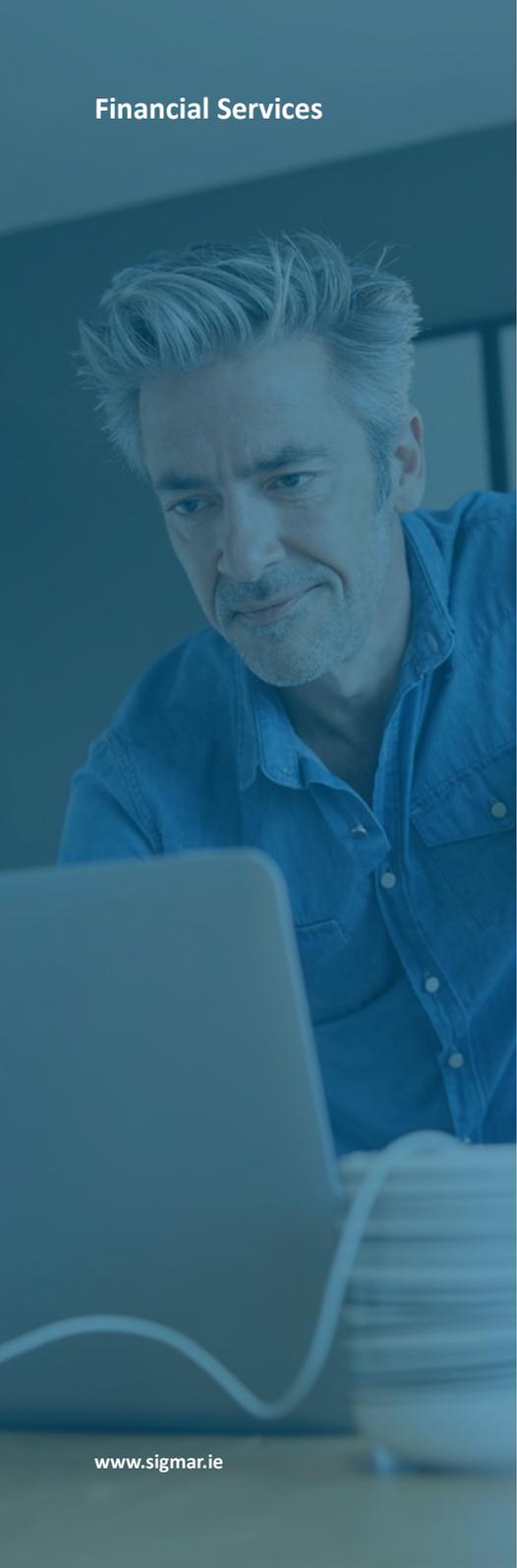


COMPLIANCE

	Annual Salary (€)
Graduate	26-32k
AML/KYC Analyst	36-50k
Compliance Administrator	30-40k
Compliance Senior Administrator	38-50k
Compliance Supervisor	45-60k
Compliance Manager	65-80k
Senior Compliance Manager	75-110k
Head of Compliance	110-160k
CCO	140-240k

OPERATIONS

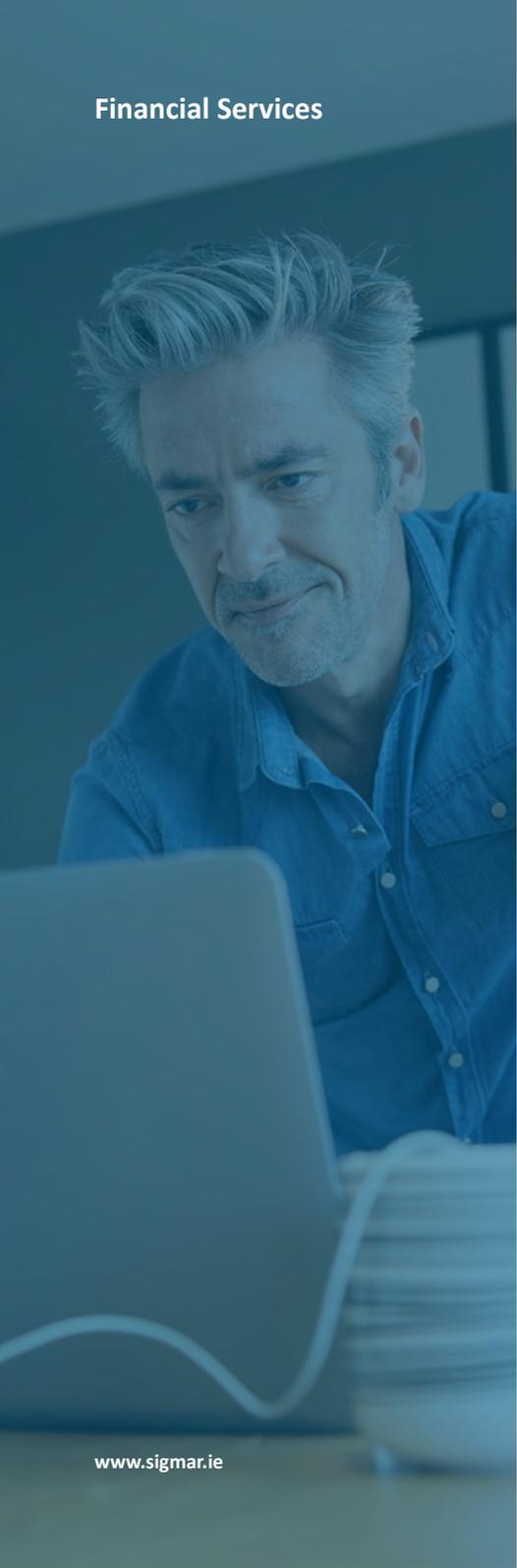
	Annual Salary (€)
Operations Analyst	28-45k
Operations Supervisor	45-55k
Operations Manager	60-75k
Senior Operations Manager	75-90k
Head of Operations	90-110k



RISK	Annual Salary (€)
Junior Risk Analyst	30-40k
Senior Risk Analyst	55-75k
Risk Manager	75-90k
Senior Risk Manager	90-130k
Operational Risk Analyst	35-45k
Operational Risk Specialist	50-70k
Operational Risk Manager	70-90k
Senior Operational Risk Manager	90-110k
Market Risk Analyst	40-65k
Market Risk Specialist	50-70k
Market Risk Manager	70-90k
Senior Market Risk Manager	90-120k
Risk Modeller Specialist	70-90k
Quantitative Risk Analyst	35-60k
Quantitative Risk Specialist	50-75k
Quantitative Risk Manager	70-100k
Senior Quantitative Risk Manager	90-130k
Enterprise Wide Risk Analyst	35-45k
Enterprise Wide Risk Specialist	50-65k
Enterprise Wide Risk Manager	65-90k
Senior Enterprise Wide Risk Manager	90-120k
Fraud Risk Analyst	30-40k
Fraud Risk Specialist	45-55k
Fraud Risk Manager	60-70k
Senior Fraud Risk Manager	70-100k
Head of Risk	120-200k
CRO	140-240k



TREASURY & PAYMENTS	Annual Salary (€)
Treasury Settlements Admin	28-45k
Treasury Trader	45-90k
Treasury Senior Trader	90-145k
Treasury Sales Manager	50-65k
Payments Analyst	28-35k
Treasury Analyst	30-40k
Senior Payments Administrator	35-55k
Senior Treasury Administrator	35-50k
Payments Team Leader	45-55k
Treasury Team Leader	45-55k
Payments Manager	60-80k
Treasury Manager	60-110k
Head of Payments	90-110k
Head of Treasury	90-120k



LENDING/RESTRUCTURING

	Annual Salary (€)
Loans Administrator	30-50k
Financial Services Administrator	28-35k
Underwriter	30-50k
Credit Analyst	30-40k
Senior Credit Analyst	40-50k
Portfolio Manager	50-95k
Resolution/Restructuring Customer Services	35-45k
Resolutions/Restructuring Executive	35-45k
Resolutions/Restructuring Team Leader	50-60k
Resolutions/Restructuring Manager	60-75k
Mortgage Customer Services	28-35k
Mortgage Underwriter	35-50k
Mortgage Consultant	35-50k
Mortgage Manager	50-70k
Litigation Executive	35-45k
Litigation Team Leader	50-60k
Litigation Manager	70-80k

PROJECT MANAGEMENT

	Annual Salary (€)
Business Analyst	40-70k
Senior Business Analyst	65-85k
Project Manager	70-90k
Programme Manager	80-100k
Senior Programme Manager	90-130k

Financial Services

RELATIONSHIP MANAGEMENT

	Annual Salary (€)
Relationship Manager	55-80k
Senior Relationship Manager	85-110k
Head of Relationship Management	110-140k
Investor Services Analyst	28-32k
Investor Services Senior Analyst	35-42k
Investor Services Team Leader	40-55k
Investor Services Assistant Manager	50-65k
Investor Services Manager	65-80k

RETAIL BANKING

	Annual Salary (€)
Customer Service Administrator	25-35k
Financial Advisor	30-50k
Team Leader	35-45k
Business Manager	40-60k
Assistant Branch Manager	45-55k
Branch Manager	50-70k
Area Manager	70-90k
Head of Business Function	90-130k

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Human
Resources

Human Resources

GENERALIST ROLES

	DUBLIN			REST OF IRELAND		
	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
HR Graduate (0 years)	25-28k	-	-	23-26k	-	-
HR Administrator/Co-ordinator	28-35k	36-38k	45k	25-28k	28-35k	35k +
HR Generalist/Officer/Advisor/Executive	34-40k	40-45k	50k	30-38k	38-45k	45k +
HR Business Partner	50-60k	60-70k	75k +	40-50k	50-65k	65k +
HR Manager (Company with <100 headcount)	60-70k	70-80k	80k +	37-50k	50-70k	75k +
HR Manager (Company with 101-500 headcount)	65-75k	75-85k	90k +	50-60k	65-80k	80k +
HR Manager (Company with 500 + headcount)	70-80k	90-100k	110k +	60-70k	75-85k	90k +
HR Director/Lead/Head	100-110k	110-120k	130k +	80-95k	95-110k	120k +

SPECIALIST ROLES

	DUBLIN			REST OF IRELAND		
	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Comp & Bens Analyst	40-45k	50-55k	55k +	30-40k	45-50k	55k +
Comp & Bens Manager	70-75k	80-85k	90k +	60-70k	75-85k	85k +
Employee Relations Specialist	40-45k	50-55k	55k +	35-40k	45-50k	55k +
Employee Relation Manager	70-75k	80-85k	90k +	55-60k	60-70k	75k +
Industrial Relations Specialist	40-45k	50-55k	55k +	35-40k	45-50k	55k +
Industrial Relations Manager	70-75k	80-85k	90k +	60-70k	75-85k	85k +
HR Project Manager	50-55k	60-65k	70k +	45-50k	55-65k	70k +
HRIS Analyst	40-50k	55-65k	65k +	35-40k	45-50k	65k +
Learning & Development/Training Co-ordinator	32-35k	38-45k	45k +	30-32k	35-40k	40k +
Learning & Development Specialist	40-45k	50-55k	55k +	32-35k	38-45k	45k +
Learning & Development/Training Manager	55-65k	70-75k	80k +	50-55k	60-65k	70k +

SPECIALIST ROLES

	DUBLIN			REST OF IRELAND		
	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Organisational Development Specialist	45-55k	55-70k	75k +	40-45k	50-60k	65k +
Organisational Development Manager	70-80k	85-95k	100k +	70-80k	85-95k	100k +
Talent Acquisition/Recruitment Co-ordinator	35-40k	40-50k	50k +	25-28k	30-35k	40k +
Tech Recruiter	40-45k	50-70k	70k +	38-42k	45-50k	55k +
Talent Acquisition/Recruitment Specialist	35-40k	45-50k	60k +	28-32k	35-40k	45k +
Talent Acquisition/Recruitment Manager	55-70k	80-90k	100k +	45-55k	60-70k	75k +
Resource Planning Specialist	40-50k	55-60k	65k +	40-45k	50-55k	60k +
Talent Management Consultant	50-55k	60-70k	90k +	50-55k	60-70k	90k +

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Insurance



GENERAL INSURANCE

	Annual Salary (€)
Customer Service	25-35k
Claims Handler (1-5 years)	25-35k
Claims Handler (5 + years)	40-55k
Claims Team Lead	50-65k
Claims Manager	65-90k
Head of Claims	85-140k
Underwriter (1-5 years)	28-50k
Underwriter (5-10 years)	55-85k
Underwriting Manager	75-100k
Head of Underwriting	90-140k
Product Executive	35-55k
Product Manager	55-100k
Broker Development/Relationship Manager (1-5 years)	45-65k
Broker Development/Relationship Manager (5-10 years)	60-90k

GENERAL INSURANCE BROKER

	Annual Salary (€)
Personal Lines Broker (1-3 years)	24-28k
Personal Lines Broker (3-5 years)	28-35k
Broker Administrator	25-40k
Personal Lines Team Leader	40-60k
Manager	50-70k
Commercial Account Handler (1-5 years)	30-50k
Commercial Account Handler (5-10 years)	50-70k
Commercial Account Executive (1-5 years)	35-50k (base)
Commercial Account Executive (5-10 years)	50-70k (base)
Commercial Account Executive (10+ years)	70-100k (base)



LIFE & PENSIONS	Annual Salary (€)
Claims Officer	25-40k
Claims Team Leader	40-50k
Claims Manager	65-90k
Sales Agent	25-40k
Life/Pensions Admin (1-3 years)	28-37k
Life/Pensions Admin (3+ years)	40-55k
Pensions Manager	55-75k
Pensions Consultant	50-65k
Relationship Manager	70-120k
Senior Underwriter (5-10 years)	50-80k
Head of Underwriting	80-120k
Investment Analyst	40-60k

LIFE & PENSIONS BROKER	Annual Salary (€)
Customer Service/Contact Centre	25-30k
Client Services Executive	30-45k
Team Leader	40-60k
Operations Manager	50-70k
Financial Advisor (1-3 years)	30-40k (base)
Financial Advisor (3-5 years)	35-45k (base)
Financial Advisor (5+ years)	50-70k (base)

CAPTIVE/REINSURANCE	Annual Salary (€)
Captive Account Executive	35-55k
Captive Account Manager	60-90k
Captive Underwriter	35-55k
Reinsurance Claims Agent	35-65k
Reinsurance Claims Manager	75-125k
Reinsurance Account Manager	60-100k
Reinsurance Underwriter	65-125k

ACTUARIAL	Annual Salary (€)
Graduate/Trainee Actuary	35-45k
Part Qualified Actuary	45-65k
Newly Qualified Actuary	65-90k
Senior Actuary (3+ years PQE)	90-140k
Head of/Chief Actuary	160-280k

RISK & COMPLIANCE

	Annual Salary (€)
Risk Analyst (1-4 years)	32-50k
Risk Officer (5-8 years)	50-80k
Risk Manager	80-100k
Compliance Admin	28-35k
Compliance Analyst	35-50k
Compliance Officer	50-70k
Senior Compliance Officer	70-100k
Head of Compliance/Head of Risk	100-150k
Chief Risk Officer/Chief Compliance Officer	120-200k

PROJECT & PRODUCT MANAGEMENT, OPERATIONS, GOVERNANCE, OUTSOURCING

	Annual Salary (€)
Operations Admin (1-3 years)	27-35k
Senior Operations Admin	35-45k
Operations Team Lead	40-55k
Insurance Analyst (1-3 years)	30-40k
Insurance Analyst (3-7 years)	40-55k
Governance/Regulatory Analyst	30-40k
Governance/Regulatory Specialist	40-60k
Vendor/Outsourcing Analyst	35-45k
Vendor Manager	50-70k
Product Development Specialist	40-55k
Senior Product Development Specialist	55-75k
Project/Change Manager	50-80k

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IT
(Permanent)

IT
(Permanent)



INFRASTRUCTURE

DUBLIN

REST OF IRELAND

	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Helpdesk	25-30k	30-35k	35k +	22-25k	30-35k	35k +
Desktop	28-30k	30-35k	40-45k	25-28k	30-35k	40-45k
Systems Administrator (Windows)	35-40k	40-55k	55k +	33-36k	40-45k	42-50k
Systems Administrator (UNIX/Linux)	40-45k	45-60k	65-80k	33-36k	40-45k	50k +
Network Engineer	30-35k	50-60k	65-80k	25-30k	35-45k	50k +
DevOps/SRE	45-50k	60-70k	75-90k	40-45k	45-55k	60k +
SAN Storage Engineer	50-55k	55-65k	70k +	45-50k	55-60k	60k +
Field Service Engineer	28-32k	35-40k	45-50k +	25-30k	35-40k	45-50k +
Infrastructure Architect	75-80k	80-90k	90k +	65-75k	75-80k	80k +
IT Manager	65-75k	75-85k	90k +	60-70k	70-75k	80k +

APPLICATION SUPPORT

DUBLIN

REST OF IRELAND

	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Open Source Support	25-30k	30-45k	45-60k	25-30k	30-40k	40-55k
Microsoft Support	30-35k	35-45k	45-65k	25-30k	30-40k	40-55k
.Net App Support	30-35k	35-45k	45-65k	25-30k	30-40k	40-55k
Java App Support	30-35k	35-50k	50-65k	25-30k	30-45k	45-60k
Business Analyst	35-45k	45-70k	70-80k	30-35k	35-45k	45-60k

IT
(Permanent)



IT AUDIT

DUBLIN

REST OF IRELAND

	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Junior IT Auditor	30-36k	40-55k	55k +	28-32k	32-50k	50k +
Senior IT Auditor	55-60k	60-65k	70k +	45-50k	50-55k	70k +
Senior IT Risk Analyst	55-60k	60-70k	70k +	45-50k	60-70k	70k +
IT Audit Manager	65-70k	70-75k	75-85k	60-65k	65-70k	70-75k
IT Audit Senior Manager	80-85k	85-90k	90-95k	75-80k	80-85k	85-90k
IT Audit Director	95-100k	100-110k	110-120k	90-100k	100-110k	110-120k

IT SECURITY

DUBLIN

REST OF IRELAND

	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
IT Security Analyst	35-40k	50-60k	60k +	28-32k	32-50k	50k +
IT Security Engineer	35-40k	50-60k	60k +	30-36k	40-55k	55k +
Pen-Tester	40-45k	45-60k	65k +	32-36k	36-55k	60k +
IT Security Manager	65-75k	80-100k	110-120k	60-70k	70-80k	90-100k
Head of Information Security	80-90k	90-100k	100-120k	75-85k	80-100k	110-120k
Incident Manager	40-50k	50-60k	60k +	40-50k	50-60k	60k +

IT
(Permanent)



QA	DUBLIN			REST OF IRELAND		
	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Manual	30-35k	35-45k	45-70k	30-35k	35-45k	45-55k
Manual (Lead)	50-55k	55-65k	65-70k	40-45k	45-55k	55k
Manual (Manager)	60-65k	65-80k	85-95k	55-60k	60-70k	75-85k
Automated	35-45k	50-70k	70-90k	30-35k	35-45k	45-60k
Automated (Lead)	65-70k	70-75k	85-95k	50-55k	55-65k	75-85k
Automated (Manager)	65-75k	75-85k	85-95k	55-65k	65-75k	75-85k
SDET	35-45k	50-70k	70-90k	30-40k	40-60k	65-75k
Performance Testing	40-45k	55-70k	70-90k	30-40k	40-60k	65-75k

PROJECT MANAGERS	DUBLIN			REST OF IRELAND		
	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Business Analyst	35-50k	60-80k	90-110k	35-50k	50-70k	70-90k
Product Owner	55-65k	65-75k	75-90k	45-50k	50-55k	65-75k
Scrum Master	45-60k	60-80k	80k +	45-60k	60-80k	80k +
Infrastructure	45-55k	55-75k	75-90k	40-50k	55-75k	75-90k
Software	45-60k	60-80k	90-110k	40-50k	60-80k	80-100k
Product Manager	70-80k	80-90k	90-110k	65-70k	70-75k	75-90k
Program Manager	70-90k	90-100k	100-120k	80-90k	90-100k	100k +

IT
(Permanent)



SOFTWARE DEVELOPERS

DUBLIN

REST OF IRELAND

	DUBLIN			REST OF IRELAND		
	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Software Test	30-40k	35-45k	45-55k +	25-35k	35-45k	45-55k +
PHP	35-45k	40-65k	65-80k	25-35k	30-45k	45-65k
Front End Developer	35-45k	45-75k	70-90k	30-40k	45-60k	55-75k +
Ruby	35-45k	45-75k	60-85k +	30-40k	40-60k	60-70k +
Python	40-50k	50-75k	75-110k	30-35k	35-60k	65-80k +
Full Stack Developer	35-45k	45-80k	75-100k	35-45k	35-50k	50-70k +
Scala	30-50k	45-80k	80-110k +	30-35k	35-70k	70-90k +
Big Data Developer	60-70k	75-90k	90-110k +	55-65k	65-85k	85-110k +
Embedded Developer	30-40k	50-65k +	70-85k +	30-40k	40-50k	50-65k +
Lead Embedded Developer	50-60k	70-85k +	90-110k +	50-60k	60-70k	70-85k +
Java Developer	40-50k	50-85k	85-110k	30-40k	45-60k	60-90k +
Java Team Lead	80-95k	90-105k	100-110k +	70-80k	80-90k	90k +
.NET Developer	35-45k	45-70k	70-85k +	30-40k	40-60k	60-75k +
.Net Team Lead	80-90k	90-100k	100-110k +	70-80k	80-90k	90k +
Technical Architect	85-95k	90-110k	105-115k +	70-80k	80-90k	90-110k +
Solution Architect	85-95k	95-115k	110-120k +	75-85k	80-95k	90-110k +
Payments Engineer	45-60k	60-90k	90-120k	45-55k	55-80k	90-110k

IT
(Permanent)



MOBILE DEVELOPERS

DUBLIN

REST OF IRELAND

	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
iOS Developer	40-45k	60-85k	80-100k +	30-40k	35-55k	60-75k +
Android Developer	40-45k	60-85k	80-100k +	30-40k	45-55k	60-75k +
Mobile Team Lead	75-80k +	80-110k +	80-110k +	70k +	70k +	70k +
Mobile Architect	75-80k +	80-110k +	80-110k +	70k +	70k +	80-100k +

DATABASE ADMINISTRATORS

DUBLIN

REST OF IRELAND

	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
SQL DBA	30-45k	45-65k	70k +	30-40k	45-60k	60-75k +
SQL Developer	35-45k	50-60k	60-80k +	30-40k	45-60k	60-75k +
Oracle DBA	30-45k	45-60k	70k +	30-40k	45-60k	60-75k +
Oracle Developer	35-45k	50-60k	60-80k +	30-40k	45-60k	60-75k +

DESIGN

DUBLIN

REST OF IRELAND

	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Graphic Designer	25-35k	35-45k	45-60k	25-30k	30-40k	40-50k
UI Designer	35-45k	45-65k	65k +	35-40k	40-50k	50k +
UX Designer	35-45k	45-65k	65-75k +	30-40k	40-60k	60k +
UX Researcher	35-45k	45-65k	65-75k +	30-40k	40-60k	60k +
UX Lead	80-90k	90-100k	100-110k +	70-80k	40-60k	60k +
Product Owner	55-65k	65-75k	75-85k	45-50k	50-55k	55-60k
Product Manager	70-80k	80-85k	85-100k	65-70k	70-75k	75-80k

IT
(Permanent)



DATA	DUBLIN			REST OF IRELAND		
	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
BI Analyst	35-45k	45-60k	60-80k	28-38k	38-55k	55-70k +
BI Developer	35-45k	45-65k	65-80k	30-40k	40-55k	55-70k +
Data Support Engineer	35-45k	55-65k	70k+	30-40k	50-60k	65-70k
Data Analyst	35-45k	55-65k	70-90k	28-35k	35-50k	50-60k
Data Scientist	35-45k	60-80k	80-100k	40-55k	55-75k	75-90k +
Data Architect	70-80k	80-90k	100k +	-	-	65-90k +
Big Data Engineer	50-65k	65-80k	80-100k	50-65k	65-80k	80-100k
Data Analytics Manager	-	-	80-120k	-	-	80-120k
Head of Data Analytics	-	-	90-140k	-	-	90-130k

SENIOR APPOINTMENTS	DUBLIN			REST OF IRELAND		
	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Enterprise Architect	90-100k	110-120k	120k +	85-95k	100-110k	110k +
Software Development Manager	100-110k	110-120k	120k +	90-95k	100-110k	110k +
IT Director	110-130k	120-150k	150k +	100-110k	110-130k	130k +
Development Director	120-130k	135-150k	150k +	100-110k	110-130k	130k +
Head of Engineering	120-130k	135-150k	150k +	100-110k	110-130k	130k +
Chief Technology Officer	110-130k	130-150k	150k +	100-110k	110-130k	130k +

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IT
(Contracts)

**IT
(Contract)**

INFRASTRUCTURE

DUBLIN DAILY RATE

REST OF IRELAND DAILY RATE

	DUBLIN DAILY RATE			REST OF IRELAND DAILY RATE		
	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Technical Support (without a language)	120-150	150-200	200-250	120-150	150-200	200-250
Desktop Support	130-175	200-250	250-300	125-140	200-250	250-300
Field Engineer	175-200	250-300	300-400	175-200	250-300	300-400
Systems Administrator (Windows)	175-225	250-300	350-450	175-225	225-300	300-400
Systems Administrator (UNIX/Linux)	200-300	300-400	400-500	175-200	225-350	350-425
Network Engineer	200-250	250-300	350-450	150-200	250-300	300-400
IT Manager	250-300	300-400	400-550	250-325	325-400	400-500
DevOps	300-350	350-450	450-600	300-350	350-450	450-600
Service Delivery Manager	300-325	350-400	400-500	300-325	325-400	400-500

APPLICATION SUPPORT

DUBLIN DAILY RATE

REST OF IRELAND DAILY RATE

	DUBLIN DAILY RATE			REST OF IRELAND DAILY RATE		
	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Application Support	200-250	250-300	300-400	180-200	250-300	300-350
Open Source Support	225-250	250-325	325-400	200-225	225-275	275-325
Java App Support	250-300	300-400	400-500	225-250	250-300	350-400
Microsoft Support	250-300	300-400	400-500	225-250	250-300	350-400

IT (Contract)

IT SECURITY

	DUBLIN DAILY RATE			REST OF IRELAND DAILY RATE		
	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
IT Security Engineer	200-250	300-400	450-550	150-200	300-400	400-500
IT Security Analyst	200-250	300-400	450-550	150-200	300-400	400-500
Security Consultant	350-400	450-500	550 +	250-300	350-400	450-500
IT Auditor	250-300	300-400	400-500	200-250	250-350	400 +
Pen Tester	300	350-400	400-500	275	325-400	400-500
IT Risk and Compliance	300	300-450	500-600	250-300	300-400	400-500

QA

	DUBLIN DAILY RATE			REST OF IRELAND DAILY RATE		
	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Manual	180-200	250-300	300-400	180-200	230-300	300-400
Manual (Lead)	300-350	350-400	400-450	300-350	350-400	400-450
Manual (Manager)	400-450	425-475	475-525	400-450	425-450	450-500
Automated	250-300	350-400	450-550	250-300	350-400	450-550
Automated (Lead)	350-400	400-450	500-550	350-400	400-450	500-550
Automated (Manager)	400-450	450-500	500-600	350-400	400-450	500-550
SDET	300-350	400-450	450-500	300-350	400-450	450-500
Performance Tester Engineer	300-350	400-450	475-550	300-350	375-425	450-500

IT (Contract)

SOFTWARE DEVELOPERS

DUBLIN DAILY RATE

REST OF IRELAND DAILY RATE

	DUBLIN DAILY RATE			REST OF IRELAND DAILY RATE		
	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
PHP Developer	250-300	350-450	450-500	250-275	350-450	450-500
JavaScript Developer	250-300	350-450	450-550	250-275	350-450	450-550
Ruby Developer	250-300	300-400	400-500	250-300	300-400	400-450
.NET Developer	250-300	350-450	450-550	250-300	300-400	450-500
SharePoint Developer	250-300	300-400	450-550	250-300	300-400	400-500
Frontend Developer	250-300	350-450	450-550	250-275	350-450	450-550
C++ Developer	250-300	300-400	450-550	250-300	300-400	400-450
GO	300-350	350-450	450-550	250-300	300-400	400-450
Python Developer	300-350	350-450	450-600	250-300	300-400	450-550
Fullstack Developer	300-350	350-450	450-600	250-300	300-400	400-480
Java Developer	300-350	350-450	450-600	250-300	300-400	450-550
IOS/Android Developer	300-350	350-450	450-600	300-350	350-450	450-500
Cloud Developer	300-350	350-450	450-650	250-300	300-400	400-550
Big Data Developer	350-400	450-500	500-600	300-350	350-450	450-550
Scala Developer	350-400	450-500	500-650	300-350	350-450	450-550
Technical Architect - Java	450-500	500-550	600 +	450-500	500-550	550 +
Solutions Architect - Java	450-500	500-550	600 +	450-500	500-550	550 +

IT (Contract)

DATA

	DUBLIN DAILY RATE			REST OF IRELAND DAILY RATE		
	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Database Administrator (SQL, Oracle)	300-350	350-450	450-550	275-325	350-400	400-500
Data Analyst	300-350	350-450	450-550	275-325	350-400	450-500
Systems Analyst	250-300	300-400	400-500	225-250	300-350	450-500
BI Consultant	275-300	350-450	450-550	250-300	300-400	400-500
Data Modeller	300-350	350-400	450-550	250-325	325-450	450-550
Data Engineer	300-350	350-450	450-550	300-350	350-450	450-550
Data Warehouse Consultant	350-400	400-550	550 +	300-325	325-400	400-500
Data Scientist	350-400	400-500	500-600	300-350	350-450	450-550
Data Architect	450-500	550-650	650 +	450-500	500-600	600 +

PMO

	DUBLIN DAILY RATE			REST OF IRELAND DAILY RATE		
	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Business Analyst	225-275	350-400	500-600	250-300	350-450	450-550
Business Data Analyst	250-300	350-450	500-600	250-300	350-450	450-550
Systems Analyst	250-300	300-400	400-500	225-250	300-350	400-500
Project Coordinator	225-275	275-375	375-425	225-275	275-350	350-400
Project Manager - Software	400-450	450-500	550 +	300-325	325-390	390-475
Project Manager - Infrastructure	400-450	450-500	550 +	300-325	325-390	390-475
Program Manager	500-550	550-650	700 +	450-500	500-575	600 +
CTO	500-600	600-700	750 +	475-500	500-600	625-650

IT
(Contract)

DESIGN	DUBLIN DAILY RATE			REST OF IRELAND DAILY RATE		
	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Graphic Designer	200-250	250-300	300-350	200-225	225-275	275-300
UI Designer	250-300	350-400	450-550	250-300	350-400	450-550
UX Designer	250-300	350-400	450-550	250-300	350-400	450-550
Product Manager	250-300	350-450	500-600	250-300	350-450	450-550

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Legal &
Compliance

Legal & Compliance

IN-HOUSE	DUBLIN	REST OF IRELAND
Legal Admin	35-45k	25-37.5k
Paralegal	30-45k	25-40k
Senior Paralegal (4 + years)	45-55k	35-45k
Compliance Officer	35-55k	28-30k
Contracts Administrator	35-45k	35-45k
Senior Contracts Administrator	40-50k	25-37.5k
Contracts Specialist	55-85k	45-75k
Company Secretary 1-3 years' PQE	35-60k	35-45k
Company Secretary 3-5 years' PQE	55-90k	40-60k
Company Seceterial Manager	65-110k	52-80k
Associate Director Company Secretarial	85-120k	55-90k
Director of Company Secretarial	90-150k	60-95k
Assistant Data Protection Officer	35-55k	28-30k
Data Protection Officer	55-100k	30-45k
Head of Data Privacy	110k +	-
Junior Counsel (NQ - 3 years PQE)	50-85k	45-75k
Legal Counsel	70-90k	50-80k
Senior Legal Counsel	90-140k	75-125k
Head of Legal (in-house) 3-20 lawyers	100-150k	90-130k
Head of Legal (in-house) EMEA/Regional	140-220k	125-185k
Head of Legal (in-house) Global	200k +	150k +

PRIVATE PRACTICE	DUBLIN (Top Tier Firms)	DUBLIN (Mid Tier Firms) & REST OF IRELAND
Legal Executive	35-50k	28-42k
NQ Solicitor	50-72k	35-52k
1 Years' PQE	55-75k	40-60k
2 Years' PQE	60-80k	45-65k
3 Years' PQE	65-90k	50-70k
4 Years' PQE	80-100k	50-75k
5 Years' PQE	90-115k	75-100k
6-8 Years' PQE	100k +	85k +
Salaried Partner	125k +	100k +
Equity Partner	150-250k +	-
Company Secretary Trainee	30-40k	25-30k
Company Secretary (Junior)	40-60k	35-45k
Company Secretary	45-80k	45-70k
Company Secretary 5 years' + PQE	75-140k	70-120k
Company Seceterial Manager	110k +	100k +

LEGAL SUPPORT	DUBLIN	REST OF IRELAND
Legal Admin	35-45k	25-37.5k
Legal Secretary (0-3 years' exp)	28-40k	25-35k
Legal Secretary (3-5 years' exp)	30-45k	28-40k
Legal Secretary (5 + years' exp)	35-50k	32-45k
Legal Executive/Paralegal (0-3 years' exp)	30-45k	30-40k
Legal Executive/Paralegal (3-5 years' exp)	35-50k	32-45k
Legal Executive/Paralegal (5 + years' exp)	40-55k	35-50k

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Life Sciences

LABORATORY

DUBLIN

REST OF IRELAND

	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Microbiologist	32-35k	35-45k	45-60k	30-35k	35-40k	45-55k
Qualified Person	75-85k	85-100k	100-120k	70-80k	80-100k	100-120k
Validation Specialist	50-60k	60-70k	70-85k	45-55k	55-65k	65-80k
Validation Manager	85-90k	90-100k	100-120k	75-85k	85-95k	95-110k
QC Analyst	32-35k	35-39k	39-45k	30-35k	35-38k	38-43k
QC Supervisor	50-60k	60-65k	65-75k	50-55k	55-60k	60-70k
QC Manager	75-85k	85-95k	95-110k	65-75k	75-85k	85-100k
QC Director	110-120k	120-130k	130-150k	100-110k	110-130k	130-150k
QA Specialist	32-35k	40-55k	55-70k	30-35k	40-50k	50-65k
QA Manager	80-90k	90-100k	100-110k	75-85k	85-95k	95-100k
QA Director	120-130k	130-140k	140-150k	110-120k	120-130k	130-150k

REG & COMPLIANCE

DUBLIN

REST OF IRELAND

	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Compliance Officer	30-35k	35-45k	45-55k	30-35k	35-40k	40-45k
Compliance Manager	70-80k	80-90k	90-100k	65-75k	75-85k	85-90k
Regulatory Affairs Specialist	35-45k	45-55k	60-75k	35-40k	40-50k	50-65k
Regulatory Affairs Manager	80-90k	90-100k	100-110k	70-80k	80-90k	90-100k

RESEARCH & DEVELOPMENT

	DUBLIN			REST OF IRELAND		
	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Process Chemist	40-50k	50-65k	65-80k	40-45k	45-55k	55-70k
R&D Scientist	35-45k	45-55k	55-65k	30-35k	35-45k	45-55k
R&D Engineer	40-45k	50-60k	60-70k	35-40k	45-55k	55-65k
R&D Manager	80-90k	90-100k	100-110k	70-80k	80-90k	90-100k
R&D Director	100-110k	120-140k	140-160k	90-100k	100-110k	120-140k

EHS

	DUBLIN			REST OF IRELAND		
	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
EHS Officer/Specialist	32-35k	35-50k	55-70k	30-35k	35-45k	50-65k
EHS Manager	60-70k	70-80k	80-90k	55-65k	65-75k	75-85k

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Manufacturing &
Engineering

Manufacturing & Engineering



	DUBLIN			REST OF IRELAND		
	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Automation Engineer	40-45k	50-60k	60-70k	35-40k	48-55k	55-80k
CAD Technician	33-40k	40-50k	50k +	25-32k	35-45k	45k +
Chemical Engineer	35-45k	45-60k	65k +	35-40k	45-55k	55-65k
CNC Operator	30-35k	35-40k	40k +	27-30k	30k +	35k +
CNC Programmer	32-35k	35k +	40k +	28-34k	35-40k	40-50k
EHS Officer/Engineer	30-38k	40-45k	55-65k	28-35k	35-45k	50-55k
EHS Specialist	35-40k	42-50k	50-60k	35k	40-45k	50k +
EHS Manager	45-50k	50-60k	60-70k	45-50k	50-55k	70k +
Electrical/Electronic Engineer	35-40k	40-45k	55k +	32-35k	35-40k	55-65k
Engineering Supervisor	40-50k	50-60k	60k +	40-45k	45-55k	55-65k
Engineering Manager	60-70k	70-80k	80-90k	60-65k	65-70k	80-95k
Facilities Engineer	30-35k	40-50k	55k +	32-35k	45-50k	55k +
Facilities Manager	50-60k	60-70k	75-85k	50-60k	60-65k	70-75k
Food Technologist	30-35k	35-40k	40-45k	25-30k	30-35k	35-45k
Lean Engineer	35-45k	45-55k	75k +	35-40k	40-50k	50-65k
Maintenance Technician	35-40k	45-55k	55k +	32-35k	35-38k	38k
Maintenance Engineer	40-45k	45-50k	55k +	35-40k	45-50k	50k +
Maintenance Manager	50-60k	60-65k	70-80k	50-55k	60-65k	65-70k
Manufacturing Technician	30-32k	32-38k	38-42k	30-32k	32-38k	38-42k
Manufacturing Engineer	35-42k	42-55k	55-75k	35-38k	38-53k	55-70k
Manufacturing Supervisor	45-50k	55-60k	65k +	40-45k	45-55k	55-60k
Manufacturing Manager	50k	60-70k	70-80k	50k	60-70k	70-75k
Mechanical Design Engineer	30-35k	40-45k	55k +	35-40k	45-50k	50k +

Manufacturing & Engineering



	DUBLIN			REST OF IRELAND		
	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Mechanical Engineer	30-40k	40-55k	60k +	35-38k	38-50k	50-60k
NPD Technologist	25-30k	30-40k	45k +	25-30k	30-40k	40-45k
NPD Manager	50-55k	55-60k	70k +	50-55k	55-60k	70k +
Operations Manager	50-60k	60-65k	80k +	60-70k	70-80k	100k +
Polymer Engineer	33-40k	38-55k	55-75k	35-40k	40-55k	55-75k
Packaging Engineer	33-38k	40-50k	50-60k	35-40k	45-50k	55k +
Process Technician	35-40k	40-45k	45k +	30-32k	32-38k	38-42k
Process Engineer	35-40k	45-55k	60k +	35-38k	40-50k	55k +
Production Manager	45-50k	55-65k	65k +	45-50k	55-60k	65k +
Production Shift Manager	45-50k	55-65k	65k +	45-50k	55-60k	65k +
Quality Technician	33-40k	40-45k	45k +	30-32k	32-38k	38-40k
Quality Engineer	40-45k	45-55k	55-65k	35-40k	40-50k	50-60k
Quality Supervisor	40-45k	45-50k	50k +	40-45k	45-50k	50-60k
Quality Manager	60-65k	65-70k	70-80k	50-55k	55-65k	65k +
Quality Director	90-100k	100-120k	120k +	90-100k	100-120k	120k +
R&D Engineer	30-38k	38-55k	55-70k	35-40k	45-55k	55k +
R&D Manager	65-70k	65-75k	75-85k	60-70k	70-80k	80-90k
R&D Director	90-100k	100-120k	120k +	90-100k	100-120k	120k +
Service Engineer	34-38k	40-48k	50-55k	30-35k	40-45k	45-50k
Six Sigma Engineer	35-45k	45-60k	70k +	35-40k	40-50k	50-65k
Six Sigma Black Belt	60-70k	70-80k	80k +	35-40k	40-50k	50-65k
Validation Engineer	40-45k	50-55k	60-70k	40-45k	50-55k	60-70k

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Marketing

Marketing

GENERAL

DUBLIN

REST OF IRELAND

	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Marketing Assistant	23-26k	26-28k	28-32k	20-24k	24-26k	26-30k
Marketing Executive	28-35k	35-45k	45-55k	25-30k	30-35k	38-45k
Communications & Marketing Executive	30-34k	35-40k	40-50k	25-28k	28-35k	35-40k
Brand Manager	35-45k	45-55k	50-68k	35-40k	40-45k	45-60k
Category Manager	40-45k	45-55k	55-65k	35-43k	43-50k	50-55k
CRM Manager	36-42k	42-55k	55-70k	35-40k	40-48k	48-60k
Insights & Analytics Manager	40-50k	50-65k	65-78k	35-40k	40-50k	50-65k
Product Manager	50-55k	55-65k	65-85k	45-50k	50-60k	60-70k
Internal Communications Manager	40-45k	45-55k	55-75k	35-40k	40-50k	50-65k
Communications Manager	40-50k	50-65k	65-80k	40-45k	45-55k	55-65k
Marketing Manager	45-55k	55-65k	60-70k	40-50k	50-60k	55-65k
Marketing Director	75-80k	80-90k	90-120k	70-80k	75-90k	85-100k

PR

DUBLIN

REST OF IRELAND

	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Public Relations Officer	30-35k	35-40k	40-45k	25-30k	30-35k	35-40k
Public Relations Manager	45-50k	50-60k	60-65k	40-45k	45-50k	50-60k
Events Manager	32-35k	35-45k	45-55k	30-32k	32-36k	36-40k

DIGITAL MARKETING

DUBLIN

REST OF IRELAND

	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Social Media Specialist	27-32k	35-40k	45-55k	24-30k	30-36k	36-40k
Social Media Manager	40-45k	45-50k	50-60k	32-38k	38-42k	42-50k
Content Editor/Manager	35-40k	40-50k	50-60k	24-28k	28-40k	40-50k
PPC Specialist	28-32k	32-40k	40-50k	25-28k	28-36k	36-45k
SEO/ SEM Specialist	28-32k	35-45k	45-60k	25-28k	28-36k	36-50k
Graphic Designer	25-35k	35-45k	45-55k	23-28k	28-35k	35-40k
Demand Generation Specialist	40-45k	45-55k	55-70k	35-40k	40-50k	50-60k
eCommerce Specialist	30-45k	45-60k	60-80k	30-40k	40-50k	50-65k
Digital Marketing Executive	30-35k	35-45k	45-60k	25-30k	32-38k	38-45k
Digital Specialist	36-38k	38-45k	45-60k	32-35k	35-42k	42-55k
Digital Marketing Manager	50-55k	55-65k	65-80k	40-50k	50-60k	60-70k
Performance Marketing Manager	55-60k	60-70k	70-85k	45-50k	50-55k	55-65k
Head of Digital Marketing	80-85k	85-95k	95-110k	70-80k	75-85k	85-95k
Head of eCommerce	70-80k	80-90k	90-110k	60-70k	70-80k	80-90k

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Multilingual

Multilingual

	DUBLIN	REST OF IRELAND
Customer Service (Junior)	22-35k	22-29k
German, Dutch or Nordic	25-35k	25-29k
French	25-32k	24-26k
Spanish, Italian	22-27k	22-24k
Customer Service (Senior)	28-38k	26-32k
German, Dutch or Nordic	28-38k	26-32k
French	28-35k	26-30k
Spanish, Italian	27-30k	26-28k
Technical Support Level 1	28-32k	25-30k
German, Dutch or Nordic	28-35k	28-30k
French	28-35k	26-30k
Spanish, Italian	26-28k	25-27k
Technical Support Level 2	28-38k	28-33k
German, Dutch or Nordic	32-38k	30-33k
French	30-36k	28-33k
Spanish, Italian	28-32k	28-30k
Business Development/Lead Generation	28-40k	27-35K
German, Dutch or Nordic	30-45k	28-35k
French	30-40k	28-34k
Spanish, Italian	28-35k	27-32k
Telesales/Outbound Sales	25-30k	25-28k
German, Dutch or Nordic	26-35k	26-28k
French	26-32k	26-28k
Spanish, Italian	25-28k	25-27k
Inside Sales/Account Executive/Account Manager	40-60k	35-60k
German, Dutch or Nordic	40-60k	40-60k
French	40-55k	35-50k
Spanish, Italian	40-50k	32-50k

Multilingual

	DUBLIN	REST OF IRELAND
Sales Support	28-35k	26-32k
German, Dutch or Nordic	30-35k	30-32k
French	28-35k	28-32k
Spanish, Italian	28-32k	26-30k
Order Management/ Order Support	28-36k	25-32k
German, Dutch or Nordic	30-36k	28-32k
French	28-35k	28-31k
Spanish, Italian	28-30k	25-28k
Team Leader (Customer Service)	40-50k	35-45k
German, Dutch or Nordic	45-50k	40-45k
French	40-48k	35-45k
Spanish, Italian	40-45k	35-40k
Team Leader (Sales)	50-60k	40-55k
German, Dutch or Nordic	55-60k	50-55k
French	50-55k	45-50k
Spanish, Italian	50k	40-45k
Sales Manager	65-85k	60-80k
German, Dutch or Nordic	65-85k	60-80k
French	65-85k	60-80k
Spanish, Italian	65-80k	60-75k
Content Reviewer	24-30k	22-28k
German, Dutch, Nordic	27-30k	26-28k
French	26-29k	24-27k
Spanish, Italian	24-27k	22-24k
Digital Marketing	35-50k	30-45k
German, Dutch, Nordic	40-50k	35-45k
French	35-45k	35-40k
Spanish, Italian	35-40k	30-35k

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Office Support

Office Support & Administration

	DUBLIN			REST OF IRELAND		
	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Receptionist	28-32k	32-36k	38k	24-28k	30-31k	30k +
Executive Assistant	35-40k	45-55k	60k +	30-33k	35-40k	45k +
Personal Assistant	35-38k	40-50k	55k +	25-28k	30-35k	35k +
Administrator	25-28k	30-35k	38k +	22-26k	27-30k	30-37k
Client Service Administrator	28-30k	32-35k	38k +	24-26k	28-32k	32-35k
Database Administrator	25-28k	30-35k	35k +	23-25k	26-28k	30-32k
Project Administrator	35-38k	40-42k	45k +	25-28k	30-35k	35k +
Sales Support Administrator	28-32k	35-38k	45k +	25-28k	30-35k	35k +
Contracts Administrator	28-30k	32-35k	38k +	24-26k	28-32k	32-35k
Facilities Administrator	28-30k	32-35k	38k +	24-26k	28-32k	32-35k
Customer Service Representative	28-30k	32-35k	38k +	24-26k	28-32k	32-35k
Customer Service Team Lead	35-40k	45-50k	55k +	25-27k	28-32k	32k +
Customer Service Manager	50-55k	60-65k	70k +	35-38k	40-45k	50k +
Office Manager	40-45k	50-55k	60k +	25-27k	27-35k	35k +
Operations Manager	55-60k	65-70k	80k +	55-60k	65-70k	80k +
Data Entry	25-28k	-	-	22-24k	26-28k	30k +
Graduate	25-30k	-	-	21-28k	-	-
Filing/Clerical Officer	25-28k	-	-	22-24k	26-28k	30k +

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Sales



GENERAL

	DUBLIN		REST OF IRELAND	
	Basic	Earnings	Basic	Earnings
Inside Sales/Telesales (0-2 years)	27-30k	37-45k	25-28k	30-38k
Inside Sales/Telesales (2 years +)	30-38k	42-50k	28-35k	40-50k
Inside Sales Team Leader	33-45k	45-55k	30-40k	38-48k
Inside Sales Manager	48-65k	55-75k	45-55k	52-65k
Field Sales/Area Sales	34-45k	50-70k	30-40k	40-50k
Key Account Manager/Territory Sales	45-60k	60-75k	40-50k	55-65k
Field Sales Manager	60-80k	75-100k	55-70k	65-80k
Commercial Manager	80-100k	85-120k	75-90k	90-100k
Sales Director	90-150k	120-180k	85-110k	100-130k

CONSTRUCTION & ENGINEERING

	DUBLIN		REST OF IRELAND	
	Basic	Earnings	Basic	Earnings
Field Sales/Business Development Executive (0-3 years)	35-45k	45-58k	35-40k	40-50k
Area Sales/Business Development Manager (3-5 years)	46-55k	55-65k	45-50k	50-60k
Technical Sales/Sales Engineer (Qual required)	50-65k	60-80k	45-65k	60-75k
Specification Sales (Tendering)	60-80k	75-95k	60-80k	75-95k
International Sales	60-90k	70-100k	60-90k	70-100k
Sales Manager	80-90k	90-100k	70-90k	85-100k

**FMCG**

	DUBLIN		REST OF IRELAND	
	Basic	Earnings	Basic	Earnings
Sales Merchandiser	25-32k	30-38k	25-30k	30-35k
Field Sales Representative (0-5 years)	32-45k	40-60k	28-40k	35-48k
Field Sales Manager	55-70k	60-80k	50-65k	55-75k
Key Account Manager	50-65k	55-75k	45-55k	50-65k
National Account Manager	65-80k	70-100k	55-65k	65-85k
Commercial Manager	80-100k	100-120k	70-90k	80-110k

PHARMACEUTICAL & MEDICAL

	DUBLIN		REST OF IRELAND	
	Basic	Earnings	Basic	Earnings
GP Sales Representative (Primary Care) (0-2 years)	40-50k	45-60k	40-50k	45-60k
Area/Territory Manager (3 years +)	50-65k	60-80k	45-65k	60-80k
Hospital Sales Representative (Secondary Care)	45-60k	55-70k	45-55k	55-70k
Senior Sales Specialist	55-70k	65-75k	50-70k	60-80k
Sales Manager	65-90k	80-110k	60-80k	70-90k
Commercial Manager	90-120k	110-150k	90-120k	110-150k

IT & SOFTWARE

	DUBLIN		REST OF IRELAND	
	Basic	Earnings	Basic	Earnings
SDR/BDR (Graduate)	30-35k	40-55k	25-30k	35-45k
BDR (1-2 years experience)	35-45k	55-65k	30-35k	40-50k
Account Executive (1-2 years)	40-50k	80-100k	30-40k	60-80k
Account Executive (2-5 years +)	50-70k	100-140k	45-55k	90-110k
Enterprise Account Executive (7 years +)	70-90k	140-180k	60-80k	110-150k
Account Manager (1-2 years)	40-50k	80-100k	30-48k	60-96k
Enterprise or Strategic Account Manager (2-5 years +)	50-70k	100-140k	45-55k	90-110k
Channel Manager	45-65k	65-95k	40-60k	60-85k
Customer Success Manager (1-2 years)	40-55k	50-100k	30-45k	40-55k
Customer Success Manager (2-5 years +)	55-70k	65-140k	45-60k	55-75k
Inside Sales Manager	70-90k	100-180k	55-70k	85-120k
Enterprise Sales Manager	100-140k	200-280k	70-90k	130-150k
VP of Sales	100-180k	200k +	90-130k	120-200k

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Supply Chain



LOGISTICS

DUBLIN

REST OF IRELAND

	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Freight Clerk	26-30k	30-40k	40-45k	24-27k	27-33k	33-42k
Freight Manager	45-50k	50-55k	55-65k	38-43k	43-48k	48-55k
Inventory Manager	42-48k	48-55k	55-65k	37-42k	42-50k	50-60k
Logistics Coordinator	30-35k	35-45k	45k +	28-33k	33-38k	38k +
Logistics Manager	45-50k	55-60k	60-65k	40-45k	45-50k	50-55k
Operations Manager	45-55k	55-65k	65k +	38-45k	45-55k	55-60k
Transport Manager	45-50k	50-55k	60-65k	40-45k	50-55k	55-60k
Warehouse Manager	45-50k	50-55k	55k +	35-45k	45-50k	50k +
Warehouse Supervisor	35-40k	40-45k	45k	32-37k	37-43k	43-48k

LOGISTICS

DUBLIN

REST OF IRELAND

	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Supply Chain Specialist	35-40k	40-45k	45-55k	32-38k	38-43k	43k +
Supply Chain Analyst	35-40k	45-55k	55k	32-38k	38-43k	43k +
Supply Chain Manager	50-60k	70-80k	80k +	45-55k	55-75k	75k +
Supply Chain Director	85-95k	95-100k	100k +	80-90k	90-100k	100k +

PROCUREMENT

	DUBLIN			REST OF IRELAND		
	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Buyer	30-35k	40-45k	45-55k	28-35k	35-42k	42k +
Procurement Specialist	40-45k	45-55k	55k	37-43k	43-50k	50k +
Procurement Category Manager	60-65k	65-70k	80-90k	55-60k	60-65k	65-80k
Procurement Manager	40-60k	60-75k	75-85k	38-55k	55-70k	70k +
Procurement Director	85-90k	90-110k	110-140k	80-85k	85-90k	90k +

PLANNING

	DUBLIN			REST OF IRELAND		
	1-2 Years Exp	3-5 Years Exp	5 Years + Exp	1-2 Years Exp	3-5 Years Exp	5 Years + Exp
Supply Planner	35-45k	45-55k +	55-60k +	33-42k +	42-50k +	50k +
Demand Planner	35-45k	45-55k +	55k+	33-42k +	42-50k +	50k +
Production Planner	35-45k	45-55k +	55-60k +	33-42k +	42-50k +	50k +
Planning Manager	65-75k +	75-80k +	80k +	60-70k +	60-70k +	70-80k +
Planning Director	90k +	90-100k +	100k +	85-90k +	90-95k +	95k +

All salaries taken as annual in euros, based on working in Ireland. Bonus/car allowance not included. Figures are based on current market rates. Salaries are subject to variances based on the individual, the company size and other external factors. Parameters indicate the highest and lowest salary level for each position.

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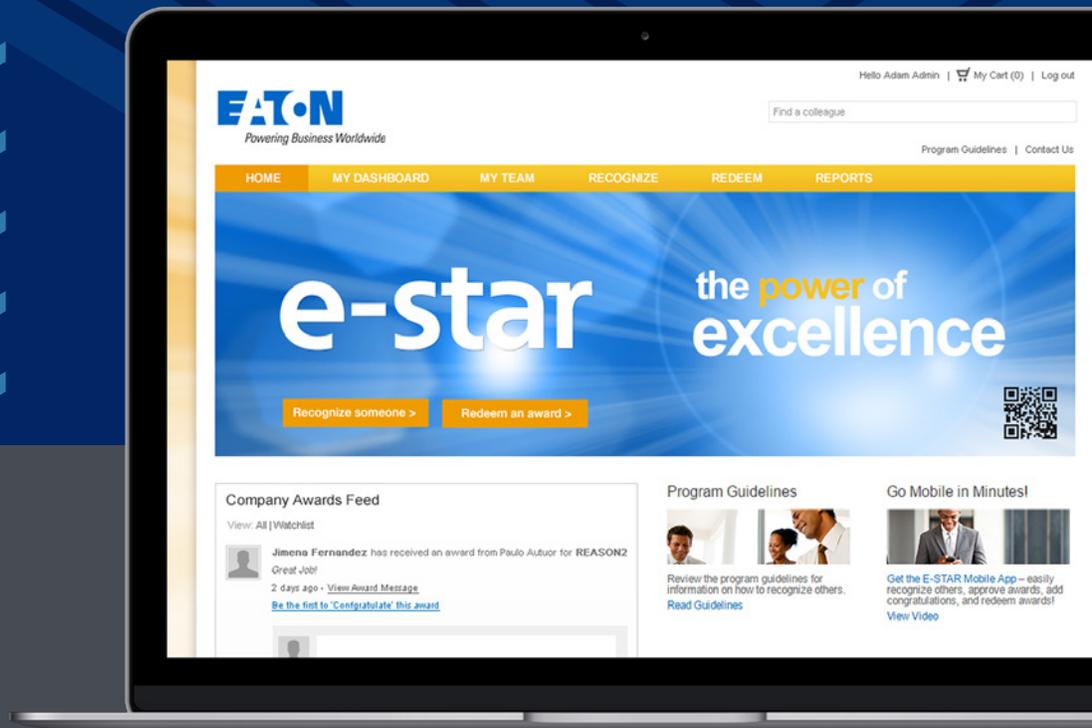
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Recruitment



Driving Retention with Recognition

A CASE STUDY



workhuman^{*}



E-STAR is a powerful way for us to acknowledge employees who are supporting our brand promise and demonstrating behaviors aligned to our leadership attributes.”

JENNIFER SWEDA
Compensation Manager at Eaton



Eaton, founded in 1911, is a leading global power management company with approximately 95,000 employees around the world. With an innovative vision of improving quality of life and the environment through the use of power management technology and services, Eaton products are used by customers in more than 175 countries.

At the heart of Eaton's success is the Eaton Business System – a common set of practices that make the entire organization more efficient and innovative. Employee recognition is a key part of the Eaton Business System, enabling all employees the opportunity to give and receive recognition.

THE CHALLENGE

As with many large, global corporations, Eaton was challenged with driving a culture of recognition that made every employee – no matter their function or location – feel valued and appreciated. Eaton's former recognition program started as a regional program in the United States, Canada, United Kingdom and the Netherlands. When it began to grow country by country, the program could not consistently and cost-effectively meet the needs of Eaton's diverse, global workforce.

“We needed a partner that would help us provide a consistent, global recognition experience, shape our culture and demonstrate the ROI of our recognition program,” says Jennifer Sweda, compensation manager at Eaton. “We were looking for a partner that invested in thought leadership, technology and would push us to stay current.”

Eaton was also looking for a solution that would increase employee engagement and retention, and make it easier to offer culturally relevant awards.

THE SOLUTION

Eaton partnered with Workhuman to launch E-STAR, its global social recognition solution for every employee in the organization.

“Our big key to success was getting executive sponsor buy-in early in the process,” recalls Sweda. “As we were designing our new program, we included stakeholders from across the organization for their input.”

E-STAR allows every employee to give and receive recognition aligned to Eaton’s leadership attributes. A year after program launch, employees were added to the program through an acquisition. With 10 differentiated award levels and 23 languages available, E-STAR offers a truly customized recognition experience.

About 50% of Eaton’s workforce is offline without access to a computer, which makes mobile recognition critical to maximizing reach. Workhuman facilitated mobile “minute clinics” to help employees embrace technology and download the app.

THE RESULT

Eaton saw rapid adoption of E-STAR, with 68% of employees participating in the first six months, 82% participation in year one and sustainable 82% rates year after year thereafter.

"E-STAR is a powerful way for us to acknowledge employees who are supporting our brand promise and demonstrating behaviors aligned to our leadership attributes," says Sweda. "E-STAR is really embedded into the culture of the organization."

Workhuman's employee survey product, a feature that provides valuable pulse data, has shown 79% of employees agree that E-STARs make them feel their work is valued and appreciated. The survey further shows a direct, positive relationship between recognition and employee sentiment. So, the more recognition a person gives and receives, the better they feel about Eaton.

What's more, the data shows employees who receive recognition are two times less likely to leave the company. Adding E-STAR recognition data to Eaton's predictive analytics turnover model improved its accuracy by 10 points.

"Recognition is an important piece of our total rewards package and a key lever for retaining our top talent," says Sweda.

Employees who receive recognition are **2x less likely to leave Eaton**

Every 65 seconds an E-STAR recognition moment is captured

82% global employee participation



To learn more about how social recognition can improve retention, give us a call.

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Or read more on our blog: workhuman.com/whblog