

SALARY SURVEY 2010

ROBERT WALTERS

INTRODUCTION

ROBERT WALTERS IS ONE OF THE WORLD'S LEADING PROFESSIONAL RECRUITMENT CONSULTANCIES, SPECIALISING IN THE PLACEMENT OF PERMANENT, CONTRACT AND TEMPORARY POSITIONS ACROSS ALL LEVELS OF SENIORITY.

With a global network of offices spanning five continents, we are able to meet the demands of clients and candidates whose needs extend beyond local markets, whilst our strong local foundations provide us with unique insights into both industry and culture.

We manage the careers of the highest calibre candidates across the fields of: accounting, finance, banking, information technology, human resources, legal & compliance, sales & marketing, secretarial & support, engineering & operations, general management and supply chain & procurement.

Our unrivalled client base comprises leading blue-chip multinational corporations and major financial services organisations through to SMEs and start up businesses.

This comprehensive global salary survey has been compiled by our dedicated research division and offers an insight into both the recruitment market trends and salaries within each of the geographic markets and disciplines in which we specialise.

For further information about Robert Walters or this survey please see our office listing and contact details at the back of this survey or visit our website at www.robertwalters.com

IRELAND

COUNTRY OVERVIEW

The Irish market experienced extremely challenging trading conditions throughout 2009. The difficulties in the international financial markets which emerged in 2007 and worsened throughout 2008, compounded Ireland's economic and financial problems, causing an unprecedented number of redundancies and business closures across the market. At its highest, unemployment rose to 12.5% in quarter four of 2009 and there was an over-supply of candidates as a result. Competition for roles increased and salaries decreased between 5–10% for both employed and newly hired professionals.

Most organisations put their recruitment plans on hold in 2009 and only recruited replacement staff in business critical areas. Any recruitment that did take place was extremely protracted and organisations had a vast array of highly talented candidates to choose from. However, professionals who were in full time employment displayed caution about moving roles in such an uncertain market.

The renewable energy, pharmaceutical, life science and gaming industries were more resilient to market conditions

and fared much better than most areas of financial services. Insurance remained the most stable industry and a number of prominent Bermuda-based reinsurance companies announced plans to domicile their European headquarters in Dublin.

Towards the end of 2009, cautious optimism returned to the market as many organisations operating with skeleton staff began to recruit key hires in anticipation of improved economic conditions. Professionals in highest demand were those with specific product knowledge in the renewable energy, pharmaceutical, life science and gaming sectors, as well as those who could demonstrate an ability to quickly impact the bottom line.

2010 will remain challenging for the Irish employment market and any improvements will depend on stability within both domestic and international markets. Organisations will continue to be specific in their hiring requirements and candidates will need to remain flexible in their salary expectations in order to secure employment.

DUBLIN

BANKING & FINANCIAL SERVICES

Market Overview

2009 began with most organisations across financial services implementing recruitment freezes until the effects of the global financial crisis became clearer. Towards the end of quarter two companies started to lift restrictions for critical hires only. Candidates with niche experience or product knowledge were in particularly high demand.

Hiring levels within fund administration were low as the sector was seriously affected by the downturn in early 2009. Recruitment levels stabilised as the year progressed and more confidence returned to the market. This development could be attributed to both administrators winning new mandates, previously managed by larger competitors and a perception that, in some cases, redundancy programmes had been too severe in the first few months of the year.

Risk management professionals proved to be the most sought-after within financial services as institutions across wealth management, capital markets and treasury looked to recruit market, operational and credit risk professionals. This should result in operational and credit risk salaries remaining static in 2010. Companies within the wealth management sector undertook large scale restructuring programmes in 2009. As a result, we witnessed demand for fixed income sales and trading professionals to establish new business lines and take advantage of the potential opportunities within the corporate and sovereign bond markets.

There was a notable decrease in recruitment activity in the aircraft leasing market but a small number of companies made hires within their marketing and aircraft trading/portfolio management divisions.

Remuneration packages reduced in most areas across the financial services sector by approximately 10-20%. Generous benefit packages were also curtailed across the board.

Outlook for 2010

Financial services firms will continue to face recruitment challenges in 2010. We anticipate hiring activity will increase as most firms will have completed restructuring exercises and the headcount freezes implemented in 2009 will largely have been lifted.

Accounting & Finance Market Overview

The demand for accounting and finance professionals in early 2009 remained relatively steady in comparison to the rest of the financial services market. The key sectors that hired were life and reinsurance, special purpose vehicle (SPV) administration and corporate recovery divisions of professional services firms. However, the majority of recruitment activity that occurred was to replace business-critical roles rather than grow finance teams.

With the slow rebound of the global financial markets in quarters three and four of 2009, a handful of notable IFSC-based banks with foreign parents looked to the market for both part-qualified and qualified accountants with proven experience in accounting for financial instruments (mainly derivatives), cost control and management information reporting.

Salary levels continued to fall steadily throughout the year with the senior end of the market seeing the most noticeable decrease. Many companies sought to hire staff on a contract or temporary basis as sign off for permanent appointments continued to be a challenge.

Outlook for 2010

We anticipate that the recruitment market will remain slow, particularly within the domestic banks. We expect that most organisations will have completed the majority of downsizing programmes and demand to grow finance teams with experienced, qualified staff will return.

DUBLIN

BANKING & FINANCIAL SERVICES

| ROLE | PERMANENT SALARY PER ANNUM € | | | | | |
|--|------------------------------|------------------|----------------|-------------------|-------------|--------------------|
| | 1 - 3 YRS' EXP | | 3 - 5 YRS' EXP | | 5+ YRS' EXP | |
| | 2009 | 2010 | 2009 | 2010 | 2009 | 2010 |
| Asset Management | | | | | | |
| Fund/Portfolio Manager | | | €80 - 100k | €80 - 100k | €101 - 150k | €101 - 150k |
| Business Development Manager | €60 - 65k | €55 - 60k | €66 - 80k | €61 - 80k | €81 - 110k | €81 - 100k |
| Risk/Quantitative Analyst | €35 - 50k | €35 - 50k | €65 - 80k | €65 - 80k | €81 - 110k | €81 - 110k |
| Middle Office Specialist | €27 - 34k | €27 - 32k | €35 - 55k | €35 - 50k | €56 - 70k | €51 - 70k |
| Dealer (Execution Desk) | €30 - 45k | €30 - 40k | €46 - 60k | €41 - 55k | €61 - 75k | €58 - 70k |
| Equity Analyst | €35 - 45k | €35 - 42k | €46 - 70k | €43 - 60k | €71 - 110k | €81 - 100k |
| Treasury & Securities Trading | | | | | | |
| Structured Finance Manager | €75 - 95k | €75 - 90k | €96 - 120k | €85 - 110k | €121 - 150k | €110 - 140k |
| Fixed Income/Credit Trader | €35 - 45k | €30 - 40k | €41 - 65k | €41 - 65k | €66 - 110k | €66 - 110k |
| Credit Risk Analyst | €30 - 38k | €28 - 35k | €36 - 60k | €36 - 60k | €61 - 80k | €61 - 80k |
| Credit Analyst (Financial Institutions) | €30 - 38k | €28 - 35k | €39 - 60k | €39 - 60k | €61 - 80k | €61 - 80k |
| Operational Risk Officer | €28 - 34k | €28 - 34k | €35 - 55k | €35 - 55k | €56 - 70k | €56 - 70k |
| Market Risk Analyst | €32 - 50k | €28 - 45k | €51 - 80k | €46 - 68k | €85 - 90k | €69 - 80k |
| Investment/Treasury Operations | | | | | | |
| Head of Operations | | | €90 - 110k | €85 - 100k | €86 - 125k | €80 - 115k |
| Operations Manager | | | €60 - 75k | €55 - 70k | €76 - 90k | €68 - 80k |
| Settlements | €28 - 42k | €26 - 35k | €43 - 57k | €36 - 45k | €58 - 63k | €46 - 55k |
| Derivatives Documentation Specialist | €30 - 38k | €28 - 35k | €39 - 60k | €36 - 55k | €61 - 75k | €59 - 66k |
| Corporate/Commercial Banking | | | | | | |
| Corporate Banking Relationship Manager | €65 - 75k | €58 - 68k | €76 - 85k | €69 - 78k | €80 - 103k | €69 - 85k |
| Assistant Corporate Banking Relationship Manager | €45 - 55k | €40 - 48k | €56 - 65k | €49 - 60k | €66 - 75k | €62 - 70k |
| Corporate Credit Analyst | €32 - 45k | €30 - 40k | €46 - 65k | €41 - 55k | €66 - 75k | €62 - 70k |
| Head of Risk Analytics | | | | | €130 - 150k | €130 - 150k |
| Risk Analytics Manager | | | €90 - 109k | €90 - 109k | €110 - 125k | €110 - 125k |
| Head of Model Validation | | | €90 - 109k | €90 - 109k | €110 - 125k | €110 - 125k |
| Quantitative Analyst (Credit Risk Modelling) | €35 - 49k | €35 - 49k | €50 - 55k | €50 - 55k | €56 - 75k | €56 - 75k |

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

DUBLIN

BANKING & FINANCIAL SERVICES

| ROLE | PERMANENT SALARY PER ANNUM € | | | | | |
|--|------------------------------|------------------|----------------|-------------------|-------------|--------------------|
| | 1 - 3 YRS' EXP | | 3 - 5 YRS' EXP | | 5+ YRS' EXP | |
| | 2009 | 2010 | 2009 | 2010 | 2009 | 2010 |
| Wealth Management | | | | | | |
| Investment Manager | €88 - 110k | €80 - 95k | €96 - 120k | €96 - 120k | €120k+ | €120k+ |
| Private Client Portfolio Manager | €45 - 60k | €45 - 55k | €60 - 80k | €55 - 75k | €65 - 110k | €60 - 100k |
| Assistant Private Client Portfolio Manager | €40 - 50k | €35 - 45k | €52 - 60k | €46 - 55k | €60 - 72k | €56 - 65k |
| Fixed Income/Equity Sales | €30 - 38k | €30 - 38k | €39 - 55k | €39 - 55k | €56 - 90k | €56 - 90k |
| Aircraft Leasing | | | | | | |
| Trading | | | | | €100 - 200k | €100 - 200k |
| Portfolio Management | | | | | €100 - 165k | €100 - 165k |
| Sales and Marketing | | | | | €110 - 220k | €100 - 220k |
| Corporate/Structured Finance | | | | | €115 - 160k | €100 - 200k |
| Fund Administration | | | | | | |
| Fund Controller | €40 - 50k | €38 - 45k | €51 - 60k | €46 - 55k | €65 - 75k | €56 - 70k |
| Fund Accountant | €30 - 38k | €27 - 35k | €42 - 60k | €36 - 48k | €61 - 85k | €49 - 75k |
| Shareholder Services/Transfer Agency | €27 - 35k | €26 - 33k | €36 - 55k | €34 - 45k | €60 - 81k | €46 - 75k |
| Trustee Associate | €29 - 35k | €27 - 34k | €36 - 50k | €34 - 45k | €45 - 70k | €45 - 70k |
| Custody Associate | €27 - 33k | €27 - 33k | €34 - 45k | €34 - 45k | €45 - 70k | €45 - 70k |
| Finance | | | | | | |
| Chief Financial Officer | | | | | €110 - 145k | €110 - 140k |
| Finance Director | | | | | €100 - 120k | €100 - 115k |
| Head of Internal Audit | | | | | €90 - 100k | €85 - 100k |
| Financial Controller | | | €85 - 95k | €75 - 85k | €90 - 100k | €80 - 90k |
| Finance Manager | | | €70 - 80k | €65 - 75k | €75 - 85k | €70 - 80k |
| Financial Accountant | €48 - 58k | €42 - 50k | €58 - 65k | €50 - 60k | | |
| Treasury Accountant | €45 - 55k | €45 - 53k | €55 - 65k | €55 - 63k | | |
| Management Accountant | €48 - 60k | €42 - 48k | €60 - 70k | €50 - 58k | €70 - 80k | €65 - 75k |
| Internal Auditor | €45 - 55k | €43 - 48k | €60 - 70k | €50 - 60k | | |
| Regulatory Accountant | €40 - 50k | €40 - 50k | €50 - 60k | €50 - 60k | | |
| Cost Controller | €38 - 45k | €38 - 45k | €48 - 55k | €45 - 53k | | |
| Part-qualified Accountant | €35 - 40k | €33 - 36k | | | | |
| Accounts Assistant | €32 - 36k | €30 - 35k | | | | |
| Accounts Payable | €28 - 33k | €28 - 32k | | | | |

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

DUBLIN

BANKING & FINANCIAL SERVICES

| ROLE | CONTRACT RATE PER HOUR € | |
|--|--------------------------|------------|
| | 2009 | 2010 |
| Operations | | |
| Treasury/Cash Management | €18 - 22 | €14 - 17 |
| Corporate Actions | €17.5 - 19 | €13 - 17 |
| Pricing Analyst | €17 - 19 | €14 - 18 |
| Trustee | €17 - 18 | €14 - 16 |
| Fund Accountant (1 - 2 yrs' exp) | €16 - 18 | €14 - 17 |
| Compliance/Anti-Money Laundering | €17 - 20 | €14 - 17 |
| Fund Administration | €16 - 18 | €13 - 16 |
| Shareholder Services/Client Services | €15 - 18 | €12 - 15 |
| Finance | | |
| Finance Director | €48 - 60 | €40 - 60 |
| Financial Controller | €43 - 52 | €38 - 50 |
| Internal Auditor (5 - 10 yrs' exp) | €35 - 45 | €31.5 - 43 |
| Product Control | €35 - 38 | €32 - 38 |
| Treasury Accountant | €28 - 37 | €26 - 35 |
| Project Accountant | €30 - 35 | €30 - 38 |
| Management Accountant | €30 - 32 | €26 - 32 |
| Tax Accountant | €32 - 35 | €30 - 34 |
| Part-qualified Accountant (1 - 3 yrs' exp) | €17 - 24 | €16 - 22 |
| Credit Control | €16 - 19 | €13.5 - 17 |
| Accounts Payable/Receivable | €14.5 - 16 | €12 - 16 |

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DUBLIN

INSURANCE

Market Overview

Insurance and reinsurance firms continued to recruit in 2009 whilst other areas of financial services cut back dramatically on hiring levels. Although recruitment volumes did not compare favourably to 2008 and 2007, particularly in the larger domestic insurers, the percentage decrease in insurance recruitment was significantly less than that seen across the financial services industry as a whole.

The majority of hiring activity took place at international life insurers and reinsurers (both life and non-life) with operations or headquarters based in Ireland which, in many cases, passport products into other European markets. There was a continued demand for mid to senior level underwriters across all areas of the industry, particularly within non-life reinsurance. Candidates with facultative property and casualty experience were also highly sought-after.

Actuaries continued to remain in demand across the industry and, due to their short supply, were difficult to source. Qualified actuaries with two to five years' post-qualification experience within life and non-life reinsurance and financial reporting professionals remained highly sought-after. Pricing actuaries with a property and casualty reinsurance background were also in demand.

Salaries and bonuses within insurance started to decrease from 2008. Whilst basic salary levels declined marginally in 2009, it was bonuses that would have traditionally been paid within the reinsurance firms at the height of the market that suffered, despite strong financial performance. Mid-level claims and policy administration salaries saw a slight decrease, whilst junior to mid-level underwriting salaries remained static. Senior actuarial and underwriting salaries decreased by approximately 10%. However, such a figure

couldn't be applied across the board as some companies performed better than others and this was reflected in their salary offering to professionals.

Outlook for 2010

Robert Walters anticipate a continuing demand for highly skilled actuarial and risk management professionals in 2010. The continued increase in regulatory pressure and implementation of Solvency II will cause a steady demand for underwriters across all areas within the insurance and reinsurance sectors.

| ROLE | PERMANENT SALARY PER ANNUM € | |
|--------------------------------|------------------------------|--------------------|
| | 2009 | 2010 |
| Chief Risk Officer | €180 - 200k | €180 - 200k |
| Underwriting Manager | €85 - 110k | €85 - 110k |
| Underwriter | €55 - 80k | €55 - 80k |
| Chief Actuary/Finance Director | €180 - 200k | €180 - 200k |
| Senior Actuary | €120 - 160k | €120 - 160k |
| Actuary | €80 - 120k | €80 - 120k |
| Trainee Actuary | €45 - 60k | €45 - 60k |
| Product Development Manager | €88 - 105k | €80 - 95k |
| Project Manager | €77 - 92k | €70 - 85k |
| Claims Manager | €72 - 88k | €65 - 80k |
| Claims Handler | €26 - 32k | €26 - 32k |
| Policy Manager | €72 - 88k | €65 - 80k |
| Policy Administrator | €26 - 32k | €26 - 32k |
| Pensions Manager | €82 - 100k | €75 - 90k |
| Pensions Administrator | €28 - 34k | €28 - 34k |
| Loss Adjustor | €30 - 35k | €30 - 35k |
| Financial Advisor | €32 - 45k | €32 - 45k |

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DUBLIN

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

Market Overview

Recruitment activity within commerce and industry slowed dramatically in the first two quarters of 2009 as redundancy programmes were implemented across accountancy firms and large multinationals. Where redundancies did not occur, headcount freezes were commonplace in many medium and larger scale organisations. There was little demand for newly-qualified accountants, but there were opportunities at the senior level. More resilient sectors included IT, pharmaceuticals/healthcare/life sciences, gaming and energy and renewables where competition for the best positions remained high.

We saw an increase in demand for professionals with niche skill sets including cost control, group accounting, consolidation, financial reporting, internal audit, risk and compliance. Again, competition for these roles remained relatively high and the recruitment process was slow due to headcount sign off challenges. In many cases, finance departments were operating with a skeleton workforce as a result of continued cost control programmes.

In the latter part of the year there was a slowdown in redundancies and numerous candidates secured new positions, in many cases on an interim or contract basis. More niche positions opened up within tax, audit and financial accounting at the mid to senior level as a degree of confidence returned to the market and organisations began to hire for 2010. Despite an oversupply of qualified professionals in the market, many specialist positions in key industry sectors remained challenging to source.

Salaries decreased in the early part of the year with many organisations imposing 5-10% pay cuts. As the year progressed, salaries remained static and professionals had to be flexible on rates of pay.

Outlook for 2010

The outlook for 2010 remains cautious. Given redundancy levels in 2009 and some recovery in the global markets, we are anticipating limited growth in permanent hiring across most industry sectors.

DUBLIN

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

| ROLE | PERMANENT SALARY PER ANNUM € | | CONTRACT RATE PER HOUR € | |
|---|---------------------------------|--------------------|-----------------------------|-----------------|
| | 2009 | 2010 | 2009 | 2010 |
| Finance | | | | |
| Chief Financial Officer (7+ yrs' PQE) | €100 - 150k | €100 - 150k | €50 - 75 | €45 - 50 |
| Finance Director (5+ yrs' PQE) | €90 - 140k | €80 - 120k | €45 - 65 | €40 - 45 |
| Head of Internal Audit (5+ yrs' PQE) | €80 - 110k | €75 - 100k | €40 - 50 | €35 - 45 |
| Financial Controller (5+ yrs' PQE) | €80 - 100k | €65 - 90k | €40 - 50 | €35 - 40 |
| Finance Manager (3 - 5 yrs' PQE) | €65 - 80k | €55 - 80k | €33 - 38 | €30 - 35 |
| Financial Planning and Analysis (5+ yrs' PQE) | €65 - 85k | €55 - 80k | €35 - 38 | €28 - 35 |
| Business Analyst (3 - 5 yrs' PQE) | €55 - 70k | €45 - 60k | €27 - 34 | €27 - 30 |
| Systems Accountant (3 - 5 yrs' PQE) | €55 - 65k | €45 - 60k | €35 - 38 | €26 - 30 |
| Credit Manager (4 - 8 yrs' exp) | €45 - 60k | €42 - 58k | €22 - 24 | €24 - 28 |
| Internal Auditor (1 - 3 yrs' PQE) | €50 - 65k | €40 - 60k | €27 - 30 | €22 - 28 |
| Financial Analyst (1 - 3 yrs' PQE) | €50 - 60k | €45 - 60k | €28 - 31 | €22 - 27 |
| Management Accountant (1 - 3 yrs' PQE) | €45 - 60k | €42 - 55k | €28 - 35 | €22 - 27 |
| Financial Accountant (1 - 3 yrs' PQE) | €45 - 60k | €40 - 55k | €28 - 35 | €22 - 27 |
| Finalist | €40 - 45k | €40 - 48k | €22.5 - 25 | €22 - 24 |
| Part-qualified Accountant | €35 - 40k | €28 - 40k | €16 - 20 | €15 - 20 |
| Bookkeeper/QBE | €35 - 45k | €30 - 40k | €17 - 22 | €15 - 22 |
| Payroll Manager (3 - 5 yrs' PQE) | €35 - 50k | €30 - 48k | €23 - 27 | €16 - 24 |
| Payroll Assistant (1 - 3 yrs' PQE) | €30 - 35k | €25 - 32k | €17 - 20 | €14 - 16 |
| Accounts Assistant (0 - 3 yrs' exp) | €26 - 32k | €22 - 28k | €16 - 18 | €13 - 15 |
| Accounts Payable/Receivable (0 - 3 yrs' exp) | €24 - 30k | €22 - 28k | €14 - 16 | €12 - 14 |
| Senior Credit Controller (3 - 5 yrs' exp) | €28 - 35k | €24 - 28k | €18 - 22 | €13 - 14 |
| Credit Controller (0 - 3 yrs' exp) | €24 - 28k | €22 - 26k | €14 - 17 | €12 - 14 |

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DUBLIN

LEGAL

Market Overview

The first six months of 2009 saw a significant decline in legal recruitment within both in-house and private practice. Redundancies slowed considerably in quarter three and where staff or skill shortages existed within private practice, lawyers were moved internally to different areas of specialisation. Insolvency, litigation and employment remained busy throughout 2009, whilst corporate and banking departments reduced the size of their teams significantly.

Senior solicitors with strong experience in corporate/commercial law, renewable energy, and commercial contracts/procurement were sought-after in 2009 and many were presented with a number of interesting roles. Organisations preferred to hire individuals who had trained and worked with a leading law firm before gaining in-house experience.

Despite the abundance of available solicitors, it was difficult for organisations to find professionals with the technical skills and strong commercial acumen required.

Quarter four showed a small but steady increase in recruitment across commerce and industry and many organisations circumvented headcount freezes by hiring fixed term contractors for an initial six to twelve month period.

Salary and bonus expectations changed significantly in 2009 due to the influx of available candidates in the marketplace. Senior solicitors with strong sector specific experience could, in some circumstances demand a premium for fixed term contract roles. However, overall we saw a decline in salary levels across the board. We expect this to continue in 2010.

Due to the high number of good quality candidates available in the marketplace, organisations were able to hire professionals with a skill set above their original requirements. We expect this trend to continue for at least the first six months of 2010.

Outlook for 2010

The majority of legal recruitment will be for contract in-house positions within industry in 2010. Despite the surplus of legal candidates in the market, finding niche skill sets will continue to be difficult.

| ROLE | PERMANENT SALARY PER ANNUM € | |
|--|------------------------------|--------------------|
| | 2009 | 2010 |
| Private Practice | | |
| 10+ yrs' PQE | €120 - 150k | €120 - 150k |
| 8 - 10 yrs' PQE | €90 - 120k | €90 - 120k |
| 4 - 8 yrs' PQE | €75 - 90k | €70 - 90k |
| 1 - 4 yrs' PQE | €60 - 75k | €50 - 70k |
| In-house Banking and Financial Services | | |
| 10+ yrs' PQE | €120 - 150k | €120 - 150k |
| 8 - 10 yrs' PQE | €90 - 120k | €90 - 120k |
| 4 - 8 yrs' PQE | €70 - 90k | €70 - 90k |
| 1 - 4 yrs' PQE | €60 - 70k | €50 - 70k |
| In-house Commerce and Industry | | |
| 10+ yrs' PQE | €120 - 150k | €120 - 150k |
| 8 - 10 yrs' PQE | €90 - 120k | €85 - 120k |
| 4 - 8 yrs' PQE | €70 - 90k | €65 - 85k |
| 1 - 4 yrs' PQE | €50 - 70k | €50 - 65k |

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

DUBLIN

COMPLIANCE

Market Overview

At the beginning of 2009, recruitment activity within compliance was slow due to continued market uncertainty and an overall reluctance to hire across the sector. As the year progressed, hiring levels increased, particularly in the areas of cross border life insurance and reinsurance. In many instances this resulted from organisations appointing a dedicated senior level compliance professional where the responsibility had traditionally rested at director level.

Hiring levels also increased within asset management and fund administration in quarter three of 2009. Available roles were predominantly at a mid to senior level, arising from natural attrition and internal restructures.

In quarter four, hiring levels increased for managers and MLRO professionals with anti-money laundering experience. This was due to the transposition of the 3rd EU Directive into Irish law. Throughout 2009, recruitment at the junior level remained stagnant as organisations redeployed or moved existing staff in a bid to reduce costs and utilise existing resources.

There was a greater number of hybrid legal and compliance roles created in 2009 as organisations sought to increase their in-house expertise and reduce external consulting fees.

As a result of headcount restrictions, many organisations chose to hire compliance professionals on a fixed term contract basis. We expect more companies to use this option in 2010.

Despite a reduction in hiring levels during early 2009, compliance salaries stabilised in the latter half of the year. For the most part, salary decreases were capped at 10%. Bonuses were a thing of the past for most compliance professionals and this is likely to remain the case in 2010.

Outlook for 2010

With the call for more regulation and key appointments within the Financial Regulator, we envisage the compliance recruitment market will remain buoyant in 2010. It is likely that fixed term contracts will continue to be an attractive option as headcount restrictions remain in place. The majority of compliance salaries will remain static in 2010, however compliance professionals with less experience will see slight salary reductions of up to 5%.

ROLE

PERMANENT SALARY PER ANNUM €

| | 2009 | 2010 |
|--|-----------|-----------|
| Head of Compliance | €110k+ | €100k+ |
| Senior Compliance Manager (5 - 8 yrs' exp) | €75 - 95k | €70 - 90k |
| Compliance Manager (3 - 5 yrs' exp) | €40 - 75k | €45 - 70k |
| Compliance Assistant (1 - 3 yrs' exp) | €28 - 45k | €25 - 45k |
| Compliance Administrator (0 - 1 yr exp) | €22 - 30k | €22k+ |
| Company Secretarial | | |
| Company Secretary (5 yrs' exp) | €70k+ | €60k+ |
| ICSA Qualified (3 - 5 yrs' exp) | €45 - 65k | €35 - 60k |
| ICSA Qualified (1 - 3 yrs' exp) | €30 - 45k | €25 - 40k |
| Trainee Level | €25k+ | €22k+ |

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

DUBLIN

INFORMATION TECHNOLOGY

Market Overview

IT professionals working in the financial services sector were most heavily impacted by the global financial crisis in quarter one of 2009.

Despite market conditions, we witnessed a steady demand for software engineers, C++ and Java professionals as organisations saw the opportunity to attract talented professionals in a traditionally candidate short market. There was also a noticeable demand for infrastructure architects and systems analysts, particularly in the insurance sector.

Quarter three saw an increase in hiring activity for IT professionals across the technology market. The financial services sector began to hire on a gradual basis, investing in new systems technologies and in expertise to support their implementation. Globus T24, Hyperion, SAP and Summit were amongst some of the skills sought-after.

As a result of the competition amongst available candidates at the beginning of the year, salaries and, in particular, contract rates were driven down across the market. Employers opted to hire staff on fixed term contracts as opposed to daily rates in an effort to keep costs down. As the year progressed, many unemployed IT professionals were willing to be flexible on salary in order to remain competitive and secure a job. This appealed to employers who were particularly restricted with recruitment budgets and for smaller firms where training budgets were unavailable.

Outlook for 2010

The outlook for the technology industry in Ireland is relatively positive. A number of major players in online services and ICT made substantial announcements in the fourth quarter of 2009 regarding their commitment to the Irish market and their continued plans to invest and develop a presence.

Many companies weren't solely focusing on the Dublin market, and in particular looked at Cork, Galway and Belfast to expand their existing operations.

Employers may continue to suffer staff shortages in certain areas, such as multilingual technical support staff or engineers with server side development experience. We anticipate hiring levels will increase within information security, data protection and encryption services and, as a result, IT professionals with experience and qualifications in this area will be particularly sought-after.

Following the initial decline in salaries at the beginning of 2009, no further marked decreases were noted and they are not expected to decline further in 2010. Employers continued to pay market rates for skill sets in demand throughout 2009 and we expect this to continue in the coming year.

ROLE

| | PERMANENT SALARY PER ANNUM € | | CONTRACT RATE PER HOUR € | |
|---|---------------------------------|--------------------|-----------------------------|-----------------|
| | 2009 | 2010 | 2009 | 2010 |
| Head of IT/Chief Technology Officer/Chief Information Officer | €100 - 140k | €100 - 140k | €50 - 55 | €50 - 55 |
| Programme Manager | €80 - 100k | €70 - 80k | €40 - 50 | €30 - 40 |
| Head of Infrastructure | €75 - 90k | €75 - 90k | €38 - 45 | €38 - 45 |
| Senior Technical Architect | €65 - 80k | €60 - 75k | €30 - 35 | €25 - 35 |
| ERP/CRM Implementation Manager | €60 - 75k | €55 - 70k | €30 - 40 | €25 - 35 |
| Project Manager | €50 - 65k | €45 - 60k | €25 - 35 | €20 - 28 |
| QA/Test Manager | €50 - 65k | €45 - 60k | €25 - 30 | €20 - 30 |
| Database Developer | €50 - 60k | €45 - 55k | €25 - 30 | €20 - 25 |
| .Net/C# Developers | €45 - 60k | €42 - 55k | €20 - 30 | €20 - 25 |
| Java/J2EE Developer | €42 - 55k | €38 - 50k | €20 - 28 | €18 - 25 |
| Software Developer (VB, SQL, ORACLE, SYBASE) | €40 - 50k | €35 - 45k | €20 - 25 | €16 - 22 |
| Business Analyst | €35 - 50k | €30 - 40k | €18 - 25 | €15 - 20 |
| Network Administrator | €35 - 48k | €32 - 45k | €18 - 24 | €15 - 20 |
| Database Administrator | €35 - 45k | €32 - 40k | €17 - 22 | €15 - 20 |

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

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