


A New Dawn



2017

Salary Survey



The Noel Group welcomed three new brands in 2016 - Matchmedics, a specialist medical recruitment agency; Environ, a clean tech brand; and Noel Construction, a specialist construction brand.

This has led to a full re-structuring of the Group with a new Parent Company, Facilitas, trading in three areas of activity - Recruitment, Managed Services and Employment Services.



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The Facilitas Group Salary Survey 2017

2016 was definitely a year of two halves! It started out with huge confidence with the planned growth in hiring getting off to a great start in Q1 and Q2.

Then came Brexit which led to some organisations putting their hiring plans on hold and this followed by the US presidential election has added significantly to a general nervousness and uncertainty.

However, overall things have settled and the upward trend is now continuing. We saw growth in the first half of the year topping 30% and a full year result for the Group of 22%.

The outlook in our key business sectors is positive and as usual, talented staff will always be in demand.

We welcomed three new brands to the Noel Group during 2016 – Matchmedics, a specialist medical recruitment agency; Environ, a clean tech brand; and Noel Construction, a specialist construction brand.

This has led to a full re-structuring of the Group with a new Parent Company, Facilitas, trading in three areas of activity - Recruitment, Managed Services and Employment Services.

70% of companies that we spoke with for this survey said they expect to give a pay increase during 2017 and for the third year in a row 2% is the average pay increase expected.

42% of those surveyed are forecasting that they will increase their staff numbers, so with unemployment falling below 8% and trending downwards the war for talent will continue.

Temporary hiring remains key to a number of our clients where the flexibility this affords is hugely important and we are also witnessing an increase in fixed term contracts.

We anticipate a busy year ahead and we will have to spread our net beyond this island to attract the talent needed to meet the demands in many sectors.

Mark Staunton
CEO, The Facilitas Group





The Executive market during 2016 saw a significant increase in the number of 'C' suite professionals who were active and seeking new opportunities.

Many of these were Irish people who had lived overseas during the downturn and were looking to relocate back home. The majority of these candidates gained great experience overseas and offer fantastic international experience to their new employers.

The fallout from Brexit has undoubtedly given rise to uncertainty and we witnessed some nervousness, but hiring continued albeit tentatively across certain sectors.

Salaries for Executives are rising and where talent is in demand we are witnessing increases of up to 10%. An example of this is the ICT sector. Counter-offers are prevalent which has pushed increases up to this level and beyond.

Benefits remain key for Executives with pension contributions being particularly important, these range from 8-15%. Health cover for individual and family dependents remains valuable.

Car allowances range from €10,000 to €20,000. Bonus payments vary greatly and range from as moderate as 10% to as high as 55%.

Executives can expect annual leave from 25-33 days. Flexible working hours is becoming important and the ability to work remotely from home is a distinct advantage.

Mairead Fleming
Managing Director - The Ascension Group

“ The fallout from Brexit has undoubtedly given rise to uncertainty and we witnessed some nervousness, but hiring continued albeit tentatively across certain sectors. ”



SURVEY FINDINGS

General Management €

| | |
|-------------------------------|-------------------|
| CEO | 130,000 - 300,000 |
| Managing Director > 100 Staff | 130,000 - 180,000 |
| Managing Director < 100 Staff | 90,000 - 130,000 |
| General Manager > 100 Staff | 100,000 - 130,000 |
| General Manager < 100 Staff | 80,000 - 120,000 |
| Chief Operations Officer | 120,000 - 200,000 |
| Operations Director | 90,000 - 150,000 |
| Head of Operations | 80,000 - 130,000 |

Accounting & Finance €

| | |
|----------------------------|-------------------|
| Chief Financial Officer | 140,000 - 190,000 |
| Partner (Salaried) | 120,000 - 180,000 |
| Finance Director t/o > 10m | 120,000 - 160,000 |
| Finance Director t/o < 10m | 90,000 - 110,000 |
| Financial Controller | 70,000 - 120,000 |
| Finance Manager | 65,000 - 85,000 |
| Tax Director | 110,000 - 190,000 |

Sales & Marketing €

| | |
|----------------------------|-------------------|
| Sales Director | 80,000 - 130,000 |
| Head of Sales | 80,000 - 130,000 |
| Commercial Director | 80,000 - 120,000 |
| Account Director | 80,000 - 120,000 |
| Chief Marketing Officer | 100,000 - 200,000 |
| Marketing Director | 90,000 - 150,000 |
| Digital Marketing Director | 80,000 - 140,000 |
| Marketing Manager | 60,000 - 100,000 |

Not for Profit €

| | |
|------------------------|------------------|
| CEO | 80,000 - 130,000 |
| General Manager | 70,000 - 120,000 |
| Country Director | 70,000 - 120,000 |
| Head of Fundraising | 70,000 - 90,000 |
| Fundraising Manager | 60,000 - 80,000 |
| Major Donor Fundraiser | 45,000 - 70,000 |

Procurement/Supply Chain €

| | |
|-----------------------|-------------------|
| Head of Procurement | 100,000 - 140,000 |
| Procurement Director | 90,000 - 125,000 |
| Procurement Manager | 55,000 - 85,000 |
| Head of Supply Chain | 100,000 - 140,000 |
| Supply Chain Director | 100,000 - 130,000 |
| Supply Chain Manager | 60,000 - 80,000 |

Human Resources €

| | |
|--------------------------------|-------------------|
| Head of HR | 100,000 - 185,000 |
| HR Director | 90,000 - 150,000 |
| Head of L&D | 80,000 - 130,000 |
| Head of Reward/Comp & Bens | 90,000 - 150,000 |
| Head of Talent Acquisition | 80,000 - 140,000 |
| HR Manager/HR Business Partner | 60,000 - 90,000 |
| HR Generalist | 40,000 - 60,000 |
| Recruitment Manager | 55,000 - 90,000 |

Information Technology €

| | |
|------------------------------------|-------------------|
| Chief Technical Officer | 100,000 - 200,000 |
| Chief Operations Officer | 100,000 - 170,000 |
| Chief Information Security Officer | 90,000 - 130,000 |
| Chief Data Officer | 100,000 - 200,000 |
| Chief Digital Officer | 150,000 - 220,000 |
| Head of IT | 90,000 - 130,000 |
| Project Manager | 70,000 - 90,000 |

PROFESSIONAL SERVICES



Our professional services brands have witnessed a marked increase in both permanent and temporary recruitment throughout 2016 and this trend is set to continue in to 2017.

The increase in permanent positions has had a direct impact on candidate availability for temporary positions, however, thankfully we have also seen an increase in candidates on working holiday visas from the USA, Canada, Australia and New Zealand to fill these temporary roles. These candidates are highly skilled and slot easily in to temporary assignments.

There has been a great improvement in the HR market with a number of contract roles being created to facilitate increased hiring across organisations.

The Finance market has remained steady with demand for newly qualified accountants being particularly buoyant. This has been a challenging market with a high percentage of newly qualified candidates opting to travel leaving a shortage of talent to fill these roles. We witnessed several candidates having multiple job offers!

We have witnessed an increased demand for Sales professionals across FMCG and ICT. Companies are looking for sales professionals with direct experience and are reluctant to hire candidates without specific industry knowledge.

Average salary increases are running at 2% and benefits often include health insurance and pension. Parking spaces are very important in many instances. Study allowance and study leave are essential for many candidates. We are also witnessing other benefits making an appearance, these include gym membership, health screening and increased annual leave.

Mairead Fleming

Managing Director - The Ascension Group



SURVEY FINDINGS

OFFICE ADMINISTRATION

| Office Administration | Dublin € | Regional € |
|-----------------------|-----------------|-----------------|
| Office Manager | 35,000 - 60,000 | 35,000 - 50,000 |
| Executive Assistant | 40,000 - 60,000 | 40,000 - 50,000 |
| Personal Assistant | 30,000 - 40,000 | 28,000 - 34,000 |
| Events Coordinator | 25,000 - 34,000 | 24,000 - 30,000 |
| Legal Secretary | 28,000 - 45,000 | 28,000 - 35,000 |
| Medical Secretary | 26,000 - 35,000 | 25,000 - 32,000 |
| Receptionist | 22,000 - 28,000 | 20,000 - 26,000 |
| Senior Receptionist | 26,000 - 33,000 | 25,000 - 30,000 |
| Administrator | 22,000 - 28,000 | 20,000 - 28,000 |

| Office Administration | Dublin € | Regional € |
|------------------------------|-----------------|-----------------|
| Project Coordinator | 30,000 - 48,000 | 28,000 - 40,000 |
| Project Manager | 40,000 - 80,000 | 38,000 - 60,000 |
| Project Administrator | 28,000 - 40,000 | 25,000 - 35,000 |
| Sales Administrator | 28,000 - 35,000 | 25,000 - 30,000 |
| Senior Systems Administrator | 28,000 - 33,000 | 27,000 - 32,000 |
| Accounts Clerk | 28,000 - 32,000 | 25,000 - 30,000 |
| Audio Typist | 25,000 - 30,000 | 22,000 - 26,000 |
| Office Junior | 22,000 - 26,000 | 20,000 - 24,000 |
| Data Entry | 20,000 - 25,000 | 18,000 - 23,000 |

FINANCE

| Finance | Dublin € | Regional € |
|------------------------|------------------|-----------------|
| Senior Manager Audit | 70,000 - 95,000 | 60,000 - 75,000 |
| Audit Manager | 55,000 - 75,000 | 50,000 - 60,000 |
| Assistant Manager | 50,000 - 60,000 | 45,000 - 60,000 |
| Financial Controller | 70,000 - 120,000 | 70,000 - 90,000 |
| Finance Manager | 60,000 - 85,000 | 55,000 - 70,000 |
| Internal Audit Manager | 70,000 - 90,000 | 60,000 - 80,000 |
| Project Accountant | 65,000 - 90,000 | 50,000 - 70,000 |
| Systems Accountant | 65,000 - 90,000 | 50,000 - 70,000 |
| Financial Analyst | 50,000 - 70,000 | 45,000 - 50,000 |
| Financial Accountant | 50,000 - 65,000 | 40,000 - 50,000 |
| Management Accountant | 50,000 - 65,000 | 45,000 - 55,000 |
| Internal Auditor | 50,000 - 65,000 | 45,000 - 50,000 |

| Finance | Dublin € | Regional € |
|----------------------------|-----------------|-----------------|
| Newly Qualified Accountant | 45,000 - 52,000 | 38,000 - 48,000 |
| Credit Control Manager | 45,000 - 65,000 | 45,000 - 55,000 |
| Payroll Manager | 50,000 - 75,000 | 45,000 - 65,000 |
| Finalist | 40,000 - 45,000 | 35,000 - 40,000 |
| Part-Qualified Accountant | 35,000 - 42,000 | 28,000 - 35,000 |
| Book-Keeper | 30,000 - 40,000 | 28,000 - 35,000 |
| Accounts Assistant | 30,000 - 35,000 | 25,000 - 32,000 |
| Assistant Accountant | 35,000 - 42,000 | 30,000 - 38,000 |
| Accounts Payable | 28,000 - 35,000 | 26,000 - 32,000 |
| Accounts Receivable | 28,000 - 35,000 | 26,000 - 32,000 |
| Credit Controller | 30,000 - 40,000 | 28,000 - 34,000 |

HUMAN RESOURCES

| Human Resources | Dublin € | Regional € |
|---------------------------------|------------------|------------------|
| HR Director | 90,000 - 145,000 | 80,000 - 120,000 |
| HR Manager/HR Business Partner | 60,000 - 90,000 | 55,000 - 80,000 |
| HR Generalist | 40,000 - 60,000 | 35,000 - 50,000 |
| HR Officer | 30,000 - 35,000 | 27,000 - 35,000 |
| HR Administrator | 25,000 - 30,000 | 23,000 - 30,000 |
| Compensation & Benefits Manager | 80,000 - 120,000 | 65,000 - 100,000 |
| Employee Relations Manager | 55,000 - 100,000 | 55,000 - 90,000 |

| Human Resources | Dublin € | Regional € |
|--------------------------------|------------------|-----------------|
| Industrial Relations Manager | 55,000 - 100,000 | 55,000 - 90,000 |
| Payroll Administrator | 35,000 - 45,000 | 32,000 - 40,000 |
| Training & Development Manager | 45,000 - 75,000 | 40,000 - 70,000 |
| Recruitment Manager (in-house) | 55,000 - 90,000 | 45,000 - 75,000 |
| Recruitment Co-Ordinator | 25,000 - 30,000 | 23,000 - 28,000 |
| Recruitment Administrator | 25,000 - 30,000 | 23,000 - 28,000 |

“ There has been a great improvement in the HR market with a number of contract roles being created to facilitate increased hiring across organisations. ”

SALES

| General | Dublin Base € | OTE | Regional Base € | OTE |
|---|-----------------|-----------------|-----------------|-----------------|
| Senior Sales Manager | 55,000 - 80,000 | 70,000 - 95,000 | 50,000 - 65,000 | 62,000 - 80,000 |
| Business Development Executive > 2 years exp) | 35,000 - 48,000 | 45,000 - 65,000 | 30,000 - 42,000 | 38,000 - 55,000 |
| Business Development Executive < 2 years exp) | 28,000 - 38,000 | 35,000 - 50,000 | 22,000 - 28,000 | 28,000 - 40,000 |

| Fast Moving Consumer Goods | Dublin Base € | OTE | Regional Base € | OTE |
|----------------------------|-----------------|------------------|-----------------|-----------------|
| Area/Regional Manager | 60,000 - 80,000 | 80,000 - 100,000 | 50,000 - 70,000 | 60,000 - 90,000 |
| National Account Manager | 60,000 - 80,000 | 70,000 - 95,000 | 50,000 - 65,000 | 60,000 - 85,000 |
| Key Account Manager | 45,000 - 60,000 | 52,000 - 70,000 | 40,000 - 55,000 | 47,000 - 65,000 |
| Field Sales Rep | 32,000 - 45,000 | 40,000 - 55,000 | 30,000 - 35,000 | 32,000 - 45,000 |
| Territory Sales Rep | 32,000 - 45,000 | 40,000 - 55,000 | 30,000 - 35,000 | 32,000 - 45,000 |
| Merchandise | 22,000 - 28,000 | 24,000 - 36,000 | 20,000 - 24,000 | 22,000 - 29,000 |

| Business to Business | Dublin Base € | OTE | Regional Base € | OTE |
|--------------------------------|-----------------|------------------|-----------------|-----------------|
| National Sales Manager | 70,000 - 90,000 | 85,000 - 120,000 | 60,000 - 80,000 | 65,000 - 85,000 |
| Regional Sales Manager | 60,000 - 75,000 | 70,000 - 100,000 | 50,000 - 70,000 | 55,000 - 90,000 |
| Key Account Manager | 45,000 - 55,000 | 55,000 - 65,000 | 40,000 - 50,000 | 45,000 - 57,000 |
| Business Development Executive | 40,000 - 50,000 | 50,000 - 75,000 | 25,000 - 40,000 | 30,000 - 55,000 |
| Senior Inside Sales | 30,000 - 40,000 | 38,000 - 45,000 | 26,000 - 32,000 | 36,000 - 42,000 |
| Telesales | 22,000 - 32,000 | 35,000 - 45,000 | 20,000 - 25,000 | 24,000 - 32,000 |

| Medical/Pharma | Dublin Base € | OTE | Regional Base € | OTE |
|-------------------------------|-----------------|-----------------|-----------------|-----------------|
| GP Sales Representative | 45,000 - 55,000 | 50,000 - 70,000 | 45,000 - 55,000 | 50,000 - 70,000 |
| Hospital Sales Representative | 40,000 - 55,000 | 55,000 - 65,000 | 40,000 - 55,000 | 45,000 - 65,000 |
| Pharmacy Sales Representative | 38,000 - 50,000 | 45,000 - 62,000 | 38,000 - 50,000 | 45,000 - 62,000 |

| ICT | Dublin Base € | OTE | Regional Base € | OTE |
|---------------------------|-----------------|------------------|-----------------|------------------|
| Sales Manager | 60,000 - 85,000 | 80,000 - 120,000 | 50,000 - 70,000 | 70,000 - 100,000 |
| Client Services Manager | 60,000 - 80,000 | 75,000 - 95,000 | 40,000 - 55,000 | 50,000 - 65,000 |
| Technical Sales Executive | 35,000 - 60,000 | 55,000 - 80,000 | 35,000 - 50,000 | 40,000 - 60,000 |
| Senior Inside Sales | 30,000 - 40,000 | 45,000 - 60,000 | 35,000 - 45,000 | 40,000 - 55,000 |
| Inside Sales | 25,000 - 35,000 | 35,000 - 50,000 | 25,000 - 35,000 | 35,000 - 50,000 |

MARKETING

| Marketing | Dublin € | Regional € |
|------------------------|-----------------|-----------------|
| Marketing Manager | 50,000 - 80,000 | 50,000 - 75,000 |
| Communications Manager | 45,000 - 75,000 | 40,000 - 65,000 |
| Brand Manager | 40,000 - 70,000 | 35,000 - 65,000 |

| Marketing | Dublin € | Regional € |
|---------------------|-----------------|-----------------|
| Campaign Manager | 40,000 - 55,000 | 38,000 - 50,000 |
| Marketing Executive | 28,000 - 45,000 | 25,000 - 40,000 |
| Marketing Assistant | 25,000 - 30,000 | 22,000 - 28,000 |

| Online Marketing | Dublin € | Regional € |
|-----------------------------|-----------------|-----------------|
| Digital Marketing Manager | 45,000 - 75,000 | 45,000 - 75,000 |
| eCommerce Manager | 50,000 - 80,000 | 50,000 - 80,000 |
| Digital Marketing Executive | 30,000 - 50,000 | 30,000 - 50,000 |
| Social Media Specialist | 25,000 - 50,000 | 25,000 - 50,000 |

| Online Marketing | Dublin € | Regional € |
|----------------------------|-----------------|-----------------|
| Content Manager | 50,000 - 65,000 | 50,000 - 65,000 |
| PPC Specialist | 35,000 - 50,000 | 35,000 - 50,000 |
| SEO Specialist | 35,000 - 50,000 | 35,000 - 50,000 |
| Email Marketing Specialist | 35,000 - 50,000 | 35,000 - 50,000 |

PUBLIC RELATIONS

| PR | Dublin € | Regional € |
|----------------------------|-----------------|-----------------|
| Public Relations Manager | 45,000 - 75,000 | 40,000 - 60,000 |
| Public Relations Executive | 30,000 - 45,000 | 25,000 - 40,000 |

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Average salary increases are running at 2% and benefits often include health insurance and pension.

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2016 was a record year in Tourism in relation to visitors and revenue peaking for all businesses.

Business sentiment across the hospitality & tourism sector remains buoyant for 2017, but there is evidence of optimism tempered by caution fuelled mainly by the uncertainties around Brexit. This is according to Fáilte Ireland's latest Tourism Barometer Survey.

Almost 80% of accommodation providers reported increased profitability in 2016, rising to 82% among hoteliers.

As visitor numbers increased across the industry, so too did employment levels. A quarter (24%) of respondents took on more full time staff last year, including 39% of hotels.

Capacity constraints are beginning to impact the ability to cope with demand in specific locations and times of the year.

The shortage of hotel accommodation, particularly in Dublin, as the top gateway and urban destination, is limiting the ability to fulfil demand, but we are seeing many hotels seeking planning permission and international investors circulating our Irish hotels as investments, surely that demonstrates great optimism and security.

We at Noel Hospitality have seen a huge demand for key staff in the areas of Kitchen & Reception. Chefs remain a challenge to recruit and resource. This has had a direct impact on salaries with increases of above 5% in many areas.

Michael Groarke
Group Managing Director

“As visitor numbers increased across the industry, so too did employment levels. A quarter (24%) of respondents took on more full time staff last year, including 39% of hotels.”



SURVEY FINDINGS

| Front Office | 0 - 3 YRS € | > 3 YRS € |
|--------------------------------|-----------------|-----------------|
| Front Of House Manager | 32,000 - 35,000 | 35,000 - 40,000 |
| Front Office Manager | 32,000 - 35,000 | 35,000 - 40,000 |
| Head Receptionist/Shift Leader | 24,000 - 26,000 | 26,000 - 30,000 |
| Receptionist | 22,000 - 24,000 | 24,000 - 26,000 |
| Concierge | 20,000 - 22,000 | 22,000 - 26,000 |
| Reservations Coordinator | 22,000 - 24,000 | 25,000 - 28,000 |
| Reservations Manager | 33,000 - 35,000 | 35,000 - 45,000 |

| Sales & Marketing | 0 - 3 YRS € | > 3 YRS € |
|---------------------------------|-----------------|-----------------|
| Director of Sales | 50,000 - 55,000 | 55,000 - 65,000 |
| Sales & Marketing Manager | 45,000 - 50,000 | 50,000 - 60,000 |
| Sales & Marketing Executive | 26,000 - 32,000 | 32,000 - 35,000 |
| Sales & Marketing Administrator | 22,000 - 26,000 | 27,000 - 30,000 |

| Management | 0 - 3 YRS € | > 3 YRS € |
|-------------------------------|-----------------|-------------------|
| General Manager Hotel | 70,000 - 85,000 | 85,000 - 150,000+ |
| Deputy/Operations Manager | 40,000 - 55,000 | 55,000 - 65,000 |
| Assistant Manager | 28,000 - 32,000 | 32,000 - 35,000 |
| Rooms Division Manager | 35,000 - 40,000 | 40,000 - 50,000 |
| Revenue Manager | 35,000 - 40,000 | 40,000 - 55,000 |
| HR Manager | 38,000 - 45,000 | 45,000 - 55,000 |
| Catering Manager (Industrial) | 35,000 - 40,000 | 40,000 - 55,000 |
| Food & Beverage Manager | 35,000 - 40,000 | 40,000 - 50,000 |
| Duty Manager | 25,000 - 28,000 | 28,000 - 32,000 |
| Conference & Banqueting | 32,000 - 35,000 | 35,000 - 40,000 |
| Events Manager | 28,000 - 32,000 | 32,000 - 40,000 |
| Night Manager | 28,000 - 30,000 | 30,000 - 35,000 |

| Accommodation | 0 - 3 YRS € | > 3 YRS € |
|--------------------------|-----------------|-----------------|
| Accommodation Manager | 32,000 - 35,000 | 35,000 - 45,000 |
| Accommodation Supervisor | 24,000 - 26,000 | 26,000 - 30,000 |

| Kitchen | 0 - 3 YRS € | > 3 YRS € |
|-----------------------|---------------------|----------------------|
| Executive Head Chef | 60,000 - 80,000 | 80,000 - 100,000 |
| Head Chef | 40,000 - 50,000 | 50,000 - 70,000 |
| Sous Chef | 32,000 - 38,000 | 38,000 - 45,000 |
| Pastry Chef | 32,000 - 35,000 | 35,000 - 40,000 |
| Chef de Partie | 26,000 - 30,000 | 30,000 - 32,000 |
| Demi Chef | 24,000 - 25,000 | 25,000 - 26,000 |
| Commis Chef 2 - 4 yrs | 22,000 - 23,000 | 23,000 - 24,000 |
| Kitchen Porter | 9.25 - 10.25 p/hour | 10.25 - 11.25 p/hour |

| Bar & Restaurant | 0 - 3 YRS € | > 3 YRS € |
|--|-----------------|-----------------|
| Restaurant Manager | 32,000 - 35,000 | 35,000 - 38,000 |
| Bar Manager | 32,000 - 35,000 | 35,000 - 40,000 |
| Restaurant Supervisor | 24,000 - 26,000 | 26,000 - 28,000 |
| Experienced/Qualified Bar or Waiting Staff | 20 + SC or Tips | 23 + SC or Tips |

| Spa & Leisure | 0 - 3 YRS € | > 3 YRS € |
|------------------------|-----------------|-----------------|
| Spa Manager | 30,000 - 35,000 | 35,000 - 45,000 |
| Leisure Club Manager | 32,000 - 35,000 | 35,000 - 40,000 |
| Spa/Beauty Therapist | 20,000 - 22,000 | 22,000 - 26,000 |
| Fitness/Gym Instructor | 22,000 - 24,000 | 24,000 - 30,000 |





Healthcare providers have been experiencing acute difficulties in hiring and retaining experienced staff for many years and a similar climate is likely to persist in 2017.

Against this backdrop, healthcare employers have a vital and pressing need to recruit and retain qualified staff both from the local market and from overseas to fill temporary and permanent positions. Failure to do so has deep consequences for the provision of safe healthcare practices.

Much has been written about attempts to reverse pay reductions across the public sector and various agreements will see additional restoration in 2017. Published pay scales for HSE nurses range from €27,483 to €42,469 with additional payments accompanying promotion to Clinical Nurse Manager and beyond.

To meet the increasing competition for high quality nursing staff, many private healthcare providers are offering other benefits to increase the total package being offered. Examples of these include relocation and/or signing-on bonuses of up to €6,000, accommodation allowances, school term time contracts, payment of NMBI registration fees and training grants of up to €1,000.

The private nursing home sector is also facing significant recruitment and retention issues heading into 2017. The sector is extremely diverse and therefore salary and benefits strategies often reflect local staffing issues. Generally speaking, many nursing homes pay a premium to HSE pay scales with staff nurse grade jobs currently being advertised from €36,000 to €50,000.

Many healthcare employers in both the public and private sectors have relied heavily on the flexibility afforded by temporary staff at all levels for the last number of years although trends suggest that more permanent staff will be hired in 2017.

Employers of Healthcare Assistants and Multi-Task Attendants are not immune to the general climate of staff shortages either. Candidates at these grades have more career choices and many gravitate to the larger towns and cities leaving more rural employers with additional challenges.

Forward thinking employers in these locations are working with local Education and Training Boards to make potential applicants aware of career opportunities during their courses rather than waiting until they graduate.

Creative approaches to attracting and retaining staff will continue to put some employers ahead of the game as critical staff shortages continue to be a factor across Healthcare Assistant and all Nursing grades.

Michael Groarke
Group Managing Director



SURVEY FINDINGS

| Healthcare Professionals | < 2 YRS € | > 2 YRS € |
|--------------------------|-----------------|-----------------|
| Clinical Nurse Manager 3 | 54,000 - 58,000 | 58,000 - 66,000 |
| Clinical Nurse Manager 2 | 48,000 - 54,000 | 54,000 - 60,000 |
| Clinical Nurse Manager 1 | 45,000 - 48,000 | 48,000 - 54,000 |
| Senior Staff Nurse | 45,000 - 47,000 | 48,000 - 50,000 |
| Registered General Nurse | 28,000 - 32,000 | 35,000 - 44,000 |

| Healthcare Professionals | < 2 YRS € | > 2 YRS € |
|---|-----------------|-----------------|
| Registered Psychiatric Nurse | 28,000 - 32,000 | 35,000 - 44,000 |
| Registered Midwife | 28,000 - 32,000 | 35,000 - 44,000 |
| Registered General Nurse (Nursing Home) | 30,000 - 35,000 | 36,000 - 50,000 |
| Student Nurse | 16,000 - 24,000 | - |
| Healthcare Assistant | 24,000 - 28,000 | 28,000 - 33,000 |

“Many healthcare employers in both the public and private sectors have relied heavily on the flexibility afforded by temporary staff at all levels for the last number of years although trends suggest that more permanent staff will be hired in 2017.”





Healthcare in Ireland is experiencing a perfect storm with ever increasing numbers seeking to access services whilst the system suffers some of the highest rates of physician and nurse emigration in Europe.

Whilst recruitment embargoes were easy to blame in the years immediately following 2009, there are now other factors at play. There is an acute global shortage of doctors, nurses and other healthcare professionals, core pay in Ireland has diminished and other countries with deeper pockets are aggressively hiring Irish trained staff.

With the vast majority of doctors being employed in the state system, published salary scales generally apply. Salaries and allowances paid in Ireland remain attractive to junior doctors seeking to come here from the traditional medic recruitment markets of the Middle East, Asia and Eastern Europe. At Senior House Officer and Registrar grades, with on-call responsibilities and other shift allowances, doctors can effectively earn 50-100% more than the published basic salary.

The sharpest reductions in base salaries over recent years were felt at the top end of the market with starting salaries for new entrant medical consultants now around the €120K mark, down from the €145-155K levels being offered prior to 2012.

It should be noted that other comparable healthcare systems around the world are offering innovative non-pay elements to attract doctors overseas. For example Australia continues to offer top class continuous professional development programmes for doctors at all levels, whilst

in the UK, GP doctors are being offered fellowships involving some sessions in general practice settings and one or two sessions weekly devoted to academic personal development projects.

Graduates in Allied Health disciplines including Speech and Language, Occupational and Physio therapists, along with Radiographers, Pharmacists and Physiologists amongst others were hard hit in the austerity years and many began their careers outside of Ireland. Whilst some have returned to Ireland, there has not been an overwhelming influx of returnees and therefore some roles, particularly at senior grade, remain difficult to fill.

On a more positive note, Irish healthcare employers may well benefit from the uncertainty surrounding the future status of overseas workers currently living in the UK with up to 50% of medical professionals in recent surveys considering leaving the UK, within the next 12 months. This provides an opportunity for Irish employers to attract this cohort of highly trained and educated clinicians before they move further afield.

In summary, the healthcare sector will continue to experience significant staffing challenges until sufficient resources are provided to retain existing professionals and more realistic incentives are in place to entice Irish-trained staff to return home.

Richard Morton
Managing Director - MatchMedics

**MEDICAL
RECRUITMENT
RE-MASTERED**



SURVEY FINDINGS

| Healthcare Professionals | < 2 YRS € | > 2 YRS € |
|--|-------------------|-------------------|
| Junior Doctor (Senior House Officer & Registrar) | 39,000 - 45,000 | 50,000 - 75,000 |
| Consultant Doctor (New Entrant) | 120,000 - 130,000 | 130,000 - 160,000 |
| Director of Nursing | 60,000 - 85,000+ | 60,000 - 85,000+ |
| Assistant Director of Nursing | 55,000 - 70,000 | 55,000 - 70,000 |
| Social Care Worker | 30,000 - 35,000 | 35,000 - 44,000 |
| Social Worker | 39,000 - 43,000 | 45,000 - 57,000 |

| Healthcare Professionals | < 2 YRS € | > 2 YRS € |
|--------------------------|-----------------|------------------|
| Physiotherapist | 34,000 - 38,000 | 40,000 - 65,000 |
| Radiographer | 32,000 - 36,000 | 40,000 - 60,000 |
| Clinical Psychologist | 48,000 - 55,000 | 60,000 - 85,000 |
| Community Pharmacist | 45,000 - 55,000 | 60,000 - 85,000+ |
| Hospital Pharmacist | 32,000 - 36,000 | 38,000 - 66,000 |

“ Irish healthcare employers may well benefit from the uncertainty surrounding the future status of overseas workers currently living in the UK, with up to 50% of medical professionals in recent surveys considering leaving the UK within the next 12 months. ”





Growth in the industrial sector continued in 2016 and we anticipate further growth during 2017. A flexible work-force remains essential to a number of organisations due to the peaks and troughs in their business and they rely heavily on temporary staff to fulfil their requirements for many roles.

The increase in permanent roles has had an impact on the supply of temporary staff and we are having to go further afield to attract talent. A particular challenge is finding qualified and experienced drivers.

Recruitment remains a priority for many organisations this year, mainly due to growth but also due to attrition levels increasing.

Attracting and retaining talent is challenging, with many companies experiencing difficulties recruiting the skills and experience they need.

Candidates have more choices and companies need to address this quickly to retain staff and bring salaries in line with market rate as well as creating a positive environment in which to work. Other motivating factors for candidates are flexible working hours and career progression.

Moderate salary increases are expected across management and non-management levels.

Michael Groarke
Group Managing Director

“Candidates have more choices and companies need to address this quickly to retain staff and bring salaries in line with market rate as well as creating a positive environment in which to work.”

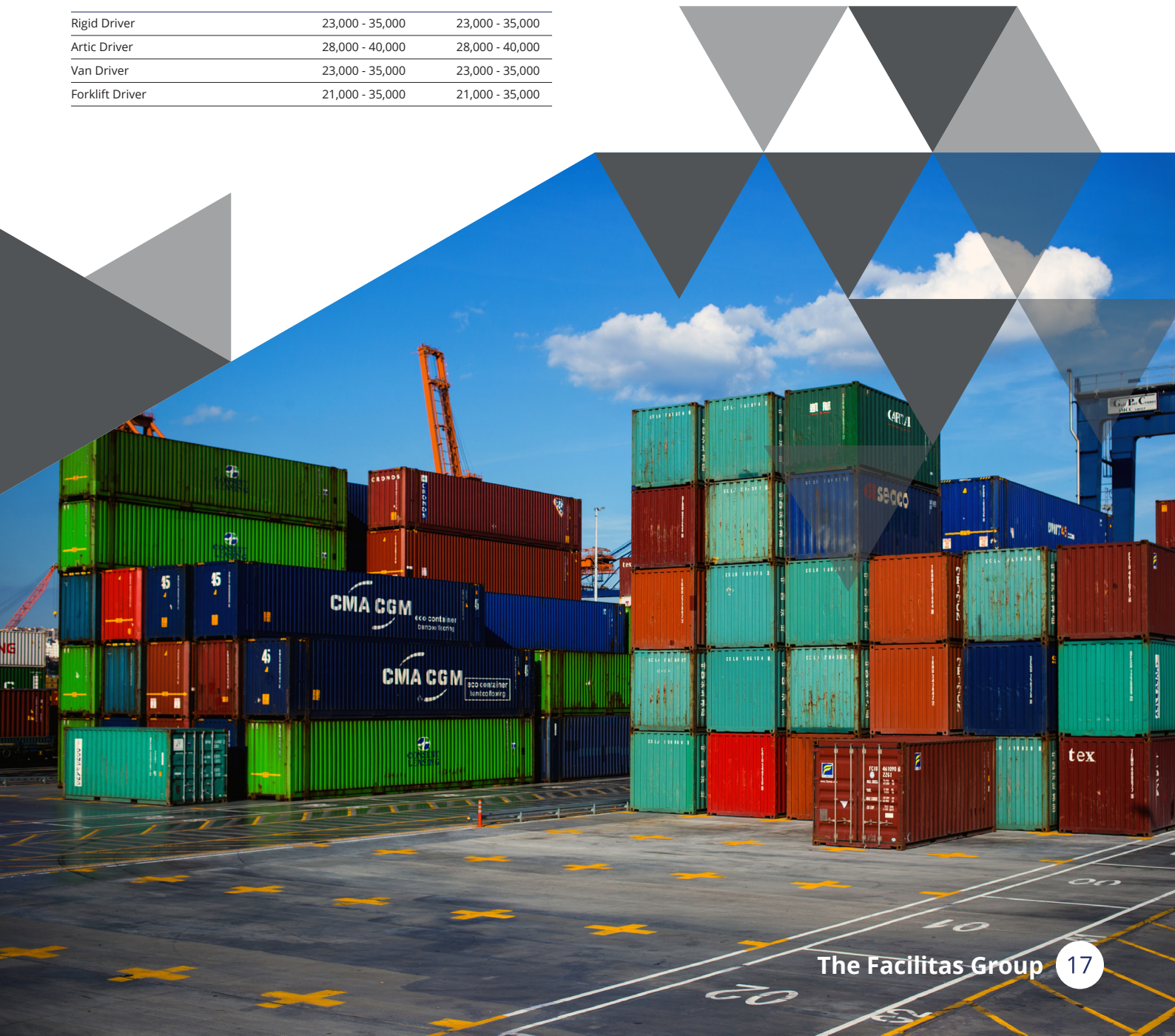


SURVEY FINDINGS

| Industrial/Supply Chain | Dublin € | Regional € |
|-------------------------|-------------------|------------------|
| Plant/Operations | 70,000 - 90,000 | 65,000 - 85,000 |
| Production Manager | 50,000 - 60,000 | 50,000 - 55,000 |
| Production Planner | 30,000 - 35,000 | 25,000 - 30,000 |
| Production Operatives | 21,000 - 32,000 | 20,000 - 40,000 |
| Purchasing Specialist | 40,000 - 50,000 | 35,000 - 45,000 |
| Purchasing Manager | 40,000 - 70,000 | 40,000 - 55,000 |
| Senior Buyer | 45,000 - 60,000 | 45,000 - 55,000 |
| Buyer | 30,000 - 45,000 | 30,000 - 40,000 |
| Supply Chain Manager | 60,000 - 70,000 | 60,000 - 70,000 |
| Supply Chain Director | 100,000 - 120,000 | 90,000 - 110,000 |
| Logistics Manager | 55,000 - 65,000 | 55,000 - 65,000 |
| Order Management Team | 30,000 - 40,000 | 30,000 - 40,000 |
| General Operatives | 21,000 - 28,000 | 21,000 - 28,000 |

| Industrial Driving | Dublin € | Regional € |
|--------------------|-----------------|-----------------|
| Rigid Driver | 23,000 - 35,000 | 23,000 - 35,000 |
| Artic Driver | 28,000 - 40,000 | 28,000 - 40,000 |
| Van Driver | 23,000 - 35,000 | 23,000 - 35,000 |
| Forklift Driver | 21,000 - 35,000 | 21,000 - 35,000 |

| Industrial/Supply Chain | Dublin € | Regional € |
|---------------------------|-----------------|-----------------|
| Logistics Coordinator | 35,000 - 45,000 | 35,000 - 45,000 |
| Warehouse Manager | 40,000 - 45,000 | 35,000 - 40,000 |
| Warehouse Supervisor | 30,000 - 35,000 | 28,000 - 32,000 |
| Inventory Controller | 28,000 - 40,000 | 30,000 - 40,000 |
| Inventory Analyst | 30,000 - 50,000 | 30,000 - 45,000 |
| Inventory Manager | 35,000 - 55,000 | 35,000 - 55,000 |
| Master Scheduler | 40,000 - 60,000 | 45,000 - 55,000 |
| Demand Planner | 40,000 - 55,000 | 35,000 - 45,000 |
| Stock Controller Manager | 30,000 - 50,000 | 35,000 - 50,000 |
| Stock Controller | 25,000 - 30,000 | 20,000 - 37,000 |
| Materials Manager | 40,000 - 65,000 | 40,000 - 65,000 |
| Officer Materials Handler | 25,000 - 33,000 | 19,000 - 36,000 |
| Cleaners | 21,000 - 25,000 | 21,000 - 25,000 |



ng Construction NOEL GROUP

Today, the Construction Industry has seen a substantial rise in activity, where the sector has grown by 15% in 2016 and is expected to expand by a further 20% in 2017. This growth has seen a vast increase, in both the Commercial and Residential building sectors.

Here at Noel Recruitment, there has been a significant demand for; Consultancy Professionals, Site Based Professionals and Skilled Tradespeople such as Carpenters, Electricians, and all other areas of Site Based Labour.

Although with this rapid growth in activity, the challenge of attracting staff in certain areas has emerged, notably with Intermediate Level Engineers, Quantity Surveyors, Site Foremen and Site Managers.

This is a result of many skilled professionals having to relocate to the U.K and further afield, due to the decrease in jobs over the past decade.

Fortunately, we have noticed a considerable rise in Job Seekers from the U.K and Australia, which has helped the demand.

Activity in the Construction Industry is not the only thing on the rise, salaries for all construction positions are too. Candidates who are moving are doing so for up to a 10% increase on their current basic salary and counter offers are also pushing salaries up.

On average, the rise in construction salaries is 5%, which is higher than the national average. Benefits include pension and healthcare.

Some companies describe phones and laptops as benefits however these are not seen as benefits by candidates as they are essential tools to perform their role.

Michael Groarke
Group Managing Director



SURVEY FINDINGS

| Site Based Construction | Dublin < 2 YRS | 3 - 5 YRS | 5 + YRS | Regional < 2 YRS | 3 - 5 YRS | 5 + YRS |
|-------------------------|-----------------|-----------------|---------|------------------|-----------------|---------|
| Site Manager | 45,000 | 50,000 - 55,000 | 55,000+ | 40,000 | 45,000 - 50,000 | 50,000+ |
| Site foreman | 40,000 | 40,000 - 50,000 | 50,000+ | 35,000 - 40,000 | 40,000 - 45,000 | 45,000+ |
| Site engineer | 35,000 | 40,000 - 45,000 | 45,000+ | 35,000 | 35,000 - 45,000 | 45,000+ |
| Project Manager | 55,000 | 60,000 - 65,000 | 65,000+ | 50,000 | 55,000 - 60,000 | 60,000+ |
| Contracts Manager | - | 65,000 - 70,000 | 70,000+ | - | 60,000 - 65,000 | 65,000+ |
| Quantity Surveyor | 35,000 - 40,000 | 45,000 - 55,000 | 55,000+ | 30,000 - 35,000 | 40,000 - 50,000 | 50,000+ |
| Site Clerk | 30,000 - 35,000 | 35,000 - 40,000 | 45,000+ | 25,000 - 30,000 | 30,000 - 40,000 | 40,000+ |

| Health & Safety | Dublin < 2 YRS | 3 - 5 YRS | 5 + YRS | Regional < 2 YRS | 3 - 5 YRS | 5 + YRS |
|-------------------------|-----------------|-----------------|---------|------------------|-----------------|---------|
| Health & Safety Officer | 30,000 - 35,000 | 35,000 - 45,000 | 45,000+ | 28,000 - 32,000 | 32,000 - 40,000 | 40,000+ |
| Health & Safety Manager | - | 50,000 - 60,000 | 60,000+ | - | 45,000 - 55,000 | 55,000+ |

| Construction Services | Dublin < 2 YRS | 3 - 5 YRS | 5 + YRS | Regional < 2 YRS | 3 - 5 YRS | 5 + YRS |
|--------------------------|-----------------|-----------------|-----------------|------------------|-----------------|---------|
| Architect | 35,000 - 40,000 | 50,000 | 60,000+ | 35,000 - 40,000 | 50,000+ | 60,000+ |
| Design Engineer | 35,000 | 35,000 - 45,000 | 45,000+ | 30,000 - 35,000 | 40,000 | 40,000+ |
| Architectural Technician | 30,000 | 35,000 - 40,000 | 40,000 - 50,000 | 25,000 - 30,000 | 30,000 - 35,000 | 40,000+ |

| Property Services | Dublin < 2 YRS | 3 - 5 YRS | 5 + YRS | Regional < 2 YRS | 3 - 5 YRS | 5 + YRS |
|----------------------------|-----------------|-----------------|-----------------|------------------|-----------------|---------|
| Building Services Engineer | 28,000 - 30,000 | 35,000 - 50,000 | 50,000+ | 25,000 - 30,000 | 30,000 - 40,000 | 45,000+ |
| Facilities Engineer | 28,000 - 35,000 | 35,000 - 50,000 | 50,000+ | 25,000 - 30,000 | 30,000 - 40,000 | 45,000+ |
| Facilities Manager | - | 55,000+ | 55,000 - 80,000 | - | 45,000 - 40,000 | 40,000+ |

“ On average the rise in construction salaries is 5%, which is higher than the national average. Benefits include pension and healthcare. ”





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