



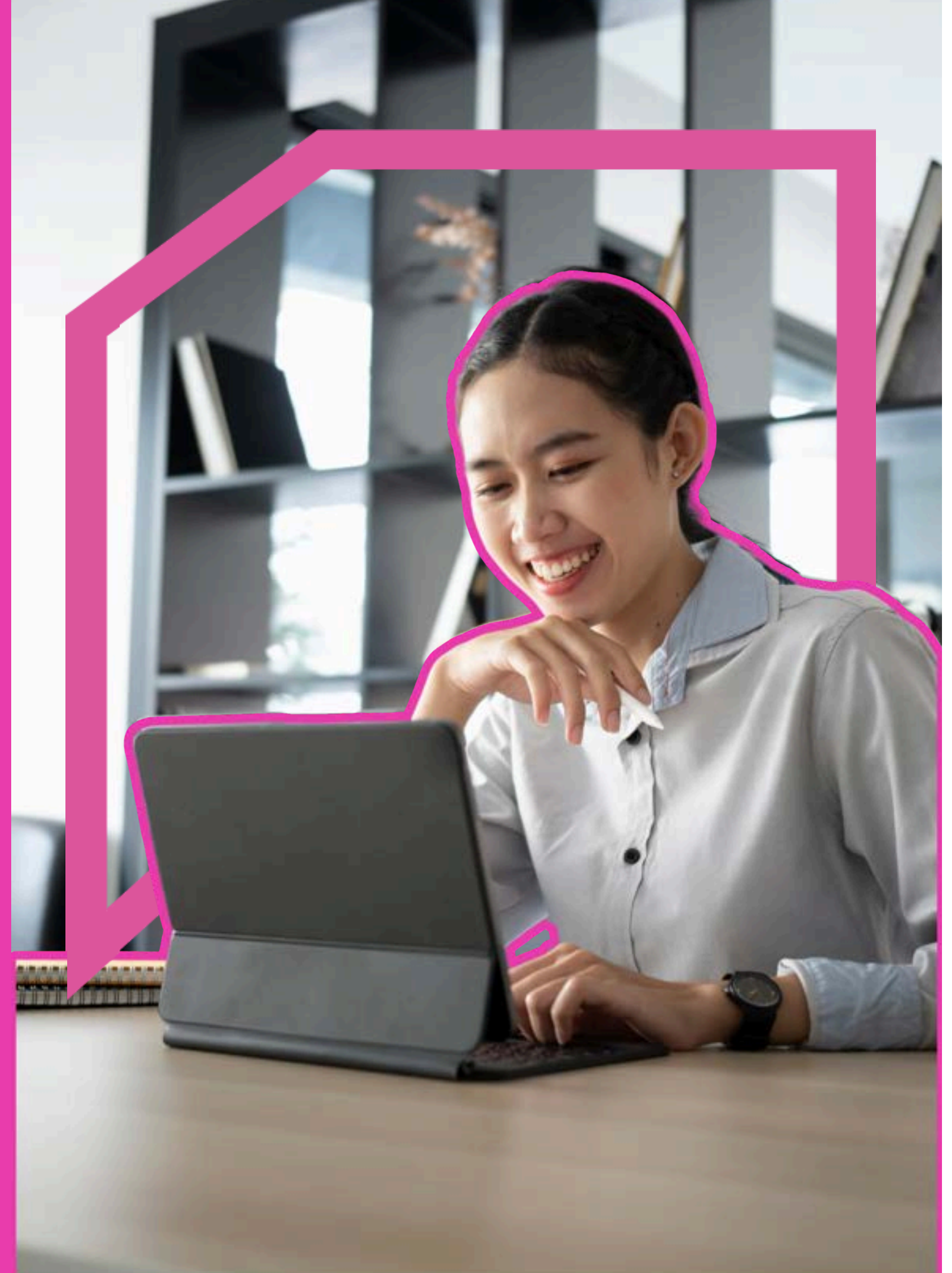
creating
exceptional
futures

SALARY GUIDE 2026

CONTENTS

Want to find out more about candidates' attitudes to shifting workplace trends, employee expectations, and the evolving job market? [Check out our most recent Sentiment Survey.](#)

- | | | | |
|----|-------------------------------|----|--|
| 1 | Introduction | 12 | Benefits Packages |
| 2 | Recruitment Market Commentary | 13 | Candidate Sentiment Survey Overview |
| 3 | Funds & Investment Management | 14 | Our Tailored RPO Offering |
| 4 | Accountancy, Finance & Tax | 15 | Our Contracting & Payroll Service Management |
| 5 | Technology & Transformation | 16 | Our Market Mapping Recruitment Services |
| 6 | Legal & Company Secretarial | 17 | Sustainability and DE&I at The Panel |
| 7 | Banking, Treasury & Insurance | | |
| 8 | Fintech | | |
| 9 | HR & Business Support | | |
| 10 | ESG & Sustainability | | |
| 11 | Aircraft Leasing | | |



CREATING EXCEPTIONAL FUTURES

The Panel is a recruitment consultancy based in Dublin, specialising in placing professional talent in Executive, Accountancy & Tax, Aircraft Leasing, Banking, Treasury & Insurance, ESG & Sustainability, Funds & Investment Management, Fintech, HR & Business Support, Technology & Transformation, and Legal & Company Secretarial.

Our specialist ethos was in our DNA from our start in 1987, when our founder, Brendan Burgess, established 'The Accountants Panel'. The IFSC Panel was then set up to meet the growing needs of the Financial Services Centre, followed by The Legal Panel and The IT Panel.

When Anne Keys and Paul McArdle took over as Joint Managing Partners in 2010, they rebranded the business as 'The Panel', encompassing all the various specialisations from financial to HR, serving all sectors and sizes, from start-ups to multinationals. The company remains wholly Irish-owned and managed.

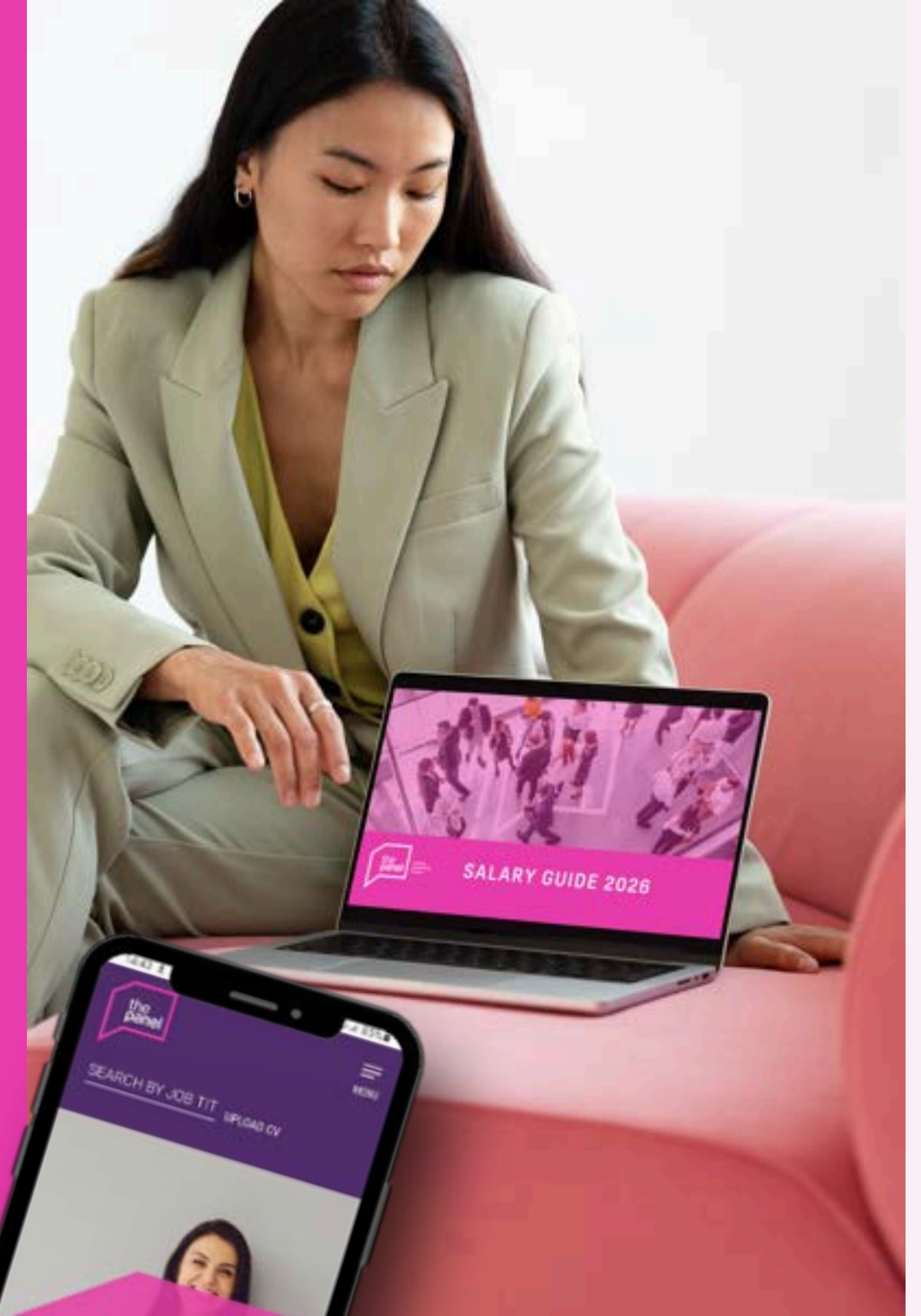
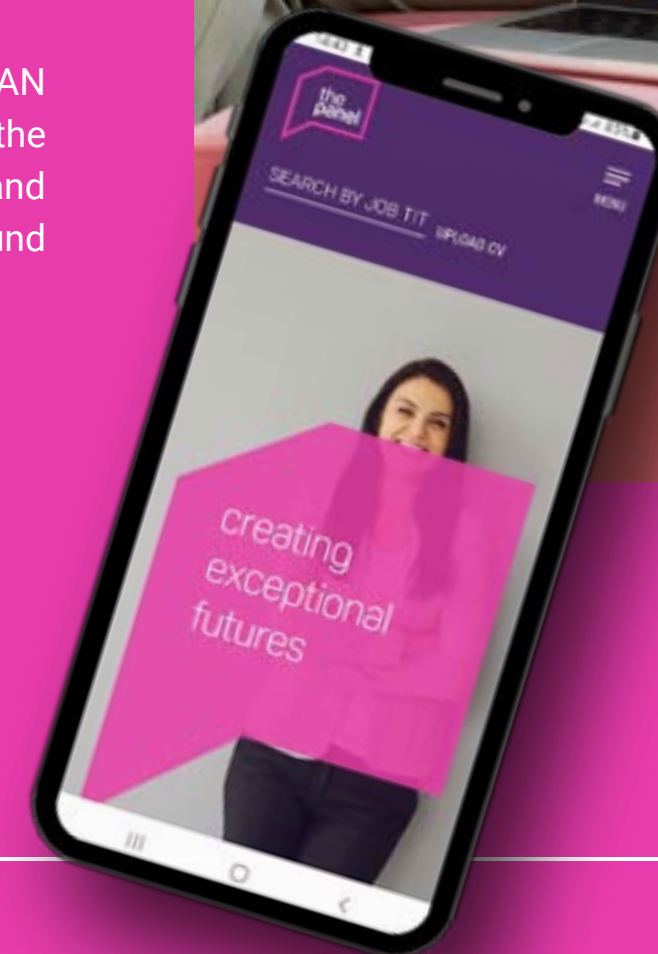
Consultants at The Panel take pride in our reputation for finding the right roles for our candidates and for matching the ideal candidates for hard-to-fill positions. Whether you are a candidate or a client, we take time to get to know you, to understand your individual requirements, objectives and ambitions.

We are not just a professional service; we are a personal service, developing greater futures for individuals and businesses through relationships.

At The Panel we are one big CLAN. We are proud that our CLAN consists of colleagues from six different countries across the globe. The Panel is a truly multicultural and diverse business and we will continue to embrace new CLAN members from around the world.

You can get in touch at:

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RECRUITMENT MARKET COMMENTARY

By Joint Managing Partners, Anne Keys and Paul McArdle

In 2025, we were operating in a candidate-empowered market. Conditions were shaped by high demand, low candidate supply, and an unprecedented focus on flexibility and personal working arrangements. As we enter 2026, market conditions have shifted toward a more balanced environment. What we are experiencing now is an oversupply of candidates in some areas and a lack of quality candidates with “in-demand” skills in other areas.

There is a swing towards a client-led environment - one where employers are setting up more of the terms, and candidates are being asked to adapt accordingly.

The findings of our bi-annual Candidate Sentiment Surveys support this. Over half of all respondents now believe the market is more employer-driven, rising sharply from 44% to 55% - a 25% year-on-year jump. This tallies with what we are finding in The Panel, clients are getting more prescriptive in their requirements, and candidates are having to adapt.

A return to the office – and a widening disconnect:

Across our client base, there is a noticeable firming up of Return-to-Office (RTO) policies. More employers are insisting on three days in the office as standard, and in some cases, four or five days. This movement is also reflected in our survey data, with a significant increase in candidates reporting higher office attendance than last year.

However, the clients' appetite for RTO is not matched on the candidate side. Many candidates are shunning roles that require RTO five days a week, and roles that require five days on-site are the hardest to fill. This disconnect is now one of the defining tensions of the job market.

Multinationals: going directly to market, but partnering on 'hard-to-fill' roles:

We are seeing more multinational companies exploring direct-to-market recruitment, particularly for high-volume,

entry-level roles. However, for highly specialised or strategic appointments, these organisations continue to partner with The Panel - where our networks, insights, and market knowledge help us secure the “hard-to-find” talent.

Indigenous businesses accelerating hiring - and scaling:

While multinational recruitment has softened, Irish-owned businesses are aggressively scaling, often with private equity involvement. Demand for C-suite leadership in these organisations has increased significantly, driven by ambition, investment, and a desire for experienced operators.

AI-first hiring strategies:

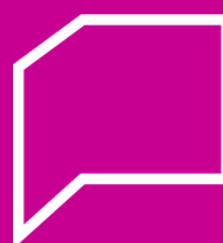
A growing trend among multinationals and scaling domestic firms is the adoption of an “AI-first, human-second” hiring approach. Companies now assess the automation potential of a role before approving a headcount request.

This shift is mirrored in candidate behaviour, with a significant proportion reporting that they are adapting to 'working smarter' due to AI and workload optimisation. Automated systems are replacing entry-level roles that traditionally required foundational skills, increasing the importance of internships and structured graduate programmes. Within our accounting and finance practice, we are already seeing a marked decline in the recruitment of transactional roles such as accounts payable and accounts receivable, as many of these processes are now automated.

Salary trends in 2025:

After several years of accelerated salary inflation, pay levels have stabilised in industry. Increases are now predominantly in the single-digit percentage range.

However, in the Financial Services sector firms continue to pay 10% - 25% increases on basic salaries to secure candidates with “hot” skills and experience. These include Compliance, Risk, ETF, Private Equity, Digital, Data Analytics, Security, Cloud, and Legal expertise.



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Candidates increasingly recognise the market shift, with many prioritising working arrangements over salary growth – [Candidate Sentiment Survey – Part 1](#) and [Candidate Sentiment Survey – Part 2](#).

Direct hiring model – some emerging trends:

In 2025, with the growing push for direct hiring, we saw an increase in clients attempting to source talent themselves. While this approach can produce some successful hires, an interesting trend has emerged: a notable number of assignments The Panel has secured came from clients who became frustrated with the limitations of the direct-hiring model and ultimately asked us to take over the search.

In one such assignment, the client had contacted more than 50 candidates but still struggled to identify the right fit. They needed local market expertise and knowledge - not just to find someone with the right skills, but someone with the drive, energy, and cultural alignment necessary to excel in a European role. By stepping in, The Panel was able to quickly narrow the field and deliver the candidate they genuinely needed.

Over the past 12 months, we have started to receive more feedback concerning the 'direct applicant' journey, that is, candidates applying to positions advertised by companies on various job boards. A growing number of candidates are reporting a lack of follow-up after their direct application or interview. This 'ghosting' or lapse in communication can have a negative effect on the overall candidate experience.

We work with senior candidates who are used to a more consistent style of engagement and who find the impersonal, low-touch nature of standard job board applications frustrating. In our experience, failure to maintain communication with this group carries the risk of disengaging highly valuable talent.

Delivering consistent follow-up, comprehensive feedback, and management of the interview process is key to building a strong employer brand. Ultimately, while direct hiring has some short-term cost benefits, engaging a trusted recruitment partner is the single best way to ensure the long-term success of your talent strategy.

2026 & beyond – Executive hiring & AI:

While AI plays an increasingly important role in hiring, the human element remains indispensable - especially when identifying and securing senior and executive talent. Assessing leadership presence, emotional intelligence, cultural fit, and the subtle nuances of motivation and ambition requires experienced human judgment. These qualities simply can't be captured through algorithms alone. The ability to read people, build trust, challenge assumptions, and understand the complexities of organisational dynamics is what ultimately ensures a successful executive appointment.



2025 was the year of rebalancing - moving from a candidate-led to a client-led market. For candidates, flexibility and adaptability are more important than ever. For employers, clarity without rigidity is key, especially where RTO expectations may restrict access to talent.

We believe 2026 to be another year of change, with AI adoption reshaping the recruitment landscape. In The Panel, we expect to see a drop in roles where repetition can be automated – AP/AR roles, etc. while recruiting for new roles created by the AI-led world. Strap in...



SUCCESSFUL ASSIGNMENTS - EXECUTIVE

The Panel team is expert recruiters in the areas of Executive, Accountancy & Tax, Aircraft Leasing, Banking, Treasury & Insurance, ESG & Sustainability, Funds & Investment Management, HR & Business Support, Technology & Transformation, and Legal & Company Secretarial.

Contact us today at info@thepanel.com to see how we can assist you.

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Head of Sales Enablement

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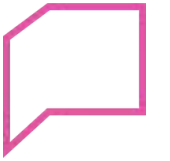
PLACED



A man in a dark suit and glasses stands at a whiteboard, pointing at a line graph with red and blue lines. He is addressing a group of people seated around a conference table. A woman in a light-colored blazer is looking at him, and another woman with blonde hair and glasses is looking down at papers on the table. The room has large windows in the background. The text "FUNDS & INVESTMENT MANAGEMENT" is overlaid in white, bold, sans-serif font across the center of the image.

FUNDS & INVESTMENT MANAGEMENT

FUND & INVESTMENT MANAGEMENT



Overview

Geopolitical uncertainty in early 2025 led to a slower start to hiring across Financial Services. However, momentum accelerated from late Q2, with activity surging to the point where it felt like a full year's hiring was compressed into just two quarters.

While there were fewer new ManCo entrants in 2025, those establishing in Ireland tended to be niche firms with ambitious plans to build their office into a key hub. The AIFM space saw notable growth, including established firms adding AIFM licences - particularly in renewable energy - offering candidates valuable exposure to a strategically important sector.

Compliance and risk expertise remained the most in-demand skill sets. Lean ManCos focused on adding substance through high-calibre support staff for Designated Persons, in line with CBI expectations. Candidates with broad skill sets, strong digital capability, and intellectual curiosity were especially sought after.

In Fund Administration, Private Equity, and ETF expertise continued to be highly prized as Ireland reinforced its position as a leading global domicile. Firms pursued differing strategies, with some repatriating activity to Dublin and others adopting regionalisation to attract experienced, long-tenured talent.

Clients continue to favour candidates with digital expertise, innovation, and the practical adoption of AI within the funds and investment management space. As the industry continues to evolve, candidates with this expertise will enjoy a clear competitive advantage and sustained demand across the market.

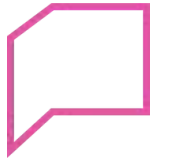
In the iNED space, retirements and tenure limits are opening up a number of highly sought-after board roles. Clients are increasingly favouring candidates with fewer overall commitments, valuing the additional time, availability, and depth of contribution they can bring to the board. For iNEDs, the focus is shifting toward high-value, lower-volume mandates and the cultivation of key relationships, reflecting the growing importance - and in some cases heightened risk - associated with the role.

Looking ahead, the CBI's priorities, including liquidity and leverage risk, operational resilience and sustainable finance, are influencing both board composition and hiring decisions. ESG integration continues to accelerate, while digital innovation - such as asset tokenisation - points to an emerging shift toward blockchain-enabled fund structures.



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EXECUTIVE - REGULATED ENTITIES

Job Title	Low	High
Country Head, Board Level (Large organisation)	€260k	€360k
Managing Director (Start-up to mid-sized organisation)	€190k	€250k
Chief Operations Officer (COO)	€170k	€220k
Chief Financial Officer (CFO)	€150k	€200k
Chief Technology Officer (CTO)	€150k	€220k
Chief Compliance Officer (CCO)	€170k	€235k
Chief Risk Officer (CRO)	€170k	€235k
Chief Data Officer (CDO)	€125k	€160k
Head of Sales EMEA	€160k	€250k
MD, Depositary	€180k	€250k
Head of Product	€150k	€190k

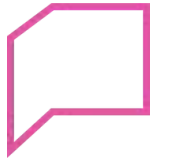
BOARD POSITIONS

Job Title	Low	High
Chair of regulated entity	€80k	€200k
iNED	€50k	€120k

* Board position fees are based on day count, and typically the daily rate is anywhere from €4,000 - €8,000. Prism rating and nature, scale, and complexity all have an impact on the fee.

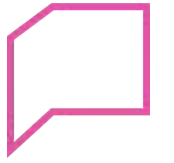
** OE is typically the chair and gets paid up to €20k extra for taking on the OE role.

*** If appointed to sub-committees, all additional fees are up to €10k for each committee.



MANAGEMENT COMPANY - LEADERSHIP ROLES

	Job Title	Salary	Bonus	Benefit
PCF-1 / PCF-8	Chief Executive Officer (CEO) / Managing Director (MD)	€190k - €270k	40% - 100%	25%
PCF-42	Chief Operations Officer (COO)	€160k - €220k	Up to 50%	25%
PCF-11 / PCF-39A	Head of Finance	€120k - €150k	Up to 40%	20% - 23%
PCF-39A	DP, Capital Financial Management	€95k - €140k	Up to 40%	20% - 23%
PCF-14 / PCF-39B / PCF-39C	Chief Risk Officer (CRO)	€160k - €240k	Up to 40%	20% - 23%
PCF-39C	Head of Fund / Investment Risk	€120k - €190k	Up to 40%	20% - 23%
PCF-39B	DP, Operational Risk Management	€90k - €160k	Up to 40%	20% - 23%
PCF-39C	DP, Fund Risk Management	€110k - €160k	Up to 40%	20% - 23%
PCF-39D	Chief Investment Officer (CIO)	€160k - €230k	Up to 40%	20% - 23%
PCF-39D	DP, Investment Management	€120k - €170k	Up to 40%	20% - 23%
PCF-39E	Head of Distribution (*some European roles)	€145k - €200k	Up to 45%	20% - 23%
PCF-39E	DP, Distribution	€110k - €145k	Up to 45%	20% - 23%
PCF-12 / PCF-39F	Chief Compliance Officer (CCO)	€150k - €200k	35%	20% - 23%
PCF-39F	DP, Regulatory Compliance	€110k - €150k	35%	20% - 23%
	Head of Legal	€170k - €220k	Up to 30%	20% - 23%



SUPPORT FUNCTIONS IN MANCO SECTOR

Job Title	Low	High
Oversight Compliance Manager	€85k	€130k
Senior Compliance Oversight Analyst	€75k	€100k
Compliance Analyst	€60k	€85k
Senior Risk Analyst	€80k	€100k
Risk Analyst	€60k	€80k
Designate to DP Distribution	€85k	€100k
Distribution Specialist	€60k	€85k
Senior Investment Analyst	€75k	€95k
Investment Analyst	€60k	€75k
Oversight Operations Manager	€85k	€110k
Finance Analyst (NQ Accountant - 3 years' pqe)	€65k	€95k

*Bonus for all roles c15% - 20% excluding benefits.

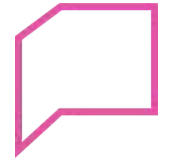
**Candidates being hired from the Fund Admin sector to support roles in the ManCo space are more realistic in their basic salary expectations and can represent good value hiring. Their skills are highly transferable too.

***2025 Some ManCos hired candidates with 3-5 years of experience in FS into support roles to DPs and hired excellent candidates at the lower end of the above salary scale.

COMPLIANCE

Job Title	Low	High
Chief Compliance Officer (CCO)	€170k	€235k
Head of Compliance	€130k	€200k
Head of Anti-Money Laundering (AML)	€140k	€200k
DP Regulatory Compliance	€110k	€150k
Senior Compliance Manager	€90k	€120k
Compliance Manager	€80k	€100k
Compliance Officer	€60k	€80k

*Salaries depend on the size and nature, scale, and complexity of the firm.



RISK

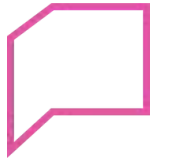
Job Title	Low	High
Chief Risk Officer	€170k	€235k
Head of Risk	€140k	€190k
Fund/Investment Risk Senior Manager	€110k	€150k
Fund/Investment Risk Manager	€90k	€125k
Operational Risk Senior Manager	€110k	€140k
Operational Risk Manager	€75k	€105k
Operational Risk Specialist	€50k	€70k
Senior Risk Analyst	€40k	€55k
Graduate Junior Risk Analyst	€30k	€40k

ANTI-MONEY LAUNDERING (AML)

Job Title	Low	High
Head of Anti-Money Laundering	€140k	€200k
Senior Vice Principal (SVP) Anti-Money Laundering	€120k	€150k
Vice President (VP) Anti-Money Laundering	€90k	€120k
Manager	€80k	€85k
Assistant Manager	€65k	€75k
Supervisor	€55k	€65k
Senior Analyst	€35k	€45k
Analyst	€30k	€35k

FUND ACCOUNTING

Job Title	Low	High
Managing Director, Fund Accounting (multi-jurisdiction)	€180k	€320k
Managing Director, Fund Accounting	€150k	€200k
Director, Fund Accounting	€140k	€170k
Group Manager, SVP	€120k	€150k
Senior Fund Accounting Manager	€90k	€120k
Fund Accounting Manager	€65k	€85k
Fund Accounting Assistant Manager	€60k	€75k
Fund Accounting Supervisor	€50k	€65k
Senior Fund Accountant	€40k	€50k
Fund Accountant	€34k	€42k
Graduate, Fund Accounting	€30k	€38k



TRANSFER AGENCY (TA)

Job Title	Low	High
Managing Director, Transfer Agency (multi-jurisdictional)	€160k	€220k
Head of Transfer Agency	€140k	€170k
Director of Transfer Agency	€110k	€140k
Senior Transfer Agency Manager	€85k	€120k
Transfer Agency Manager	€64k	€90k
Transfer Agency Assistant Manager	€55k	€70k
Transfer Agency Supervisor	€45k	€60k
Senior Transfer Agency Administrator	€34k	€40k
Transfer Agency Administrator (Graduate)	€30k	€34k

DEPOSITARY/TRUSTEE

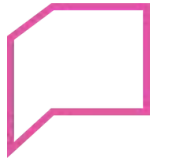
Job Title	Low	High
Managing Director, Depository	€180k	€250k
Head of Depository	€130k	€180k
Vice President (VP) Depository	€90k	€135k
Senior Depository Manager	€80k	€100k
Depository Manager	€70k	€90k
Depository Assistant Manager	€65k	€75k

DEPOSITARY/TRUSTEE (CONT.)

Job Title	Low	High
Depository Supervisor	€55k	€65k
Senior Depository Administrator	€35k	€45k
Depository Administrator	€30k	€35k

MIDDLE OFFICE

Job Title	Low	High
Head, Middle Office Europe	€170k	€250k
Director, Middle Office	€150k	€170k
Senior Vice President (SVP) Middle Office	€110k	€140k
Senior Manager, Vice President (VP)	€90k	€115k
Manager, Middle Office	€80k	€95k
AM, Middle Office	€65k	€80k
Supervisor	€55k	€65k
Senior Middle Officer	€38k	€45k
Middle Office Administrator	€30k	€36k



CUSTODY

Job Title	Low	High
Managing Director, Custody	€140k	€200k
Head of Custody	€100k	€120k
Senior Custody Manager	€85k	€95k
Custody Manager	€70k	€80k
Custody Assistant Manager	€60k	€65k
Custody Supervisor	€50k	€60k
Senior Custody Analyst	€38k	€45k
Custody Analyst	€30k	€33k
Graduate Custody Administrator	€26k	€85k

CLIENT RELATIONSHIP MANAGEMENT (CRM)

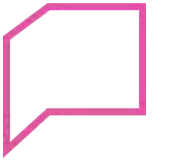
Job Title	Low	High
Managing Director, Client Relationship Management	€150k	€200k
Head of Client Relationship Management	€100k	€140k
Senior Client Relationship Manager	€75k	€95k
Client Relationship Manager (CRM)	€65k	€85k

FINANCIAL REPORTING

Job Title	Low	High
Managing Director, Financial Reporting	€140k	€200k
Head of Financial Reporting	€120k	€160k
Senior Manager, Financial Reporting	€90k	€110k
Financial Reporting Manager	€70k	€90k
Financial Reporting Accountant	€60k	€80k
Financial Reporting Senior Associate	€40k	€55k
Financial Reporting Associate	€30k	€40k



FINANCE IN FINANCIAL SERVICES



Overview

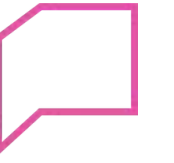
Hiring activity across the financial services market in 2025 continued to focus on candidates with strong audit backgrounds and experience in private markets, private credit, and debt. Firms in Ireland further strengthened their local teams to support US and international stakeholders, reinforcing Ireland's position as a key hub for this expertise with a deep and high-quality talent pool.

From July onwards, there was a notable increase in demand for qualified accountants with financial reporting (FR) experience. This was driven by new business wins and firms hiring ahead of the peak reporting period in Q4 2025 and Q1 2026. Many candidates transitioned from audit practices into fund administration or investment management roles. Those with direct funds financial reporting experience were particularly sought after, as they could make an immediate impact upon joining new organisations.

Demand for Head of Finance (PCF-11) roles remained strong throughout the year. Regulated entities continued to seek candidates with this expertise, either to replace departing talent or to introduce the role where responsibilities had previously been shared across the finance team.

Several niche firms within the wealth management and aviation sectors also invested in strengthening their finance teams. Talent in these areas proved more challenging to secure, often due to non-compete clauses or limited market availability, which resulted in higher salary expectations.

The Panel also partnered with a number of financial services firms backed by private equity that were seeking senior finance talent. While the candidate pool with specific financial services PE experience remains tight, these roles are highly attractive to candidates, reflecting the strong demand and perceived value of gaining experience in this field.



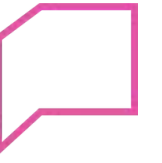
FINANCE PROFESSIONALS IN FINANCIAL SERVICES

Job Title	Low	High
Chief Financial Officer (CFO)	€180k	€240k
Vice President Finance / Financial Director	€160k	€200k
Head of Financial Planning and Analysis (FP&A)	€140k	€180k
Head of Internal Audit (MD)	€160k	€220k
Financial Controller	€95k	€120k
Finance Manager	€75k	€95k
Vice President (VP) Private Equity	€90k	€115k
Internal Audit Manager	€80k	€95k
Financial Analyst	€60k	€75k
Financial Accountant	€60k	€75k
Management Accountant	€60k	€75k
Internal Auditor	€65k	€80k
Newly Qualified (NQ) Accountant	€60k	€72k
Part Qualified (PQ) Accountant	€42k	€50k
Credit Controller	€40k	€50k





ACCOUNTANCY, FINANCE & TAX



Overview

After a slow start in 2025, momentum continued to build steadily in the finance recruitment market, and we at The Panel saw a higher demand in Q3 and Q4. Confidence returned, pipelines turned active again, and paused hiring decisions moved forward.

Irish companies remained in robust health and recruited across all levels of finance. From newly qualified accountants through to senior finance leaders, demand was broad-based, particularly in the area of commercially focused roles that support growth, transformation, and decision-making. Many of The Panel's clients had ambitious expansion plans, and this was most evident at the CFO and Finance Director level, where we increasingly saw Long-Term Incentive Plans (LTIPs) form part of overall remuneration packages.

The multinational picture was more mixed. Some organisations continued to hire directly, while others pulled back on headcount or became more selective, often favouring highly specialised skill sets. There was also a clear push towards return-to-office (RTO) policies, predominantly among multinationals, especially U.S.-owned businesses. Some domestic businesses followed suit, but to a lesser extent. While some finance professionals remained resistant, we noticed a growing cohort accepting hybrid and increased on-site attendance as the market normalised.

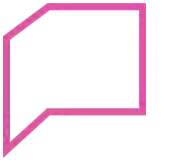
Salaries, meanwhile, stabilised. The sharp increases of recent years were eased, with most uplifts broadly tracking inflation. At the same time, demand for transactional accounting roles such as AP, AR, and payroll softened as more clients invested in automation and systems-led efficiencies.

One of the most positive trends we observed was the growth in roles of real substance outside Dublin. 2025 was our busiest year, placing finance professionals outside Dublin, with candidates balancing smaller salary packages with working locally and avoiding long commutes. This is a trend we expect to see grow in 2026.



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CFO / FD / FC

Job Title	Business <€50m turnover		Business >€50m turnover	
	Low	High	Low	High
Chief Financial Officer (CFO) / Finance Director	€140k	€220k	€175k	€280k
Group Financial Controller	€110k	€150k	€140k	€200k

FINANCIAL CONTROLLER

Job Title	Business <€50m turnover		Business >€50m turnover	
	Low	High	Low	High
Financial Controller	€90k	€100k	€100k	€130k
Finance Manager	€70k	€90k	€90k	€100k
Financial Planning & Analysis (FP&A) Manager	€85k	€100k	€100k	€130k
Head of Internal Audit	€90k	€100k	€100k	€120k
Tax Manager	€90k	€100k	€90k	€120k

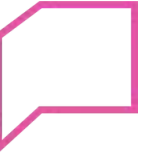


FINANCIAL SERVICES

Job Title	Low	High
Internal Audit Senior Manager	€110k	€155k
Internal Audit Manager	€95k	€120k
Senior Internal Auditor	€80k	€100k
Internal Auditor	€65k	€85k
Financial Reporting Manager	€90k	€110k
Financial Reporting Accountant	€65k	€85k
Regulatory Reporting Manager	€90k	€120k
Regulatory Reporting Accountant	€65k	€100k
Senior Financial Analyst / Financial Planning & Analysis (FP&A)	€80k	€100k
Financial Analyst / Financial Planning & Analysis (FP&A)	€65k	€85k

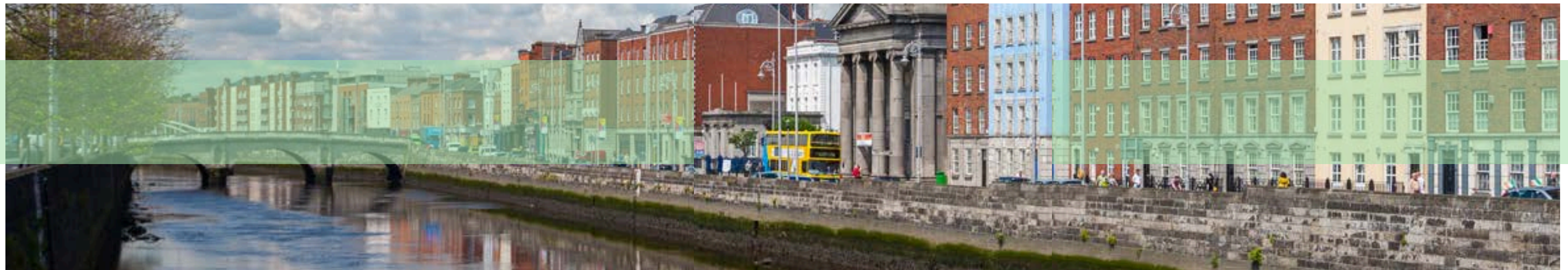
NEWLY QUALIFIED ACCOUNTANT

Job Title	Business <€50m turnover		Business >€50m turnover	
	Low	High	Low	High
Financial Accountant (0-2 years' ppe)	€60k	€70k	€65k	€70k
Financial Accountant (2-5 years' ppe)	€65k	€80k	€75k	€85k
Management Accountant (0-2 years' ppe)	€60k	€70k	€65k	€75k
Management Accountant (2-5 years' ppe)	€70k	€85k	€75k	€85k
Internal Auditor (0-2 years' ppe)	€60k	€70k	€65k	€75k
Internal Auditor (2-5 years' ppe)	€75k	€85k	€85k	€90k
Tax Accountant (0-2 years' ppe)	€60k	€70k	€65k	€75k
Tax Accountant (2-5 years' ppe)	€70k	€80k	€75k	€85k
Finalist	€50k	€55k	€55k	€60k



ACCOUNTS STAFF

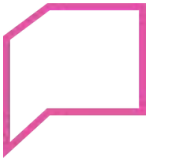
Job Title	Business <€50m turnover		Business >€50m turnover	
	Low	High	Low	High
Payroll Manager	€55k	€65k	€60k	€90k
Accounts Payable (AP) Manager	€55k	€60k	€60k	€80k
Accounts Receivable (AR) Manager	€50k	€55k	€60k	€65k
Credit Controller	€40k	€45k	€45k	€50k
Credit Control Manager	€50k	€60k	€60k	€75k
Accounts Assistant	€35k	€42k	€40k	€45k
Part Qualified (PQ)	€42k	€48k	€47k	€50k
Trainee	€33k	€37k	€33k	€39k



A photograph of a modern office environment with several people working at their desks. The desks are equipped with multiple computer monitors, laptops, and ergonomic chairs. Large windows in the background provide natural light, and modern pendant lamps hang from the ceiling. The overall atmosphere is professional and collaborative.

TECHNOLOGY & TRANSFORMATION

TECHNOLOGY & TRANSFORMATION



Overview

Ireland in 2025 continued to strengthen its position as a global technology hub, hosting major multinationals and displaying a vibrant start-up ecosystem. Last year, the sector saw renewed growth driven by foreign direct investment (FDI), large-scale digital transformation, and rapid adoption of emerging technologies. The IT services market was projected to have reached US\$4.43 billion, with a CAGR of 3.85% through 2030. Despite strong momentum, talent shortages and compliance pressures remain key challenges.

Artificial Intelligence (AI)

AI adoption accelerated in 2025, with Irish enterprises deploying machine learning for predictive analytics, automation, and customer experience. Generative AI tools are now mainstream in software development and HR processes. Demand for AI engineers and data scientists is forecasted to grow by 12-15% in 2026.

Cloud Computing

Hybrid and multi-cloud strategies dominated the Irish IT roadmaps. Irish firms invested heavily in cloud-native applications, DevOps, and containerisation to enhance scalability and resilience. Cloud roles - particularly in architecture and security - are expected to grow by 8-10% in 2026.

Cybersecurity

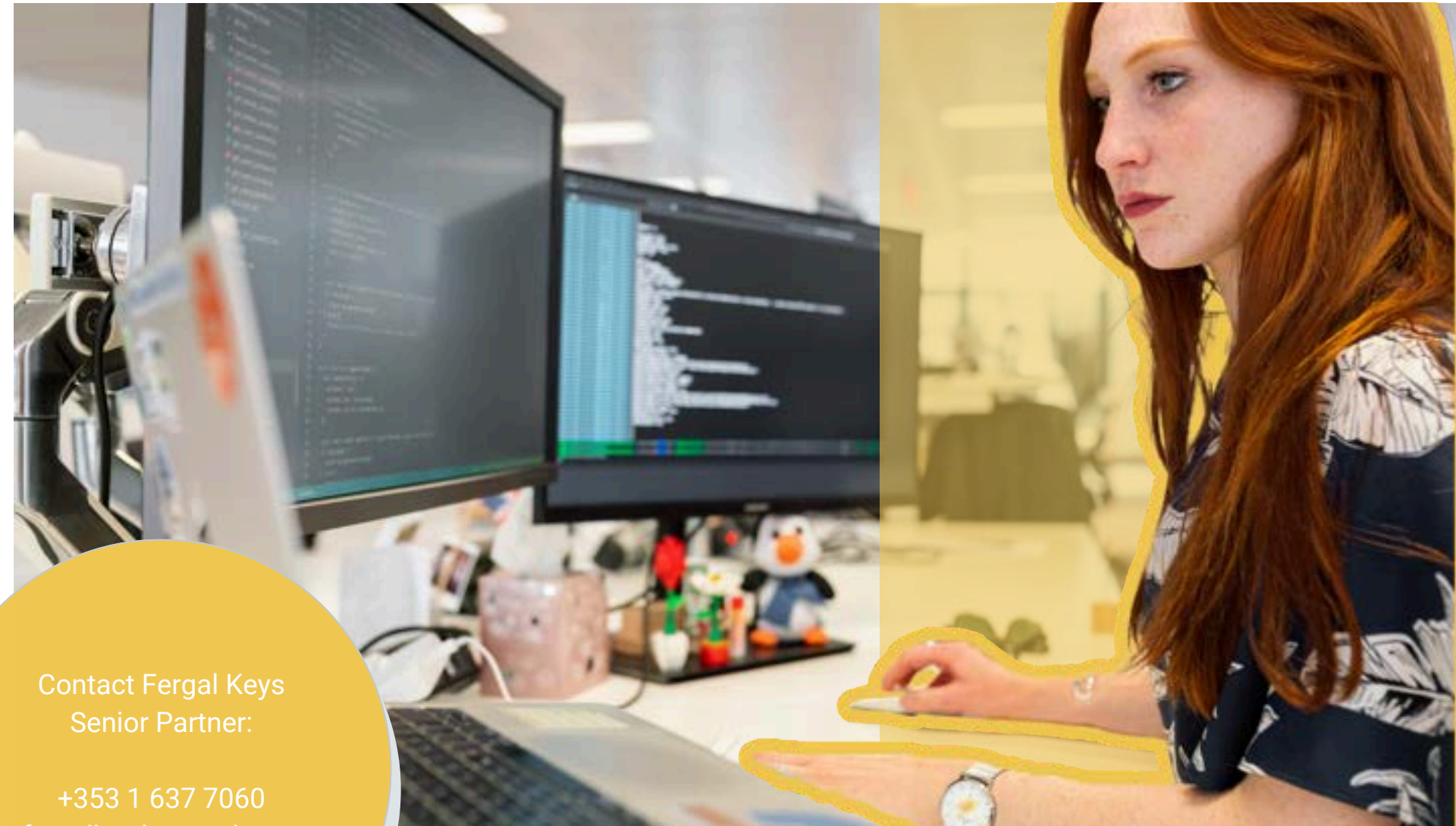
With NIS2 and DORA regulations taking effect, cybersecurity was a critical focus. Organisations prioritising zero-trust architectures and AI-driven threat detection. Demand for cybersecurity professionals is projected to rise by 15% in 2026.

Emerging Technologies

Blockchain adoption in finance and supply chain accelerated in 2025, alongside IoT-driven automation in manufacturing and healthcare. Extended Reality (XR) applications in training and retail gained traction, supported by 5G rollout. Quantum computing research remains early-stage but was, and is, attracting investment through academic-industry partnerships.

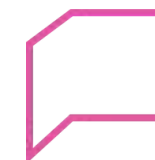
Outlook for 2026

Ireland enters 2026 as an innovation-led tech hub, balancing rapid growth with regulatory compliance and talent development. Strategic priorities include AI integration, cloud optimisation, robust cybersecurity frameworks, and scaling emerging technologies for competitive advantage.



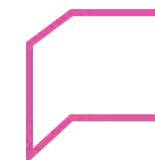
Contact Fergal Keys
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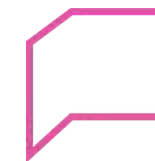
SENIOR EXECUTIVE

Job Title	Low	Mid	High	Contract
Chief Information Officer (CIO)	€110k-€139k	€140k-€169k	€170k+	€900-€1,500+
Chief Technology Officer (CTO)	€110k-€139k	€140k-€169k	€170k+	€900-€1,500+
Chief Data Officer (CDO)	€110k-€139k	€140k-€169k	€170k+	€900-€1,500+
Chief Information Security Officer (CISO)	€110k-€129k	€130k-€159k	€160k+	€800-€1,500+
Head of Cybersecurity / Digital Resilience	€110k-€129k	€130k-€159k	€160k+	€800-€1,500+
Director of IT Audit/Head of IT Audit	€95k-€109k	€110k-€139k	€140k+	€750-€1,200+
Head of Architecture	€95k-€109k	€110k-€139k	€140k+	€750-€1,200+
Head of Portfolio & Performance	€90k-€124k	€125k-€149k	€150k+	€750-€1,200+
Director of IT / Head of IT Technology Delivery	€90k-€124k	€125k-€149k	€150k+	€750-€1,200+
Director / Head of Business Transformation	€90k-€124k	€125k-€149k	€150k+	€750-€1,200+
Head of Digital Innovation	€90k-€114k	€115k-€134k	€135k+	€750-€1,100+
Head of Commercial Analytics	€95k-€114k	€115k-€134k	€135k+	€750-€1,100+
Head of Data Management / Data Analytics	€90k-€104k	€105k-€129k	€130k+	€750-€1,100+
Head of Project Management Office (PMO) / Professional Services	€90k-€109k	€110k-€129k	€130k+	€750-€1,100+
Chief Digital Officer / Head of Digital	€90k-€109k	€110k-€129k	€130k+	€750-€1,100+
Head of IT Security	€90k-€109k	€110k-€129k	€130k+	€750-€1,100+
Head of Software Development	€80k-€94k	€95k-€114k	€115k+	€650-€1,000+



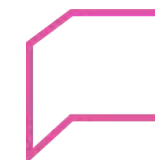
BUSINESS TRANSFORMATION & BUSINESS CHANGE

Job Title	Low	Mid	High	Contract
Business Transformation Programme Lead	€95k-€119k	€120k-€144k	€145k+	€750-€1,200+
Programme Manager	€85k-€99k	€100k-€119k	€120k+	€750-€1,000+
Senior Project Manager / Lead	€75k-€89k	€90k-€109k	€110k+	€700-€900+
Scrum Master	€70k-€79k	€80k-€94k	€95k+	€600-€800+
Business Change Manager - LEAN / Six Sigma	€65k-€79k	€80k-€94k	€95k+	€600-€850+
Senior Business Analyst	€65k-€74k	€70k-€84k	€85k+	€600-€800+
Project Manager	€60k-€74k	€75k-€89k	€90k+	€500-€700+
Product Manager	€60k-€79k	€80k-€99k	€100k+	€500-€700+
Product Owner	€60k-€79k	€80k-€99k	€100k+	€500-€700+
Project Management Office (PMO) - Project Manager	€50k-€64k	€65k-€79k	€80k+	€450-€700+
Change Manager - New Business / Client Onboarding	€50k-€69k	€70k-€84k	€85k+	€450-€700+
Agile Coach	€50k-€64k	€65k-€84k	€85k+	€500-€700+
Project Management Office (PMO) Analyst	€45k-€54k	€55k-€74k	€75k+	€350-€500+
Business Process / Systems Analyst	€45k-€59k	€60k-€79k	€80k+	€400-€550+
Business Analyst	€45k-€59k	€60k-€74k	€75k+	€400-€500+
Client Implementation Analyst	€40k-€49k	€50k-€64k	€65k+	€350-€450+
Project Management Office (PMO) - Project Coordinator / Project Administrator	€40k-€49k	€50k-€59k	€60k+	€300-€450+



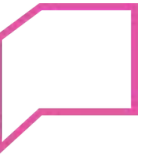
IT INFRASTRUCTURE - CLOUD & DEVELOPMENT

Job Title	Low	Mid	High	Contract
Enterprise Architect / Solutions Architect	€100k-€124k	€125k-€149k	€150k+	€800 -
Technical / Infrastructure / Data Centre/ Cloud Architect	€80k-€104k	€105k-€129k	€130k+	€700 -
Head of IT / Head of Delivery (Head Function of EMEA)	€80k-€99k	€100k-€119k	€120k+	€600-€900+
IT / Service Delivery / Service Desk / Incident Manager	€70k-€84k	€85k-€99k	€100k+	€500-€700+
Infrastructure Project Manager	€70k-€84k	€85k-€99k	€100k+	€500-€700+
Cloud Engineer / DevOps	€65k-€79k	€80k-€99k	€100k+	€450-€650+
Applications / Production Support Manager	€65k-€79k	€80k-€94k	€95k+	€450-€650+
Data Centre / Data Services Manager	€65k-€79k	€80k-€94k	€95k+	€450-€650+
IT - Technology Project Manager	€65k-€79k	€80k-€94k	€95k+	€450-€650+
SRE - Site Reliability Engineer	€60k-€79k	€80k-€99k	€100k+	€425-€600+
Service Delivery Lead	€55k-€69k	€70k-€79k	€80k+	€400-€550+
Systems Administration (Microsoft / Windows Qualification)	€50k-€64k	€65k-€84k	€85k+	€400-€550+
Network Manager	€50k-€64k	€65k-€84k	€85k+	€400-€550+
Senior Network Engineer including Cisco Qualification	€50k-€64k	€65k-€84k	€85k+	€400-€550+
Database Administrator	€45k-€54k	€55k-€64k	€65k+	€350-€500+
Unix / Linux Administrator	€45k-€54k	€55k-€64k	€65k+	€350-€500+
Systems Analyst	€45k-€54k	€55k-€64k	€65k+	€350-€500+
Application Support Engineer	€45k-€54k	€55k-€64k	€65k+	€350-€500+
Technical Support Engineer / Network Support Engineer	€40k-€49k	€50k-€59k	€60k+	€250-€350+
Helpdesk / Desk Support	€35k-€44k	€45k-€54k	€55k+	€250-€350+



CYBER SECURITY & COMPLIANCE

Job Title	Low	Mid	High	Contract
Chief Information Security Officer (CISO)	€110k-€129k	€130k-€159k	€160k+	€800-€1,500
Head of Security	€100k-€115k	€115k-€125k	€125k-€175k+	€600-€950
Security Operations Manager	€90k-€100k	€100k- 115k	€115k-€130k+	€600-€900
Security Solutions Architect	€90k-€100k	€100k- 115k	€115k-€130k+	€600-€900
Security Technical Architect	€90k-€100k	€100k- 115k	€115k-€130k+	€600-€900
Cloud Security Architect	€95k-€105k	€105k-€120k	€120k-€140k	€600-€1,000
Security GRC Manager	€60k-€75k	€75k-€90k	€90k-€120k+	€500-€750
Data Privacy Officer (DPO)	€80k-€95k	€95k-€120k	€120k-€150k+	€600-€900
Security Manager	€70k-€85k	€85k-€100k	€100k-€120k+	€500-€800
Security Governance / Risk & Compliance Manager	€75k-€89k	€90k-€109k	€110k+	€600-€850+
IT Governance / Risk / Compliance Consultant	€75k-€89k	€90k-€99k	€110k+	€550-€750+
IT Audit Manager	€70k-€84k	€85k-€99k	€100k+	€500-€700+
IT Compliance Manager	€70k-€84k	€85k-€99k	€100k+	€500-€700+
IT Risk Manager	€70k-€84k	€85k-€99k	€100k+	€500-€700+
Information Security Officer (ISO)	€60k-€74k	€75k-€89k	€90k+	€450-€550+
IT Auditor	€60k-€74k	€75k-€89k	€90k+	€500-€550+
IT Risk / Compliance Specialist	€50k-€64k	€65k-€74k	€75k+	€400-€550+
Security Consultant	€65k-€75k	€75k-€90k	€90k-€110k+	€600-€900



CYBER SECURITY & COMPLIANCE (CONT.)

Job Title	Low	Mid	High	Contract
IT Forensics / eDiscovery Consultant	€50k-€65k	€70k-€85k	€85k-€100k+	€400-€600
Security Auditor	€55k-€65k	€65k-€80k	€80k-€85k+	€400-€650
Security Engineer	€45k-€65k	€65k-€80k	€80k-€100k+	€400-€650+
Cloud Security Engineer	€65k-€75k	€75k-€90k	€90k-€110k+	€450-€800
DevSecOps Specialist	€65k-€75k	€75k-€90k	€90k-€110k+	€450-€850
Incident Response Specialist / Engineer	€45k-€55k	€55k-€70k	€70k-€90k+	€400-€600
Red Team Specialist	€50k-€60k	€60k-€75k	€75k-€100k+	€450-€650
Blue Team Specialist	€45k-€55k	€55k-€70k	€70k-€90k+	€400-€600
Security / Security Operations Center (SOC) Analyst	€45k-€60k	€60k-€75k	€75k-€95k+	€350-€525+
Cyber Threat Intelligence (CTI) Engineer	€50k-€60k	€60k-€80k	€80k-€95k+	€325-€625
Cyber Threat Intelligence (CTI) Analyst	€45k-€55k	€55k-€70k	€70k-€90k+	€300-€600
Cybercrime / Ethical Hacker	€50k-€60k	€60k-€75k	€75k-€95k+	€325-€625
Artificial Intelligence (AI) Security Specialist	€55k-€65k	€65k-€80k	€80k-€100k+	€350-€650
Internet of Things (IoT) Security Specialist	€50k-€60k	€60k-€75k	€75k-€95k+	€325-€625
Blockchain Security Specialist	€55k-€65k	€65k-€80k	€80k-€100k+	€350-€650
Malware Specialist	€45k-€55k	€55k-€70k	€70k-€90k+	€400-€600

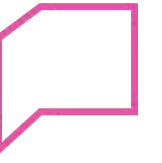


TESTING

Job Title	Low	Mid	High	Contract
Test Manager - User Acceptance Testing (UAT) / Quality Assurance (QA)	€70k-€89k	€90k-€109k	€110k+	€500-€700+
Quality Assurance (QA) Manager	€60k-€69k	€70k-€84k	€85k+	€400-€600+
Test Lead	€55k-€64k	€65k-€79k	€80k+	€400-€600+
User Acceptance Testing (UAT) / Quality Assurance (QA) Engineer	€50k-€69k	€70k-€84k	€85k+	€400-€550+
Automation Engineer	€50k-€69k	€70k-€84k	€85k+	€400-€550+
Performance Engineer	€50k-€69k	€70k-€84k	€85k+	€400-€550+
Software Development Engineer in Test (SDET)	€45k-€64k	€65k-€84k	€85k+	€350-€550

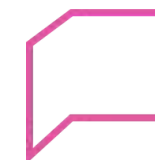
AI & DATA ANALYTICS

Job Title	Low	Mid	High	Contract
Data Architect	€65k-€79k	€80k-€99k	€100k-€125k+	€400-€750+
Business Intelligence (BI) Data Science Programme Manager / Consultant	€65k-€79k	€80k-€99k	€100k-€115k+	€400-€750+
Data Scientist	€55k-€69k	€70k-€89k	€90k-€110k+	€350-€750+
Data Modeller	€55k-€69k	€70k-€84k	€85k-€100k+	€350-€650+
Data Analytics Manager	€65k-€79k	€80k-€94k	€95k-€110k+	€400-€650+
Data Quality / Data Protection / Data Governance Manager	€55k-€70k	€70k-€85k	€85k-€100k+	€350-€650+
Data Engineer	€45k-€59k	€60k-€74k	€75k-€95k+	€300-€600+
Data Analyst	€45k-€54k	€55k-€64k	€65k-€80k+	€300-€500+



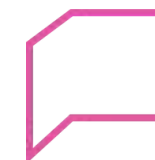
AI & DATA ANALYTICS (CONT.)

Job Title	Low	Mid	High	Contract
Data Quality / Data Protection Analyst	€45k-€55k	€55k-€65k	€65k-€80k+	€300-€500+
DataOps Engineer	€50k-€65k	€65k-€80k	€80k-€95k+	€325-€630+
Cloud Data Engineer	€55k-€70k	€70k-€85k	€85k-€100k+	€350-€650+
Artificial Intelligence (AI) / Machine Learning (ML) Data Specialist	€60k-€75k	€75k-€90k	€90k-€110k+	€400-€750+
Data Visualisation Engineer	€50k-€65k	€65k-€80k	€80k-€95k+	€325-€630+
Data Ethicist	€55k-€70k	€70k-€85k	€85k-€100k+	€350-€650+
Machine Learning Operations (MLOps) Engineer	€60k-€75k	€75k-€90k	€90k-€110k+	€400-€750+
Geospatial Data Scientist	€55k-€70k	€70k-€85k	€85k-€100k+	€350-€650+
Natural Language Processing (NLP) Specialist	€60k-€75k	€75k-€90k	€90k-€110k+	€400-€750+
Computer Vision Engineer	€60k-€75k	€75k-€90k	€90k-€110k+	€400-€750+
Real-Time Data Analyst	€50k-€65k	€65k-€80k	€80k-€95k+	€325-€630+
Knowledge Graph Engineer	€55k-€70k	€70k-€85k	€85k-€100k+	€350-€650+
Meta Data Specialist	€50k-€65k	€65k-€80k	€80k-€95k+	€325-€630+
Data Production Manager	€60k-€75k	€75k-€90k	€90k-€110k+	€400-€730+
Customer Insights Analyst	€50k-€65k	€65k-€80k	€80k-€95k+	€325-€630+



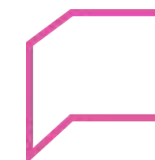
EMERGING TECH - ARTIFICIAL INTELLIGENCE / MACHINE LEARNING / BLOCKCHAIN

Job Title	Low	Mid	High	Contract
Machine Learning (ML) Engineer	€55k-€65k	€65k-€85k	€85k-€100k+	€350-€650+
Artificial Intelligence (AI) Architect	€60k-€75k	€75k-€90k	€90k-€110k+	€400-€750+
Artificial Intelligence (AI) Engineer	€50k-€65k	€65k-€80k	€80k-€100k+	€325-€650+
Artificial Intelligence (AI) Researcher	€55k-€70k	€70k-€85k	€85k-€105k+	€350-€700+
Artificial Intelligence (AI) Specialist	€50k-€65k	€65k-€80k	€80k-€100k+	€350-€650+
Big Data Engineer	€50k-€65k	€65k-€80k	€80k-€100k+	€350-€650+
Big Data Analyst	€45k-€60k	€60k-€75k	€75k-€90k+	€300-€600+
Business Intelligence (BI) Developer	€45k-€60k	€60k-€75k	€75k-€90k+	€300-€600+
Business Intelligence (BI) Analyst	€40k-€55k	€55k-€70k	€70k-€85k+	€275-€575+
Extract, Transform, and Load (ETL) Developer	€45k-€55k	€55k-€70k	€70k-€85k+	€300-€550+
Reporting / Management Information (MI) Analyst	€40k-€55k	€55k-€70k	€70k-€85k+	€275-€575+
Internet of Things (IoT) Analyst	€50k-€65k	€65k-€80k	€80k-€100k+	€350-€650+
Blockchain Specialist	€55k-€70k	€70k-€85k	€85k-€105k+	€350-€700+



SOFTWARE DEVELOPMENT & FRONTEND DEVELOPMENT

Job Title	Low	Mid	High	Contract
Solutions Architect	€60k-€75k	€75k-€90k	€90k-€120k+	€350-€700+
Technical Architect	€55k-€70k	€70k-€85k	€85k-€110k+	€325-€675+
Mobile Architect	€55k-€70k	€70k-€85k	€85k-€110k+	€425-€675+
Software Development Manager	€65k-€80k	€80k-€95k	€95k-€120k+	€375-€725+
Technical Team Lead	€60k-€75k	€75k-€90k	€90k-€110k+	€350-€675+
Mobile Team Lead	€60k-€75k	€75k-€90k	€90k-€110k+	€350-€675+
Java Team Lead	€60k-€75k	€75k-€90k	€90k-€110k+	€350-€675+
.Net Team Lead	€60k-€75k	€75k-€90k	€90k-€110k+	€350-€675+
DevOps Engineer	€50k-€70k	€70k-€85k	€85k-€100k+	€300-€650+
SRE - Site Reliability Engineer	€50k-€65k	€65k-€80k	€80k-€100k+	€300-€650+
Java / J2EE Developer	€45k-€60k	€60k-€80k	€80k-€100k+	€300-€575+
C# / .NET / VB Developer	€45k-€55k	€55k-€70k	€70k-€90k+	€300-€575+
Python Developer	€45k-€60k	€60k-€90k	€90k-€110k+	€300-€700+
Scala Developer	€50k-€65k	€65k-€90k	€90k-€120k+	€500-€750+
PHP	€45k-€55k	€55k-€70k	€70k-€85k+	€300-€550+
Ruby Developer	€45k-€60k	€60k-€80k	€80k-€90k+	€350-€600+
Oracle / PL / SQL_ / T_SQL / SQL / Sybase Developer	€45k-€55k	€55k-€65k	€65k-€80k+	€300-€550+
C / C++ Developer	€45k-€55k	€55k-€65k	€65k-€80k+	€300-€550+

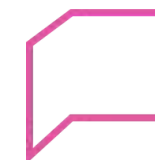


SOFTWARE DEVELOPMENT & FRONTEND DEVELOPMENT (CONT.)

Job Title	Low	Mid	High	Contract
Embedded Developer	€45k-€55k	€55k-€65k	€65k-€80k+	€300-€550+
Front End Developer	€40k-€50k	€50k-€65k	€65k-€80k+	€280-€550+
JavaScript Developer	€40k-€50k	€50k-€65k	€65k-€80k+	€280-€550+
React / Node / Vue / Angular Development	€45k-€55k	€55k-€70k	€70k-€80k+	€300-€550+
Web Developer / Design - HTML, CSS, XML, AJAX	€40k-€50k	€50k-€65k	€65k-€80k+	€280-€550+
Full Stack Developer	€45k-€55k	€55k-€70k	€70k-€90k+	€300-€600+
Product Developer	€45k-€55k	€55k-€70k	€70k-€85k+	€300-€550+
Mobile / Android / IOS Developer	€45k-€55k	€55k-€70k	€70k-€85k+	€300-€550+
Application Support Developer	€40k-€50k	€50k-€65k	€65k-€80k+	€280-€550+
ETL Developer	€45k-€55k	€55k-€70k	€70k-€85k+	€300-€550+
DBA	€45k-€55k	€55k-€70k	€70k-€85k+	€300-€550+

PRODUCT & DESIGN - PRODUCT MANAGEMENT & STRATEGY

Job Title	Low	Mid	High	Contract
Head of Product	€90k-€110k	€110k-€120k	€120k-€150k+	€400-€900+
Product Manager	€65k-€75k	€75k-€90k	€90k-€100k+	€400-€600+
Product Owner	€55k-€65k	€65k-€75k	€75k-€85k+	€350-€550+
Product Strategist	€70k-€80k	€80k-€90k	€90k-€100k+	€450-€650+



PRODUCT & DESIGN

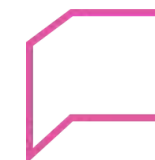
Job Title	Low	Mid	High	Contract
Product Designer	€55k-€65k	€65k-€75k	€75k-€85k+	€350-€500+
UX Lead	€70k-€80k	€80k-€90k	€90k-€100k+	€450-€650+
UX/ UI Designer	€45k-€55k	€55k-€65k	€65k-€75k+	€300-€450+
UX / UI Developer	€55k-€65k	€65k-€75k	€75k-€85k+	€350-€500+

ENABLEMENT

Job Title	Low	Mid	High	Contract
RevOps, Performance and Planning Strategy Manager	€75k-€89k	€90k-€109k	€110k+	€500-€700+
Commercial / Sales Enablement Manager	€75k-€89k	€90k-€109k	€110k+	€500-€700+
GTM and Analytics Lead	€60k-€74k	€75k-€89k	€90k+	€400-€500+
CX Retention Specialist	€50k-€60k	€60k-€70k	€70k-€80k+	€300-€450+

SALES & COMMERCIAL

Job Title	Low	Mid	High	Contract
Business Development Manager	€60k-€80k	€70k-€80k	€80k-€90k+	€400-€600+
Customer Success Manager	€40k-€55k	€55k-€85k	€85k-€110k+	€300-€600+
Sales Account Executive	€40k-€50k	€50k-€65k	€65k-€75k+	€300-€400+
Sales Operations Specialist	€50k-€60k	€60k-€65k	€65k-€70k+	€300-€400+



MARKETING & GROWTH

Job Title	Low	Mid	High	Contract
Digital Marketing Manager	€55k-€65k	€65k-€75k	€75k-€85k+	€350-€500+
Growth Marketer	€50k-€60k	€60k-€70k	€70k-€80k+	€300-€450+
Brand Manager	€50k-€60k	€60k-€70k	€70k-€80k+	€300-€500+
CRM Specialist	€50k-€60k	€60k-€70k	€70k-€80k+	€300-€450+

BENEFITS PACKAGES

Companies providing benefits to their employees are more likely to have higher employee retention rates, lower turnover, and a strong talent pool available to them.

These are the key points identified by employees as valued benefits:

- Health Insurance – Tends to vary from company to company, sector to sector, but includes full/ partial or membership to company healthcare scheme
- Performance-related bonuses and incentives for high performers
- Pension
- Education/continuous training

Employers need to be aware of how important the overall remuneration package is in order to attract and retain their staff.

Benefit Type	Executive	Management	Non-Mangement
Healthcare	Full/partial payment for employee and dependants	Full/partial payment for employee and dependants	Full/partial payment for employee and dependants
Bonus	0% - 60%	0% - 25%	0% - 15%
Pension	10% - 15% employer contribution	6% - 15% employer contribution	5% - 10% employer contribution
Annual Leave	24 - 30 days	24 - 28 days	21 - 25 days
Life Assurance	1 - 4 times basic salary	1 - 4 times basic salary	1 - 3 times basic salary
Other/Optional	Permanent Health Insurane	Long-term Incentive Bonus	Travel Tax Scheme
	Flexi-time/Option to Work From Home	Car Allowance	Professional Subscription
	Educational Assistance/ Continuous Training	Mobile Phone	Onsite Canteen
	Expenses Cover	Share Options	Bike-to-Work Scheme
	Sign on Bonus	Car Parking	

A photograph of three business professionals in an office setting, overlaid with a blue tint. On the left, a woman in a dark blue blazer and white top holds a document. In the center, a woman in a light-colored blazer and dark pants holds a folder. On the right, a man in a light-colored suit and glasses holds a document. They are standing near a large window with a view of a city. In the foreground, a desk with a computer monitor and keyboard is visible. The text 'LEGAL & COMPANY SECRETARIAL' is centered over the image in white, bold, uppercase letters.

LEGAL & COMPANY SECRETARIAL

LEGAL & COMPANY SECRETARIAL



Overview

2025 was a year of further consolidation in the legal market with high-profile mergers like Byrne Wallace Shields (ByrneWallace and LK Shields), Fieldfisher's merger with Regan Wall and most recently OBH Partners and BHSM LLP. In addition, Eversheds Sutherland formally launched their new operation in September this year.

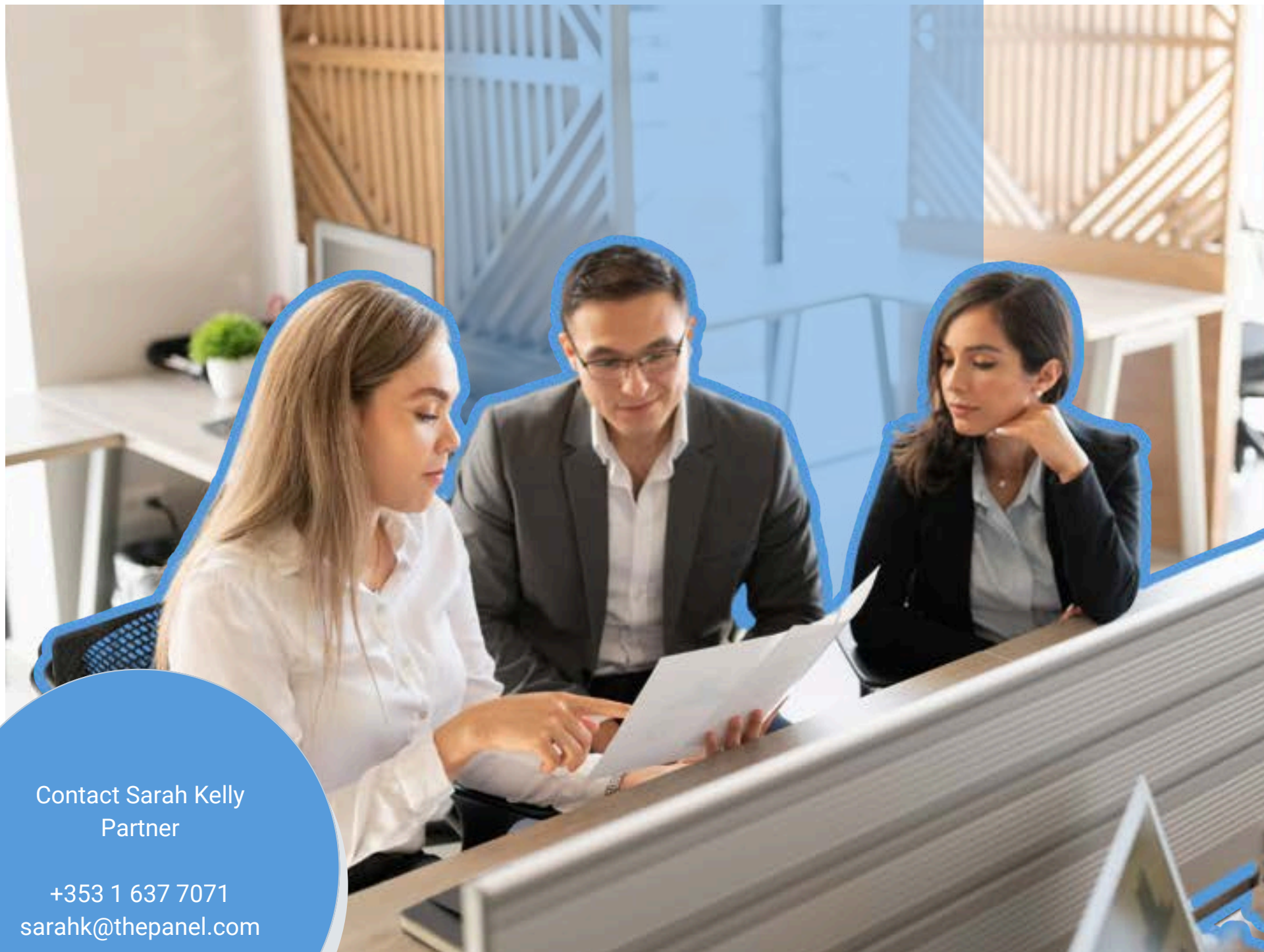
Recruitment in the firms remained active across partner and associate hire, particularly for high-value, high-growth practice areas such as M&A, investment funds, banking & finance (DCM, aviation), commercial technology, privacy and financial regulation.

The greatest demand was for solicitors with 3-6 years' post-qualification experience (PQE). This ongoing shortage is driven by the consistent trend of this experienced cohort moving to in-house opportunities, creating vacancies within private practice. A newer, notable trend is that this shift to in-house roles is now starting at an even lower PQE level, sometimes 1-2 years.

Despite broader market challenges in 2025, the in-house legal market remained resilient. The Panel managed some key senior hires in leasing, engineering, technology, as well as in fintech, investment funds and AI focussed businesses. We also saw some newly created roles due to business growth in specialist areas such as Employment Law, Financial Regulation and Privacy.

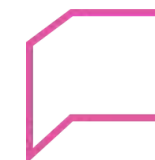
With the increasing prevalence of AI, both law firms and in-house teams are increasingly looking for their lawyers and support teams to be tech-fluent and agile so that they can optimise legal-tech systems and pivot where necessary in this fast-changing landscape.

Salaries seemed to stabilise somewhat in 2025, with this trend likely to continue in 2026. Finally, hybrid working and flexibility continue to be a top priority for lawyers. Very few individuals are seeking fully remote positions, and the availability of such roles remains limited.



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EXECUTIVE

Job Title	Low	Mid
Salaried Partner (Mid and Top Tier)	€150k	€300k+
Chief Legal Officer (CLO)	€250k	€350k+
General Counsel (Large Organisation role with international scope)	€220k	€350k+
Head of Legal (Small - Medium Organisation)	€150k	€220k
Head of Company Secretarial (Large Organisation and/or Plc)	€140k	€200k
Head of Company Secretarial (Small - Medium Organisation)	€110k	€150k

PRIVATE PRACTICE (MID-TOP TIER AND INTERNATIONAL LAW FIRMS)

Job Title	Mid-Tier Low	Mid-Tier High	Top-Tier/Intl' Low	Top-Tier/Intl' High
Salaried Partner	€130k	€180k	€170k	€300k
Of Counsel /Legal Director	-	-	€140k	€170k
6 years' PQE	€110k	€125k	€130k	€140k
5 years' PQE	€90k	€110k	€120k	€130k
4 years' PQE	€85k	€90k	€105k	€115k
3 years' PQE	€75k	€85k	€92k	€105k
2 years' PQE	€72k	€75k	€86k	€92k
1 year PQE	€70k	€72k	€82k	€86k
Newly Qualified Solicitor	€65k	€68k	€80k	€85k
Legal Executive / Paralegal	€40k	€45k	€45k	€55k
Professional Support / Knowledge Management Lawyers	€90k	€110k	€105k	€160k



IN-HOUSE, LEGAL PROFESSIONALS

Job Title	Low	Mid
Chief Legal Officer (CLO)	€250k	€350k+
General Counsel (Large Organisation role with international scope)	€220k	€350k+
Head of Legal (Small - Medium Organisation)	€150k	€220k
Senior Legal Counsel (6-8 years' PQE)	€130k	€180k
Legal Counsel (3-5 years' PQE)	€100k	€135k
Junior Legal Counsel (1-3 years' PQE)	€80k	€100k
Legal Executive / Paralegal	€45k	€60k

IN-HOUSE, COMPANY SECRETARIAL PROFESSIONALS

Job Title	Low	Mid
Head of Company Secretarial (Large Organisation and/or Plc)	€140k	€200k+
Head of Company Secretarial (Small - Medium Organisation)	€120k	€150k
Company Secretarial Manager	€85k	€100k
Company Secretary (2-5 years' experience)	€55k	€85k
Assistant Company Secretary (1-2 years' experience)	€45k	€55k

LAW FIRMS, COMPANY SECRETARIAL PROFESSIONALS

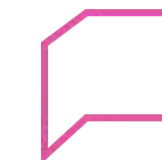
Job Title	Low	Mid
Head of Company Secretarial	€120k	€170k
Company Secretarial Manager	€85k	€120k
Company Secretary (2-5 years' experience)	€50k	€85k
Assistant Company Secretary (1-2 years' experience)	€45k	€50k



A woman with long dark hair, wearing a light brown sweater, is seated at a table and looking towards a man. The man, wearing glasses and a grey suit, is seated across from her, looking at a folder he is holding. On the table are several papers, a laptop, and a pen. The background is a bright, out-of-focus office setting. The text 'BANKING, TREASURY & INSURANCE' is overlaid in white, bold, uppercase letters across the center of the image.

BANKING, TREASURY & INSURANCE

BANKING, TREASURY & INSURANCE



Contact Alan Bluett
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Overview

The key drivers of salary increases tend to be inflation, employer demand, and the availability of suitable staff. In 2025, inflation averaged 1.5% to 2%, employer demand was muted, and the availability of staff increased by a small amount. The net effect of these 3 factors was a modest, low single-digit increase in salaries across the board. The exceptions to this were some specialist skills where demand remains high, yet the production line of suitably skilled candidates remains low, namely within Data, Machine Learning, AI, and compliance. As things stand, we would expect a similar outcome in 2026.

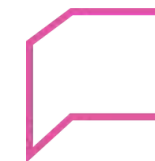
In general, in 2025, and as was the case in 2024, hiring within both domestic and international banks in Ireland was broadly static, with the focus on backfilling where required as opposed to expansion. A small number of international financial services did expand their operations in Ireland, but they were the exception rather than the rule.

On the corporate treasury side, there were several senior vacancies across the year with strong competition for these roles as Ireland now has a rich seam of talent in this area. The junior treasury market was similarly very buoyant in 2025, with strong demand from treasuries for experienced Treasury Analysts, Senior Treasury Analysts, and Managers.

Banking & Treasury

Our Banking and Treasury division caters to roles within banking, corporate treasury, wealth management, and insurance with some of Ireland's leading organisations.

Roles include Corporate Treasurer, Treasurer, Treasury Analyst, Risk, Compliance, Quant, Trading, Front Office, Middle Office, Back Office, Data, Financial Advisor, Wealth Management, and Investment Banking.

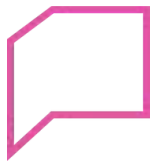


EXECUTIVE

Job Title	Low	High
Chief Investment Officer (CIO)	€250k	€300k
Chief Financial Officer (CFO)	€160k	€350k
Managing Director	€180k	€550k
Corporate Finance Director	€200k	€270k
Operations Director	€150k	€300k
Head of Treasury Sales	€160k	€280k
Head of Trading	€180k	€310k
Chief Risk Officer	€150k	€300k
Chief Data Officer	€170k	€260k
Relationship Director	€120k	€180k
Compliance Director	€130k	€210k
Managing Director - Middle Office	€120k	€180k
Head of Credit	€160k	€320k

FINANCE

Job Title	Low	High
Chief Financial Officer	€160k	€350k
Financial Director	€140k	€300k
Head of Internal Audit	€130k	€250k
Financial Controller	€95k	€160k
Head of Finance	€90k	€140k
Internal Audit Manager	€80k	€110k
Senior Financial Analyst	€65k	€90k
Senior Financial Accountant	€65k	€95k
Senior Internal Auditor	€65k	€90k
Finance Manager	€70k	€90k
Financial Analyst	€60k	€80k
Internal Auditor	€60k	€75k
Recently Qualified Accountant (Big 4 / Top 10)	€60k	€65k
Financial Accountant	€55k	€65k



COMPLIANCE

Job Title	Low	High
Chief Compliance Officer (CCO)	€170k	€250k
Head of Compliance	€120k	€180k
Senior Compliance Manager (6+ years' experience)	€90k	€135k
Compliance Manager (3-5 years' experience)	€70k	€95k
Compliance Adviser (1-2 years' experience)	€50k	€75k
Compliance Administrator	€35k	€45k
Anti-Money Laundering (AML) Manager	€70k	€100k
Anti-Money Laundering (AML) Officer	€45k	€65k

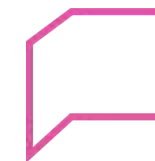
RISK

Job Title	Low	High
Chief Risk Officer	€160k	€300k
Head of Risk	€130k	€185k
Risk Manager	€80k	€110k
Risk Officer / Specialist	€55k	€75k
Market Risk Manager	€85k	€120k
Market Risk Analyst	€55k	€75k
Senior Quantitative Risk Manager	€120k	€180k
Quantitative Risk Manager	€80k	€110k

RISK (CONT.)

Job Title	Low	High
Quantitative Risk Analyst	€55k	€85k
Risk Analyst	€50k	€65k
Fraud Risk Manager	€60k	€85k
Fraud Risk Officer	€45k	€55k
Risk Modelling (3-5 years' experience)	€65k	€95k
Risk Modelling (0-3 years' experience)	€55k	€75k





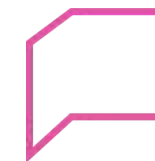
OPERATIONS - MIDDLE OFFICE

Job Title	Low	High
MD, Middle Office	€130k	€180k
Director of Operations	€150k	€300k
Head of Operations	€125k	€185k
Middle Office Manager	€70k	€90k
Middle Office Analyst	€45k	€60k
Corporate Actions Manager	€65k	€80k
Corporate Actions Specialist	€45k	€60k
Trade Support Manager	€60k	€75k
Trade Support Specialist	€45k	€55k
Senior Credit Analyst	€60k	€90k
Credit Analyst	€50k	€75k

OPERATIONS - BACK OFFICE

Job Title	Low	High
Head of Back Office	€110k	€150k
Cash Management Manager	€80k	€110k
Assistant Cash Management	€55k	€65k
Cash Management Administrator	€40k	€55k
Settlements Manager	€65k	€85k
Settlements Administrator	€35k	€50k
Reconciliations Manager	€60k	€70k
Reconciliations Administrator	€40k	€50k
Payments Manager	€55k	€75k
Senior Payments Specialist	€45k	€65k
Payments Specialist	€40k	€50k





CORPORATE & COMMERCIAL

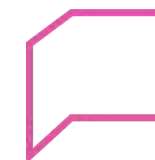
Job Title	Low	High
Group Treasurer	€170k	€350k
Treasurer	€170k	€300k
Assistant Treasurer	€140k	€260k
Senior Treasury Manager	€100k	€140k
Relationship Director	€120k	€180k
Senior Relationship Manager	€90k	€130k
Relationship Manager	€65k	€80k
Senior Corporate Banking Manager	€100k	€140k
Corporate Banking Manager	€70k	€95k
Commercial Banking Manager	€60k	€80k
Loans Administration Officer	€30k	€45k
Senior Private Banking Manager	€110k	€170k
Private Banking Manager	€70k	€110k
Restructuring Manager	€60k	€80k
Case Manager	€50k	€80k
Graduate	€30k	€45k

TREASURY

Job Title	Low	High
Head of Trading	€150k	€340k
Head of Sales	€150k	€310k
Senior Treasury Sales Manager	€120k	€160k
Treasury Sales Manager	€80k	€120k
Senior Trader	€120k	€180k
Junior Trader	€60k	€90k
Graduate	€35k	€45k

CORPORATE TREASURY

Job Title	Low	High
Treasurer	€180k	€340k
Assistant Treasurer	€140k	€250k
Senior Treasury Manager	€100k	€140k
Treasury Manager	€85k	€110k
Senior Treasury Analyst	€65k	€90k
Treasury Analyst	€55k	€75k
Treasury Administrator	€40k	€50k
Settlement Administrator	€35k	€45k
Graduate	€32k	€45k



PRICING & QUANT

Job Title	Low	High
Senior Quantitative Manager	€135k	€180k
Quantitative Manager	€95k	€130k
Senior Quantitative Analyst	€75k	€100k
Quantitative Analyst	€55k	€85k
Valuations Controller	€55k	€75k
Valuations Specialist	€50k	€75k
Model Valuation Quant	€55k	€80k
Senior Manager Complex Pricing	€100k	€150k
Derivatives Pricing Analyst	€45k	€70k
Graduate	€35k	€50k

STOCKBROKING & WEALTH MANAGEMENT

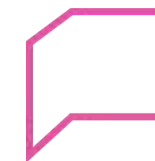
Job Title	Low	High
Head of Corporate Finance	€200k	€300k
Corporate Finance AD	€120k	€190k
Corporate Finance Manager	€90k	€130k
Corporate Finance Executive	€65k	€90k
Senior Equity Analyst	€100k	€180k

STOCKBROKING & WEALTH MANAGEMENT (CONT.)

Job Title	Low	High
Equity Analyst	€70k	€120k
Senior Portfolio Manager	€140k	€200k
Portfolio Manager	€90k	€130k
Trading Desk Assistant	€45k	€65k
Graduate	€30k	€40k

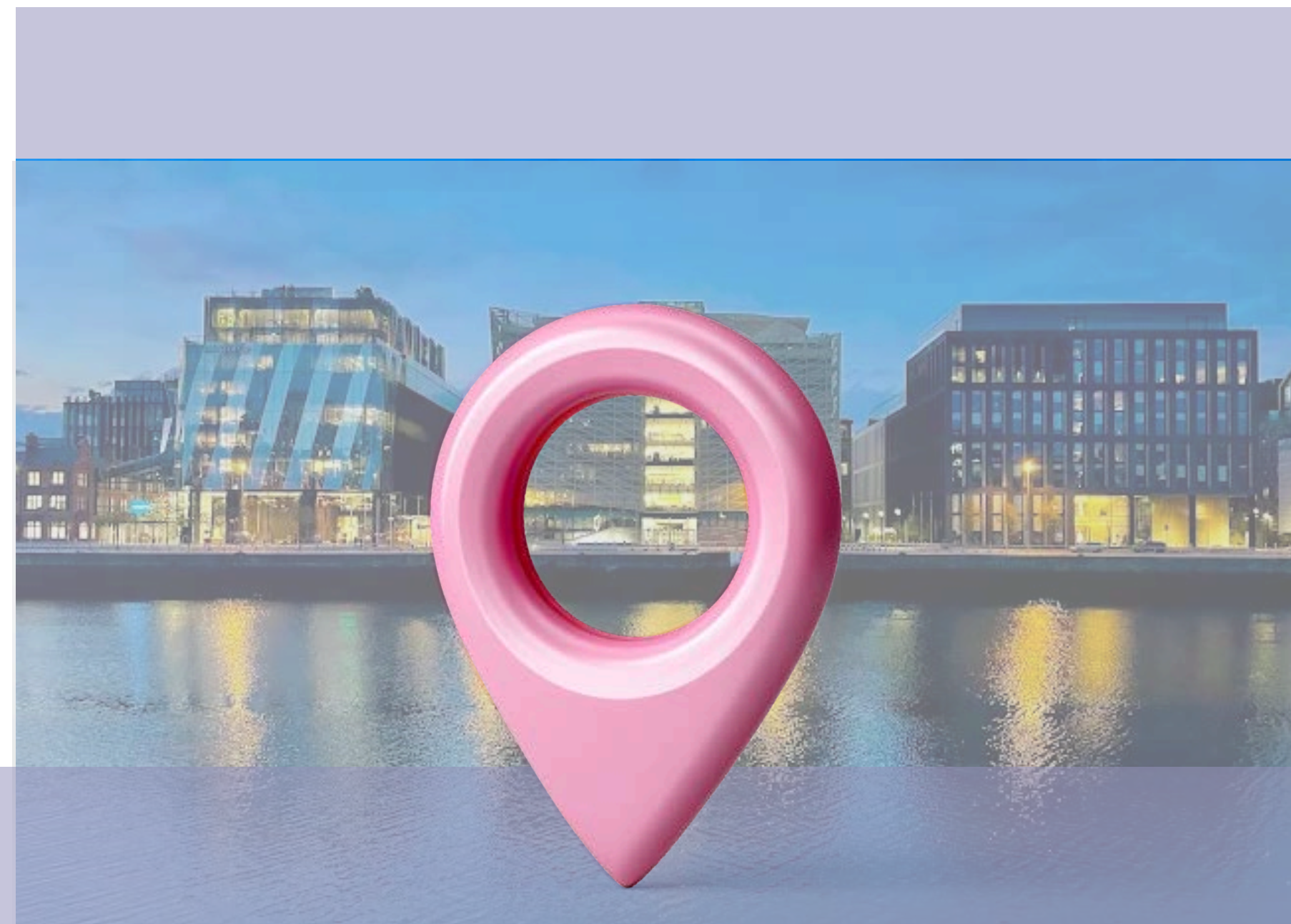
ASSET MANAGEMENT

Job Title	Low	High
Senior Portfolio Manager	€140k	€220k
Portfolio Manager	€90k	€130k
Senior Investment Analyst	€65k	€100k
Investment Analyst	€50k	€75k
Proposition Manager	€80k	€110k



INSURANCE

Job Title	Low	High
Personal Lines Manager	€45k	€65k
Commercial Underwriter (5+ years' experience)	€55k	€80k
Corporate Broker	€55k	€75k
Senior Life Administrator	€34k	€45k
Group Pension Administrator	€32k	€50k
Claims Manager	€55k	€75k
Broker Consultant	€50k	€65k
Reinsurance Underwriting Manager	€80k	€120k
Part Qualified Actuary	€45k	€70k
Qualified Actuary	€70k	€120k
Actuarial Manager	€85k	€140k
Chief Actuary	€170k	€290k





FINTECH

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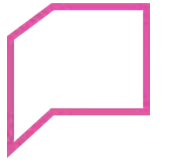
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FINTECH



Overview

Hiring in Ireland's fintech sector in 2025 remained steady, with firms prioritising candidates who could deliver immediate commercial and regulatory impact. Demand was strongest for professionals with experience in payments, digital assets, lending platforms, and regulatory technology, particularly those with prior exposure to regulated environments and in PCF-approved roles.

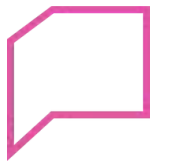
There was continued hiring for finance, risk, compliance, and product-focused roles as fintechs scaled operations, prepared for regulatory scrutiny, or moved toward profitability. Candidates with a blend of technical capability, regulatory knowledge, and stakeholder management skills were most sought after. While overall headcount growth was more measured than in previous years, competition for high-calibre, experienced talent remained strong, especially among fintechs with international growth ambitions or institutional backing.

Looking ahead to 2026, The Panel expects fintech hiring in Ireland to become increasingly driven by regulation, licence readiness, and operational maturity. A key theme will be firms either applying for or operating under VASP and CASP licences as the regulatory framework for digital assets continues to bed in under MiCA.



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EXECUTIVE ROLES IN FINTECH

Job Title	Low	High
Country Chief Executive Officer (CEO)	€150k	€240k
Chief Financial Officer (CFO)	€140k	€180k
Chief Compliance Officer (CCO)	€140k	€190k
Chief Risk Officer (CRO)	€140k	€190k
Chief Information Officer (CIO)	€140k	€200k
Chief Commercial Officer (CCO)	€140k	€180k
Chief Legal Officer (CLO)	€150k	€220k

INEDS IN FINTECH

Job Title	Low	High
Chair & iNED	€55k	€150k
iNED	€40k	€80k

*Board position fees are based on day count, and typically the daily rate is anywhere between €3,500 - €8,000. Nature, scale, and complexity will impact the fee.

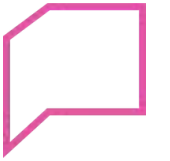
If appointed to sub-committees, the additional fee is up to €10k for each committee



A woman with curly hair, wearing a dark blazer over a yellow top, is shaking hands with a man in a light blue shirt. They are sitting at a table in a meeting room. The background shows a window with blinds and a bookshelf. The entire image has a red overlay.

HR & BUSINESS SUPPORT

HR & BUSINESS SUPPORT



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Overview

The Panel's HR, Talent and Business Support practice experienced a solid year in 2025. We successfully filled key positions for our clients, including Chief People Officer, HR Manager, Senior HR Business Partner, HR Generalist, HR Administration, Executive Assistant and Personal Assistant to Executive Team and Office Managers, among others.

There was a consistent flow across administrative, office-management and business support roles, with salaries for some of these areas increasing, although that was very much sector-specific.

The current market prioritises professionals who are adaptable, tech-savvy, can navigate changing regulations and flexible working trends.

The Panel offers top talent in all areas of HR, Talent and Business Support to organisations in all sectors and at all levels.

Trends for 2026

- Artificial Intelligence (AI) will be used to handle routine HR tasks, which will give teams more time for planning, development, and employee support.
- Flexibility and hybrid work models continue to remain a key attraction and retention tool.
- Continuous learning will stay high on the agenda, with particular attention on digital and data capability.
- There will be increased compliance requirements as pay-transparency legislation takes effect, driving clearer reporting and stronger internal governance.
- Overall, HR functions will continue shifting towards more adaptive, skills-centred approaches that support a wide range of employee needs and organisational priorities.



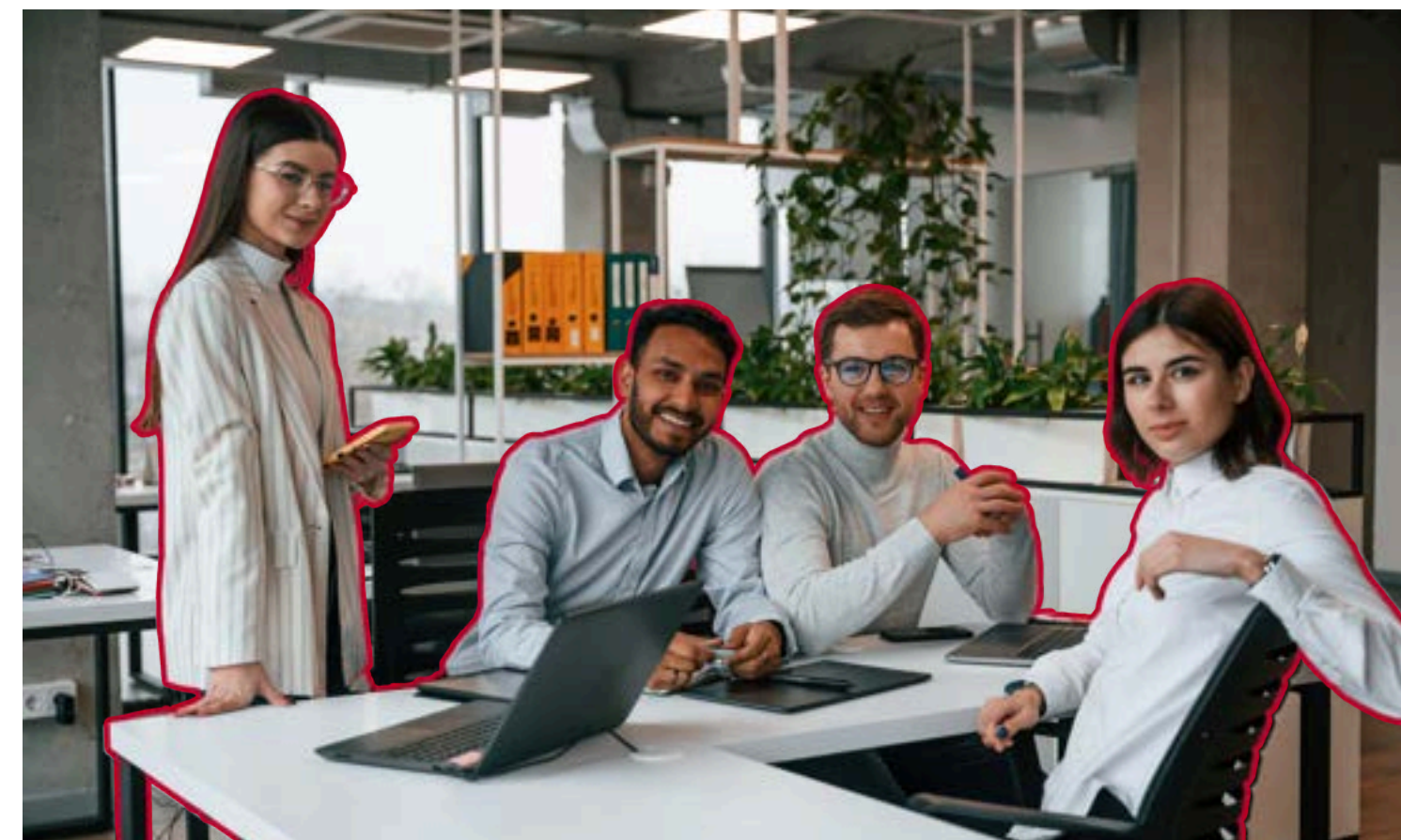
HR PROFESSIONALS

Job Title	Low	High
Chief People Officer (CPO)	€170k	€240k
Human Resources (HR) Director	€110k	€170k
Head of Talent Acquisition	€90k	€120k
Head of Learning & Development	€85k	€125k
Head of Total Rewards	€95k	€140k
Human Resources Business Partner (HRBP)	€70k	€120k
Senior Human Resources (HR) Manager	€80k	€130k
Total Rewards Manager / Compensation & Benefits Manager	€80k	€110k
Learning & Development Manager	€60k	€90k
Human Resources (HR) Manager	€70k	€100k
Human Resources (HR) Generalist	€45k	€65k
Human Resources (HR) Administrator	€35k	€50k

BUSINESS SUPPORT PROFESSIONALS

Job Title	Low	High
Executive / PA Assistant	€45k	€100k
Office Manager	€45k	€70k
Administrative Assistant	€35k	€45k
Receptionist / Front of House Executive	€32k	€45k

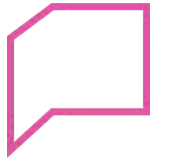
The Panel's HR & Talent desk also works with clients across Business Support and can assist you when sourcing for talent such as Executive Assistants, Office Manager, and Operations/Business Manager.



ESG & SUSTAINABILITY



ESG & SUSTAINABILITY



Overview

A large share of employment in Ireland - estimated at roughly three-quarters of all roles - now requires some level of sustainability or ESG competence, spanning industries such as manufacturing, construction, and professional services.

Demand is strongest across several ESG areas:

- Reporting and compliance: Employers are seeking candidates familiar with widely used sustainability frameworks and reporting standards
- Strategy and integration: Organisations are embedding ESG considerations across multiple business functions rather than maintaining separate teams
- Sustainable finance and investment: Growth continues in financial services roles linked to responsible investment and sustainable finance

Salary data indicate a broad range for ESG and sustainability positions, with mid-level roles typically in the €60,000–€90,000 range and senior leadership positions often exceeding €150,000.

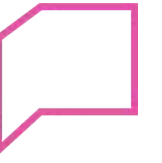
Common challenges in the market include:

- Shortages of suitably skilled candidates in ESG and sustainability disciplines
- A need for professionals from adjacent areas, such as finance, audit, or engineering, to upskill when transitioning into these roles



Contact the team at

+353 1 637 7000
info@thepanel.com



ESG & SUSTAINABILITY PROFESSIONALS

Job Title	Low	High
Head of Sustainability (Plc Co)	€150k	€220k
Sustainability Director (Top 5 Accountancy)	€120k	€170k
Group Head of Sustainability (10 years' pqe)	€120k	€150k
Sustainability Associate Director	€95k	€120k
Sustainability Senior Manager (6-8 years' pqe)	€85k	€100k
Sustainability Manager (3-5 years' pqe)	€65k	€90k
Sustainability Reporting Officer	€55k	€70k



AIRCRAFT LEASING



Contact the team at
+353 1 637 7000
info@thepanel.com



Overview

Talent competition is strong in the aircraft leasing sector, so very similar to industries like fintech, green finance, and data analytics, targeting similar skill sets.

Organisations are increasingly adopting hybrid or remote working for functions such as analytics, legal, and finance.

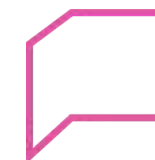
We have found that sustainability is becoming central to business strategy, creating demand for ESG reporting, green financing, and operational transition expertise.

Digital transformation is driving roles in analytics, forecasting, predictive modelling, and systems integration, while cybersecurity and data governance are gaining importance.

The Panel maintains a strong presence within this dynamic sector of the market. We are deeply engaged with leading organisations and key decision-makers, ensuring we remain at the forefront of industry developments.

We recruit across a broad spectrum of roles, including:

Director, SVP, VP, Associate, Manager for FP&A, Finance, Financial Reporting, Project Managers, Data Analysts, Tax, Treasury, Legal, Credit, HR and support roles.



FINANCE

Job Title	Low	High
Head of Internal Audit	€70k	€134k+
Internal Audit Director	€75k	€100k+
Audit Manager	€64k	€87k+
Vice President (VP) Financial Planning & Analysis	€65k	€160k+
Senior Vice President (SVP) / Head of Finance	€75k	€180k+
Vice President (VP) Finance	€65k	€150k+
Financial Reporting Accountant	€44k	€66k+
Financial Accountant	€46k	€90k+
Part Qualified Accountant	€34k	€46k+
Accounts Payable / Accounts Receivable	€31k	€45k+

CORPORATE FINANCE

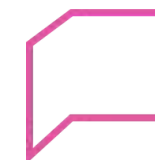
Job Title	Low	High
Senior Vice President (SVP) Head of Corporate Finance	€98k	€180k+
Vice President (VP) Corporate Finance	€100k	€150k+
Director Corporate Finance	€95k	€110k+
Manager Corporate Finance	€90k	€105k+
Assistant Corporate Finance	€50k	€85k+

PRICING & PORTFOLIO MANAGEMENT

Job Title	Low	High
Head of Pricing / Portfolio Management	€105k	€185k+
Vice President (VP) Pricing / Portfolio Management	€100k	€150k+
Director Pricing / Portfolio Management	€100k	€120k+
Manager Pricing / Portfolio Management	€98k	€115k+
Analyst Pricing / Portfolio Management	€50k	€85k+

RISK

Job Title	Low	High
Head of Risk	€130k	€250k+
Senior Vice President (SVP) of Risk	€125k	€200k+
Vice President (VP) of Risk	€120k	€150k+
Director of Risk	€110k	€130k+
Manager of Risk	€75k	€100k+
Risk Analyst	€45k	€75k+



TALENT ACQUISITION & SUPPORT SERVICES

Job Title	Low	High
Chief People Officer	€170k	€240k+
Human Resources VP/SVP	€120k	€170k+
Human Resources Manager / HR Business Partner	€80k	€100k+
Human Resources Assistant	€35k	€50k+
Office Manager	€45k	€55k+
Executive Assistant (EA)	€35k	€50k+
Administrative Assistant	€30k	€45k+
Corporate Receptionist	€33k	€42k+

CONTRACT MANAGEMENT (CM)

Job Title	Low	High
Head of Contract Management	€100k	€160k+
Vice President (VP) of Contract Management	€100k	€135k+
Assistant Vice President (AVP) of Contract Management	€96k	€105k+
Senior Manager of Contract Management	€85k	€95k+
Manager of Contract Management	€55k	€80k+
Contract Management Administrator	€37k	€55k+

TRADING

Job Title	Low	High
Head of Trading	€150k	€250k+
Senior Vice President (SVP) of Trading	€100k	€200k+
Vice President (VP) of Trading	€95k	€150k+
Director of Trading	€95k	€115k+
Trading Manager	€80k	€115k+

TAX

Job Title	Low	High
Senior Vice President (SVP) Head of Tax	€100k	€165k+
Vice President (VP) of Tax	€90k	€140k+
Tax Director	€75k	€90k+
Tax Manager	€65k	€80k+
Tax Assistant	€45k	€60k+

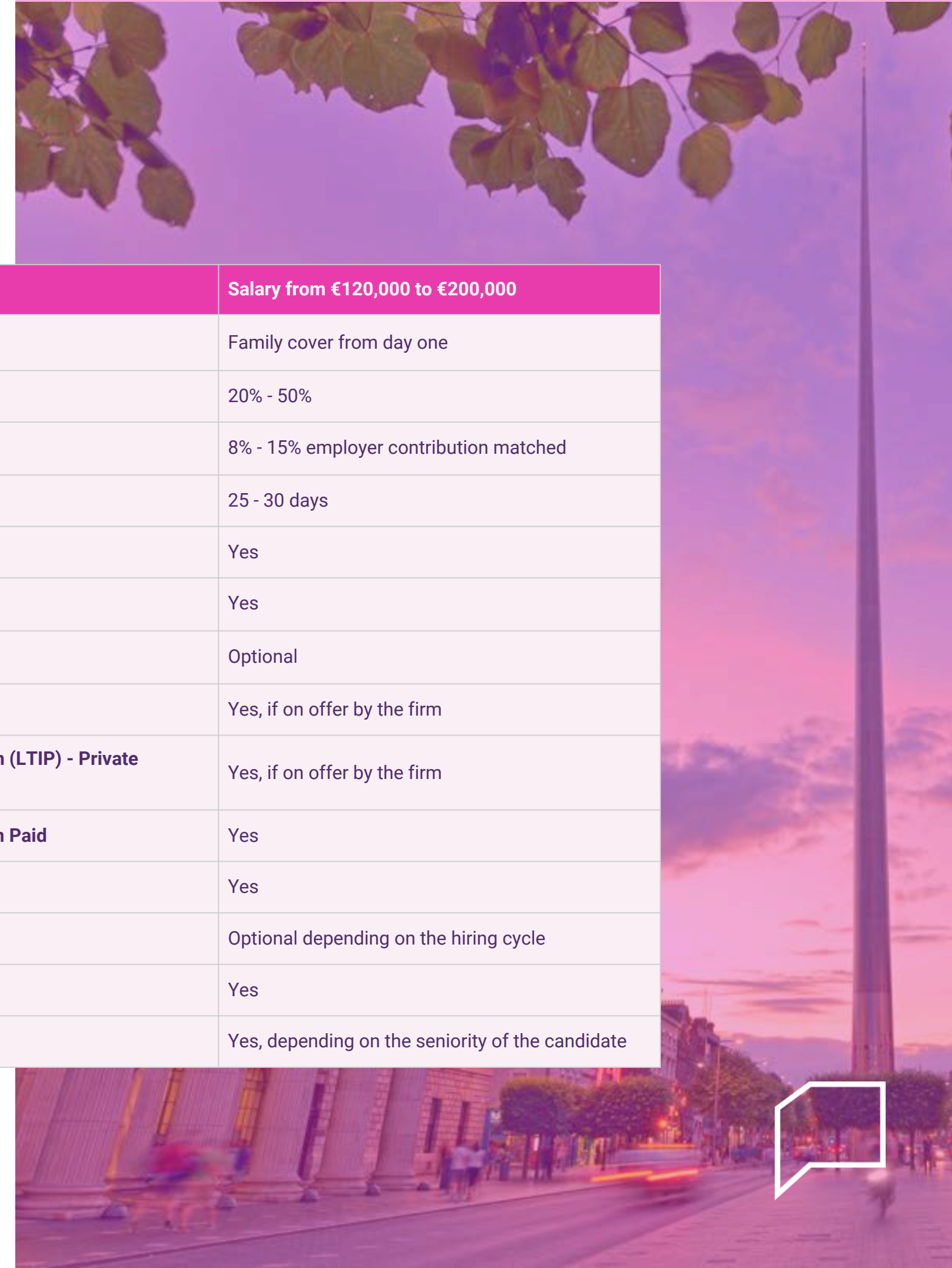
LEGAL

Job Title	Low	High
General Counsel	€250k	€300k+
Senior Legal Counsel (7-10 years' ppe)	€170k	€200k
Legal Counsel (3-6 years' ppe)	€110k	€150k
Legal Executive	€50k	€65k

BENEFITS PACKAGES

Benefit Type	Salary >€200,000
Healthcare	Executive healthcare plan - single/family
Bonus	40%+
Pension	10%+ and often without matching requirement
Annual Leave	To 30 days
Life Assurance	Yes
Permanent Health	Yes
Car Allowance / Car	Optional
Share Options - Quoted Company	Yes
Shares - Quoted Company	Sometimes
Long-Term Incentive Plan (LTIP) - Private Company	Yes, if part of the package
Professional Subscription Paid	Yes
Mobile Phone / Laptop	Yes
Sign on Bonus	Usually if hired in Q4 or Q1
Educational Support	Yes
Moving Allowance	Yes, if candidate based overseas

Benefit Type	Salary from €120,000 to €200,000
Healthcare	Family cover from day one
Bonus	20% - 50%
Pension	8% - 15% employer contribution matched
Annual Leave	25 - 30 days
Life Assurance	Yes
Permanent Health	Yes
Car Allowance / Car	Optional
Share Options	Yes, if on offer by the firm
Long-Term Incentive Plan (LTIP) - Private Company	Yes, if on offer by the firm
Professional Subscription Paid	Yes
Mobile Phone / Laptop	Yes
Sign on Bonus	Optional depending on the hiring cycle
Educational Support	Yes
Moving Allowance	Yes, depending on the seniority of the candidate

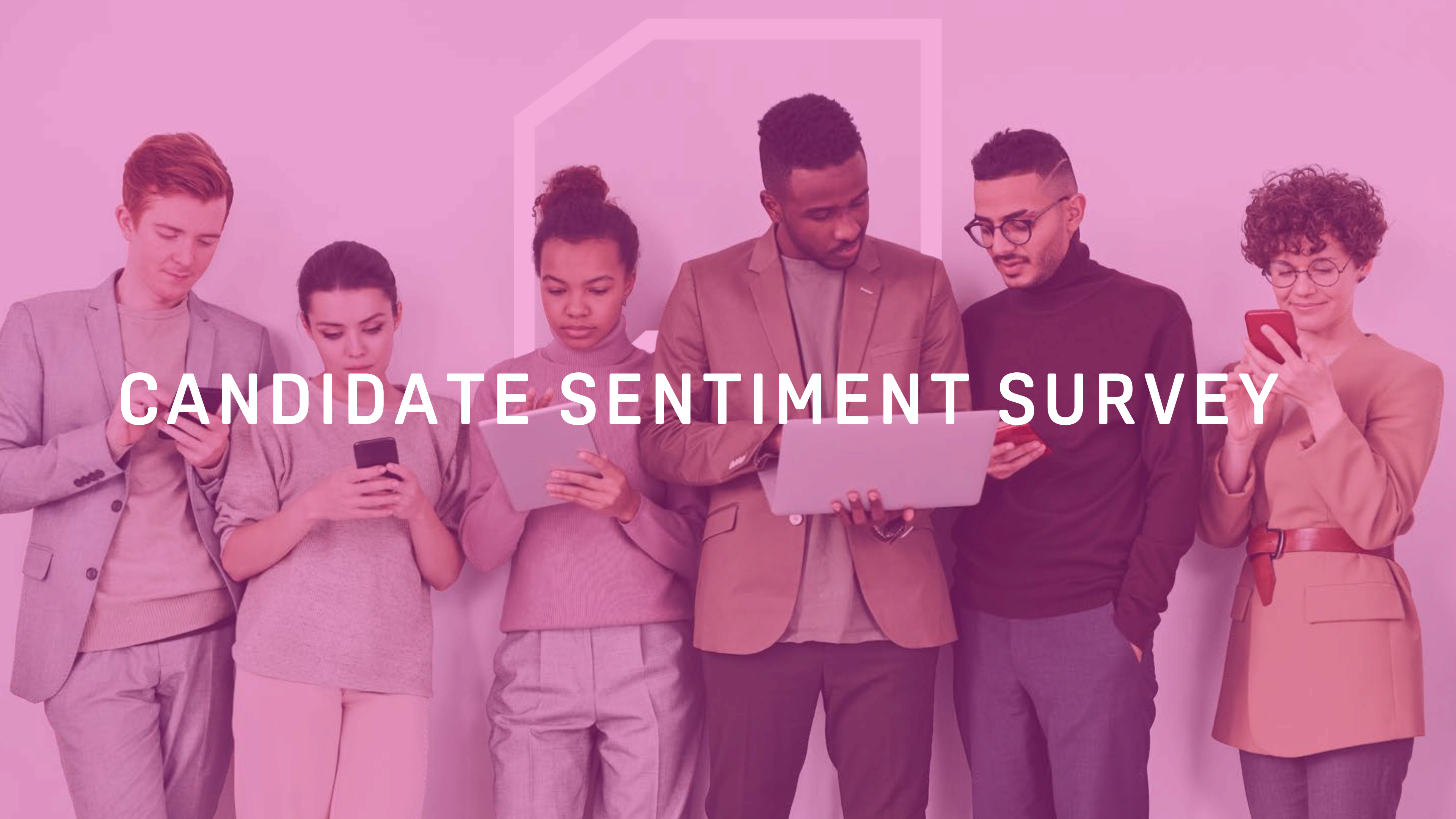


BENEFITS PACKAGES

Benefit Type	Salary >€120,000
Healthcare	Individual or family cover from day one
Bonus	10% + 25%
Pension	5% - 8% employer contribution - day 1 or after probation
Annual Leave	Average 25 days
Life Assurance	Yes
Permanent Health	Yes
Education Support	Yes
Professional Subscription Paid	Yes
Mobile Phone / Laptop	Yes
Hybrid Arrangements	Yes, on average 3 days in the office
Long-Term Incentive Plan (LTIP) - Private Company	No



CANDIDATE SENTIMENT SURVEY



CANDIDATE SENTIMENT SURVEY

The latest edition of **The Panel/The Currency's** Candidate Sentiment Survey provides valuable insights into shifting workplace trends, employee expectations, and the evolving job market. With responses from 1,669 professionals across various industries, the survey highlights key themes, including workplace preferences, career growth opportunities, commuting challenges, and employer-employee dynamics.

As companies push for a return to the office, employees remain firm in their demand for flexibility, raising important questions about the future of work. Here's a quick look at what's on the minds of candidates right now.

- **Work Preferences & Office Presence:** While more employers are encouraging office returns, only 3% of candidates want full-time office work. Hybrid remains the preferred model, with three days in the office being most popular.
- **Impact on Career Growth:** 43% of candidates believe office presence helps with promotions, though most don't see remote work as a disadvantage. Concerns about "proximity bias" were raised.
- **Commuting & Housing Affordability:** 80% of candidates can afford to live within commuting distance, but rising housing costs impact job choices. One in eight candidates considers their commute a reason to change jobs.
- **Shifting Job Market Power:** Candidates see power shifting towards employers, with fewer roles available despite talent shortages. Optimism about career progression has declined for the second consecutive year.
- **Workplace Culture & Employer Values:** Many employees feel disconnected from company culture, with nearly half sceptical about employers living up to their stated values, especially during layoffs.

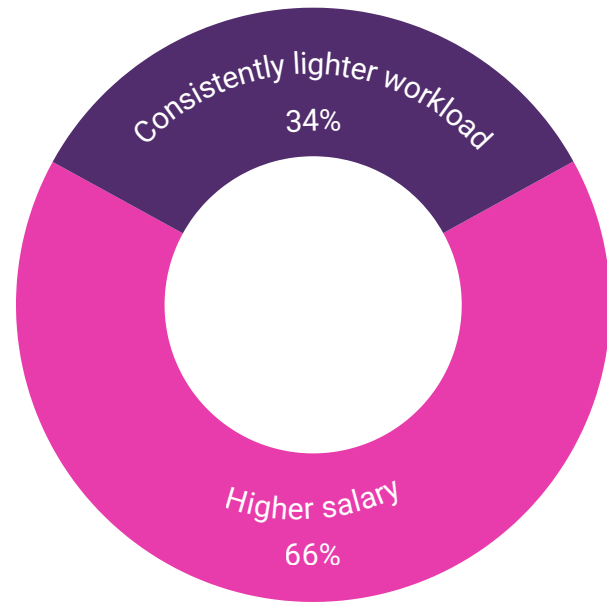
Overall, the survey reveals a workforce navigating change with a mix of adaptability and scepticism. While employers are gaining leverage in the job market, employees continue to prioritise work-life balance, career progression, and company culture.

The disconnect between employer expectations and employee preferences underscores the need for businesses to rethink their approach to flexibility, engagement, and value-driven leadership to attract and retain top talent.

[Read the full article - Candidate Sentiment Survey – Part 1: Salaries, Workloads and Trade-offs](#)

[Read the full article - Candidate Sentiment Survey – Part 2: The Shifting Balance of Power Between Employees and Employers](#)

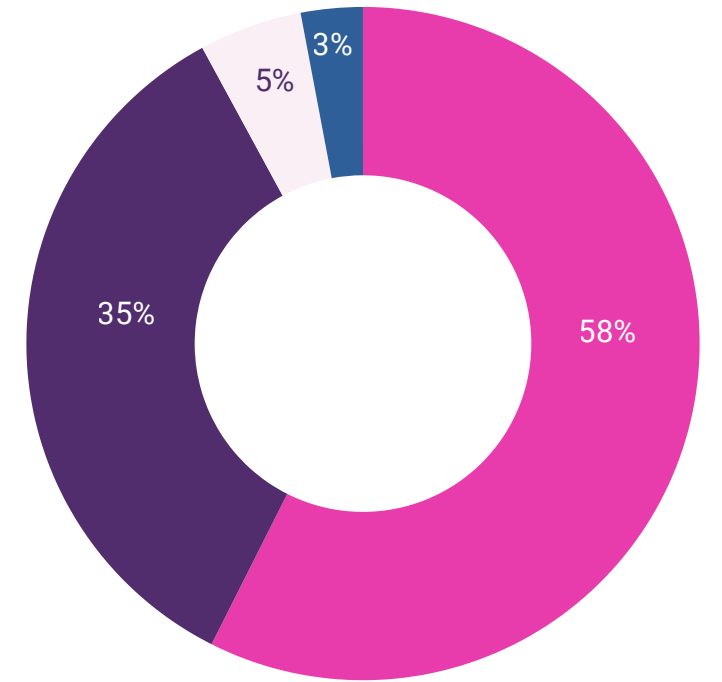




1 Which would you prioritise more - a larger salary or a consistently lighter workload?
1,550 out of 1,669 answered this question

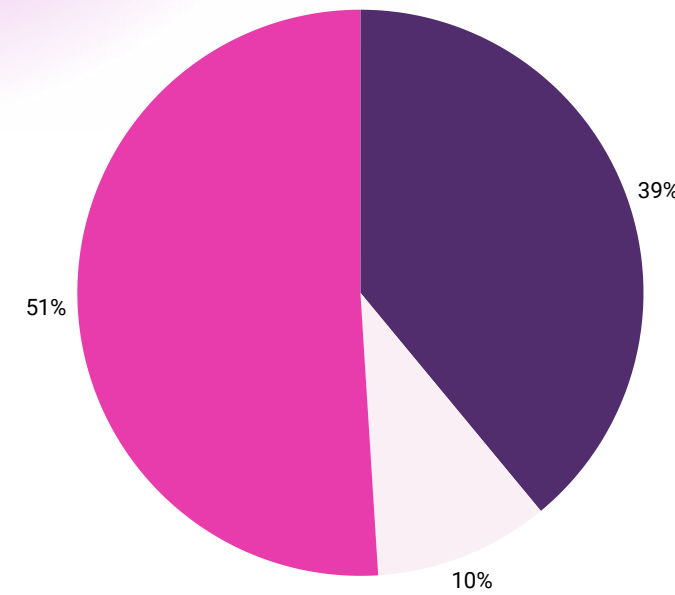
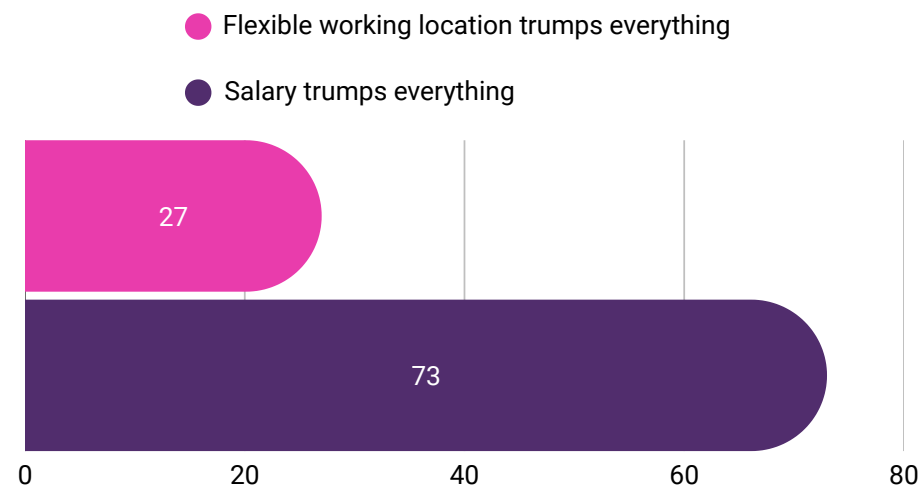


3 Would you work a reduced working week for a pro-rated salary? (i.e. 4 days at 80% salary)
1,586 out of 1,669 answered this question



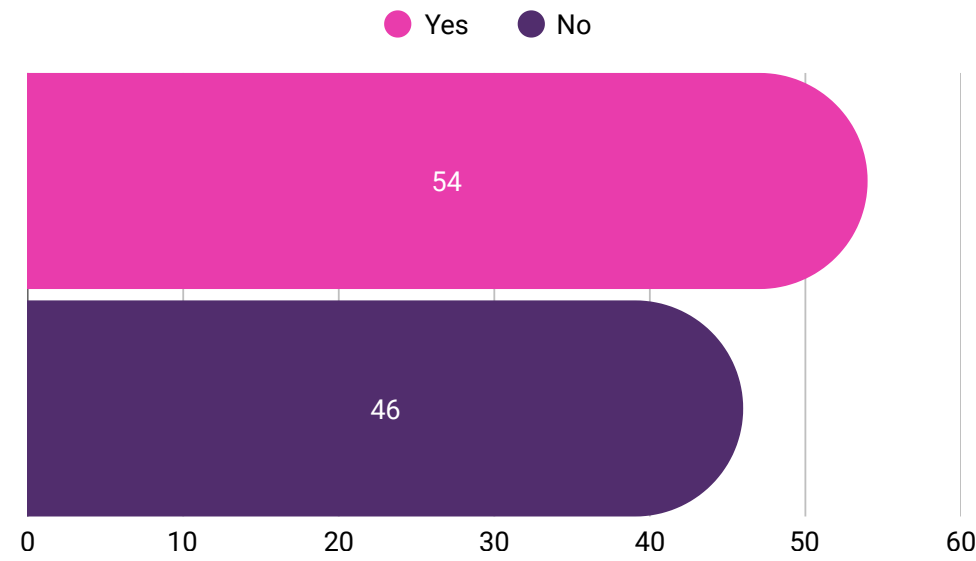
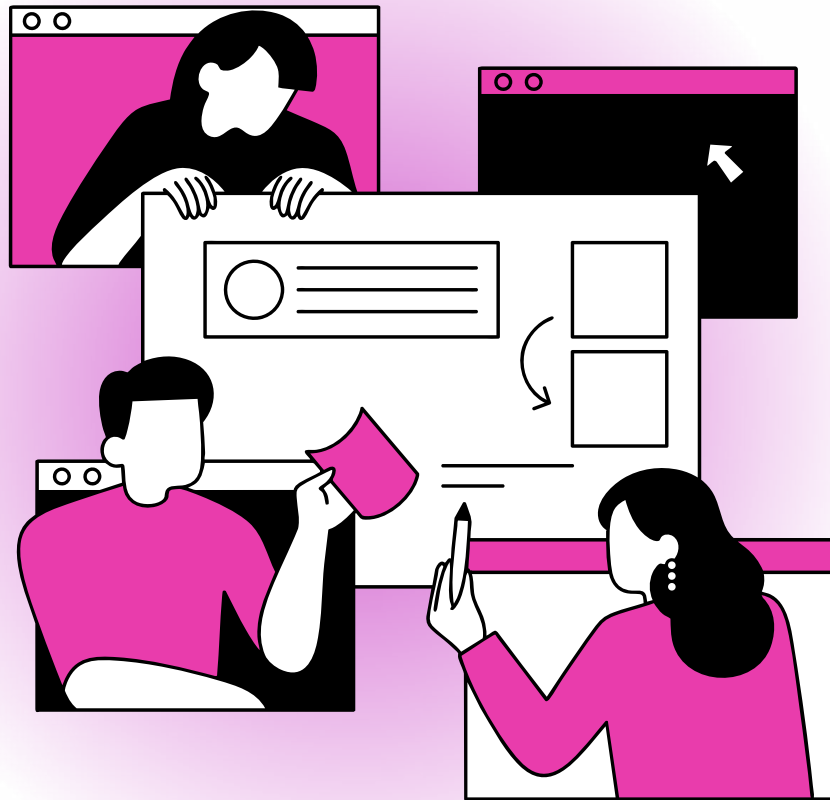
- Yes, I would consider it
- No, I wouldn't consider it
- I already work on a reduced working week on a pro-rated salary
- I already work a reduced working week on full salary

2 Select the statement that best reflects your current thought process if you were to change job.
1,583 out of 1,669 answered this question

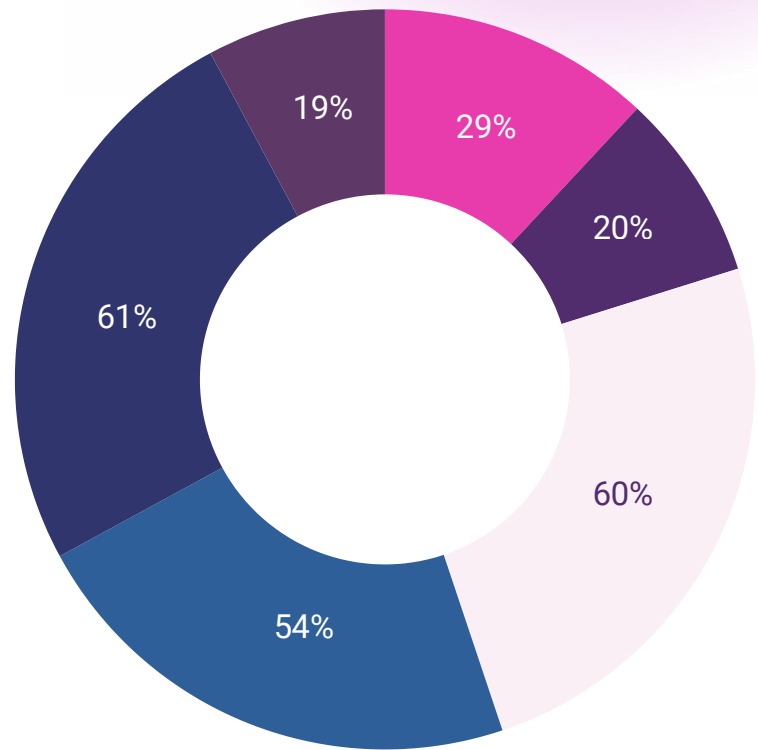


4 Would you trade a percentage of your salary for more annual leave or vice versa?
1,564 out of 1,669 answered this question

- No
- I would sacrifice a percentage of my salary for the same percentage increase in annual leave
- I would sacrifice a percentage of my annual leave for the same percentage increase in my salary



5 Would you move to a job that excited you more than your current role but for a lower salary?
1,554 out of 1,669 answered this question

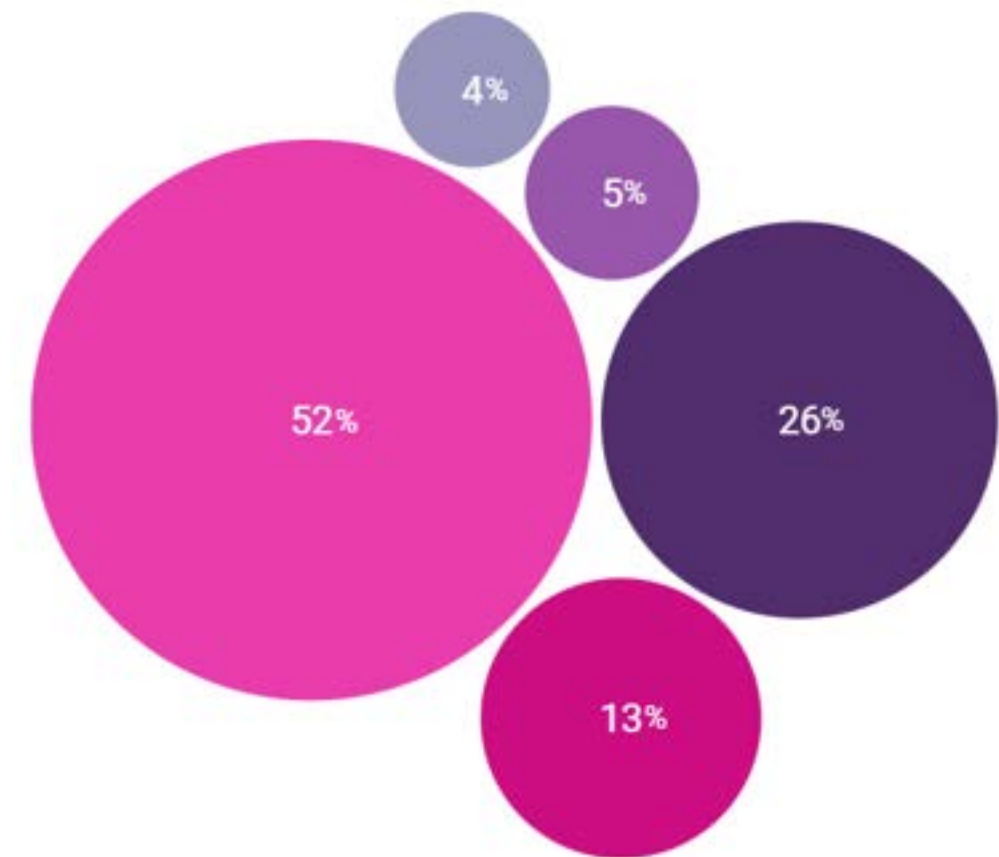


6 In the last 3 years I
1,522 out of 1,669 answered this question

- Work the way I have always worked
- Still do my job effectively but putting in less hours on purpose
- Work smarter - embracing technology more (Teams, VOIP, Cloud systems etc.)
- Prioritise my own wellbeing/family wellbeing more
- Embrace hybrid working
- Work in the office more

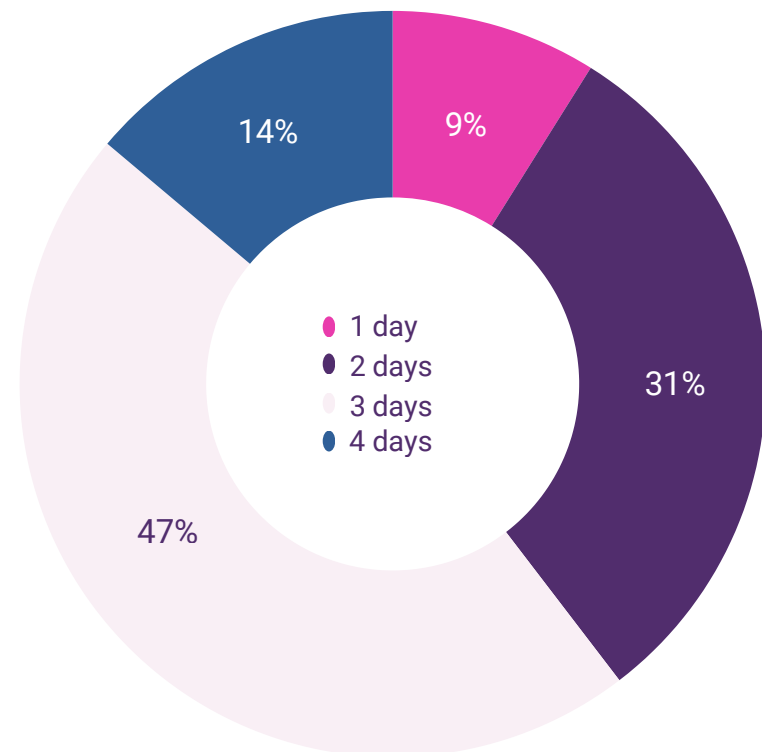
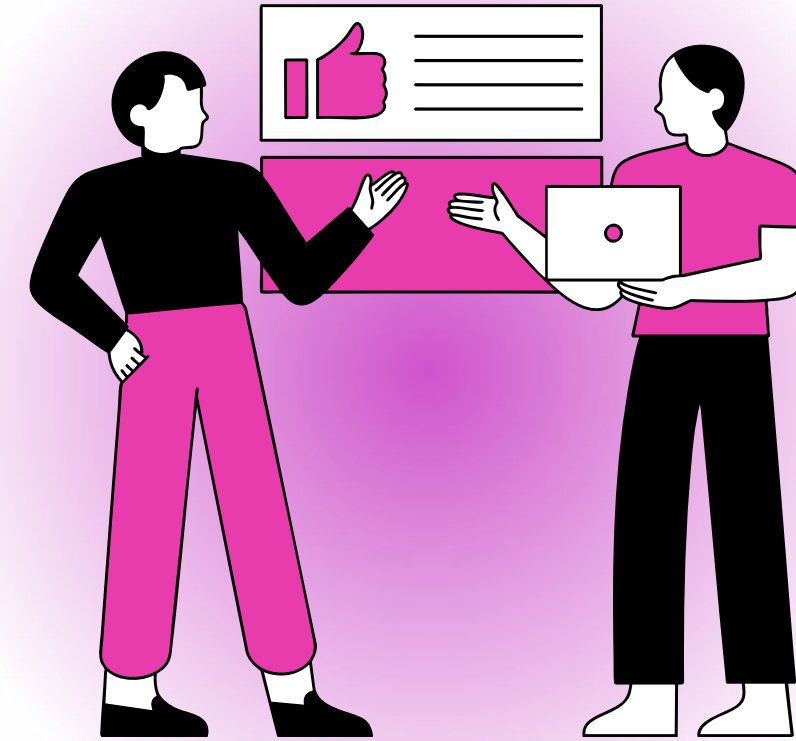
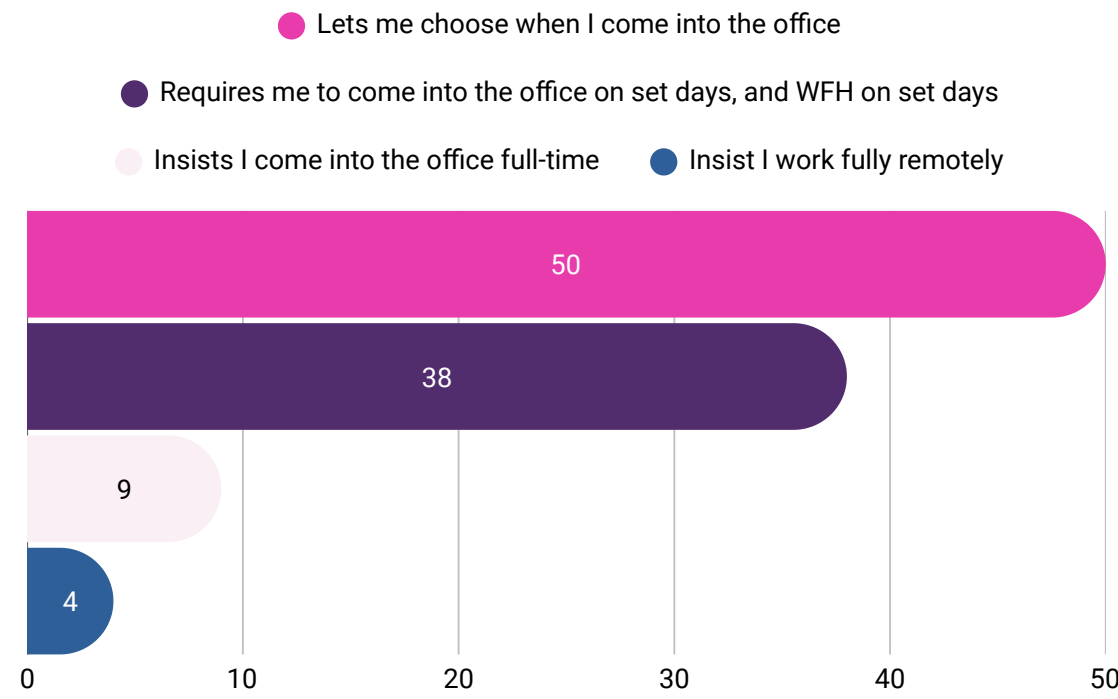
7 Which of these statements best reflects where you would like your place of work to be today?
1,564 out of 1,669 answered this question

- I only want to work fully remotely
- I only want to work on a hybrid basis
- I only want to work full-time in the office
- I am happy to do any option
- I don't have the luxury to chose where I want to work



8 My employer...

1,495 out of 1,669 answered this question



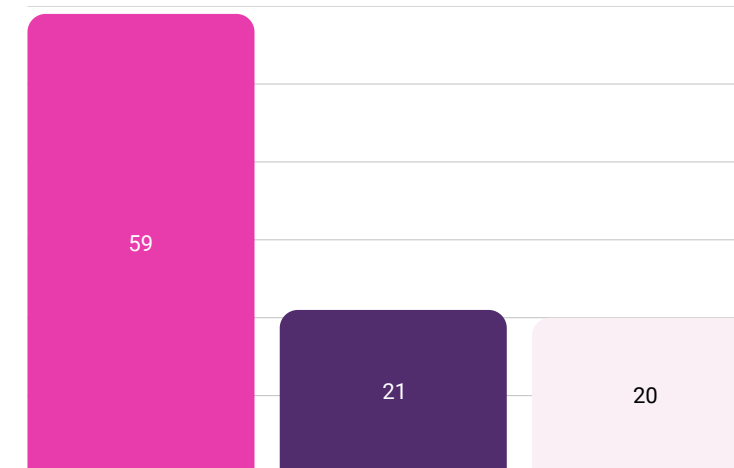
9 How many days does your employer require you to come into the office?

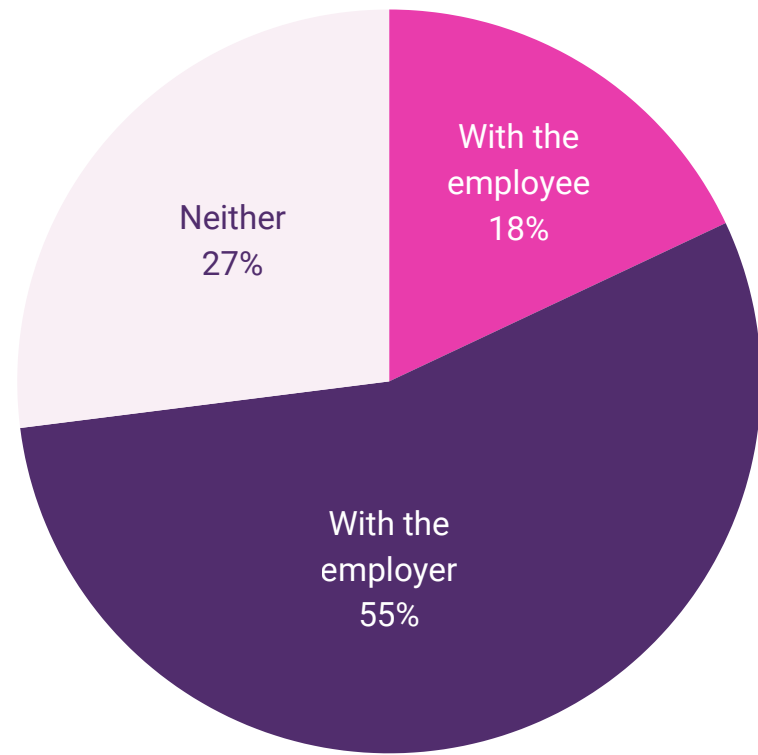
1,522 out of 1,669 answered this question

10 At the moment my physical working arrangements are...

1,490 out of 1,669 answered this question

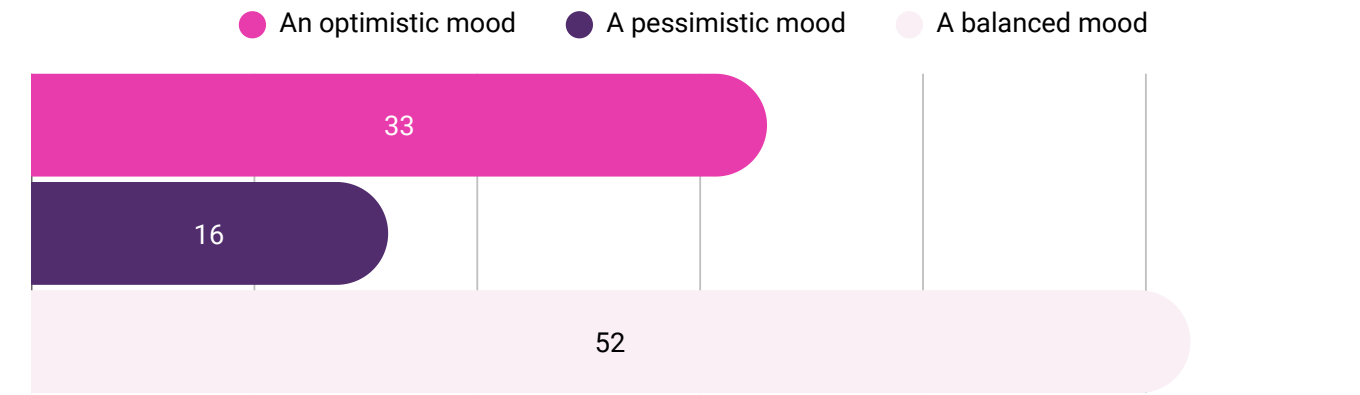
- As I want them
- Not ideal, but no reason for me to think about moving jobs
- Not ideal, and would be a factor in me thinking about moving jobs





11 I feel the balance of power in the present job market is...

1,504 out of 1,669 answered this question



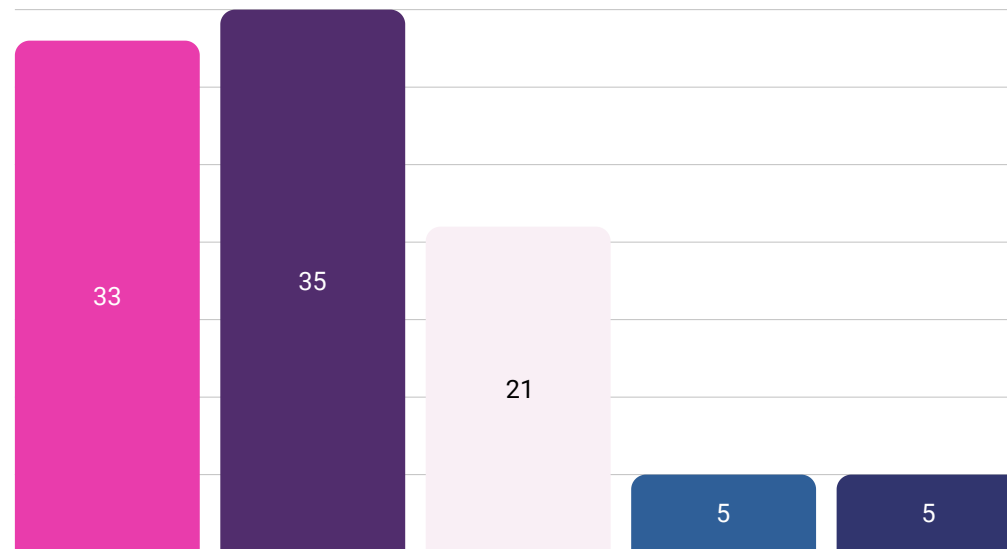
13 From my own career perspective, the next 12 months have me in...

1,495 out of 1,669 answered this question

- Will be good for me career wise
- Will be a time for consolidating my career
- Wil be difficult for me to progress my career
- Has me seriously considering going travelling and taking time out
- Has me seriously considering moving abroad to work

12 I think the next 12 months...

1,485 out of 1,669 answered this question





THE PANEL RPO OFFERING

In **Recruitment Process Outsourcing (RPO)**, companies transfer all or part of their recruitment processes to The Panels' RPO specialist team.

The RPO team, with the support of our network, acts as an extension of that client's HR department. This can be done either off-site or on-site. As the RPO provider, we take full ownership of all hiring duties and are fully accountable for the results we deliver.

RPO providers are often sought out for highvolume recruitment, including short and medium roles on a project-to-project basis, as well as fully replacing all internal recruitment in an organisation.

The RPO provider can take responsibility for part or all of the following:

- Candidate name generation and sourcing
- Recruitment marketing and/or advertising strategy
- Candidate screening
- The entire interview process
- Testing and selection
- Salary negotiation
- Various background checks
- Placement and onboarding
- Reporting & data analytics
- Assist you in building your own Talent Recruitment Team

The Panel, as your RPO Partner, could also be responsible for introducing are own technology and reporting. This can be a big advantage for clients, particularly for smaller companies that may not have access to similar technologies or that are inward investment companies.

All the above services can be increased, modified, or reduced throughout the process depending on a client's needs.

This means costs can go down when your hiring needs go down, and the RPO provider can adapt to your specific business needs.

While the traditional agency model offers as much support as the client needs, RPO acts as an extension of the internal recruitment operations of the business by taking full ownership of the duties. Each solution has its merits to suit the needs of the client and enhance the core functions of the business.

The Panels RPO Solutions team focuses on both permanent (RPO) and contingent (MSP) talent and are Recruitment Process Outsourcing specialists.

For more information, please contact Anne Keys, Joint Managing Partner at anne@thepanel.com



CONTRACTING & PAYROLL SERVICE MANAGEMENT

We currently provide full contracting services to a number of clients. We have a dedicated team in The Panel that services this area, which includes staff from our onboarding ops team, accounts team, and admin function team.

Fergal Keys leads this team, and Ildiko Kiss manages the function.

Our largest client can have up to 30-50 contractors/temps per month.

Services include:

- **Daily Rate Contractors:** These candidates get a contract for a fixed duration and invoice for days only worked. All invoices are provided with approved and authorised timesheets. There is an agreed process with the client.
- **Fixed-Term Contractors:** These candidates are hired for a specified duration and are paid a fixed salary. In this situation, these candidates are paid a monthly salary, and we manage all government taxes, holiday entitlements, etc., on behalf of the client.
- **Temp Staff:** In this case, candidates can also be hired for shorter term contract (temp contracts) and can be paid hourly or daily rates, and The Panel manages all regulatory requirements (taxes, PRAI, holidays, etc.).

For more information, please contact: Fergal Keys at fergalk@thepanel.com or Ildiko Kiss at ildiko@thepanel.com

MARKET MAPPING RECRUITMENT SERVICES

At The Panel, our **Market Map Recruitment Services** provide a comprehensive overview of talent availability and compensation trends within your industry or specific role. This service is ideal for businesses seeking to understand the competitive landscape and ensure they offer attractive, competitive salaries to attract top talent. By conducting in-depth market analysis, we deliver a tailored map that highlights key insights, including salary ranges, skill demand, and regional variations. This data-driven approach empowers businesses to make informed hiring decisions and stay ahead in the talent race, optimising recruitment strategies for success.

The process typically involves:

- **Identifying talent pools** – locating where candidates with the required skills and experience are concentrated.
- **Assessing competitors** – analysing competitor structures and identifying high-performing individuals who might be suitable for your team.
- **Building talent pipelines** – maintaining a database of candidates ready for immediate roles or for future needs.
- **Succession planning** – pinpointing internal and external talent for leadership and other critical roles.

For more information, please contact our Joint Managing Partner, Anne Keys at anne@thepanel.com

Benefits of Market Mapping for Clients

- **Informed Decision-Making:** Market mapping provides clients with data-driven insights into salary benchmarks, skill availability, and industry trends, helping them make informed decisions when setting compensation packages and defining recruitment strategies.
- **Competitive Advantage:** By understanding the talent landscape, clients can attract and retain top candidates by offering competitive salaries and benefits that are aligned with current market expectations.
- **Talent Pool Visibility:** Market mapping reveals the size and strength of the talent pool in specific regions or industries, allowing clients to target the right candidates and tailor their recruitment efforts to meet business needs.
- **Enhanced Recruitment Strategy:** Clients can refine their hiring strategies, identifying skill gaps and adjusting hiring priorities to meet long-term business goals.
- **Cost Efficiency:** By understanding the market rates, clients can avoid overpaying for talent while ensuring they are offering fair compensation that attracts skilled professionals.
- **Retention Insight:** Market mapping also helps identify trends that can inform retention strategies, allowing clients to stay ahead of potential talent shortages or shifts in employee expectations.
- **Strategic Workforce Planning:** Clients can use market mapping to plan for future hiring needs, optimising workforce growth and aligning talent acquisition with business objectives.



THE PANEL
SUSTAINABILITY, DE&I

THE PANEL COMMITMENT

Sustainability

As time moves on the sustainable responsibility of employers are becoming more and more important, therefore we here at The Panel take great pride in doing our best in meeting our target in this area. We take responsibility for our candidates, clients, and every part of our business in order to offer and supply solutions that positively impact those around us.

Knowing that you are partnering with a responsible organisation, should offer you peace of mind.

Read our [ESG Policy](#) here.

Diversity, Equality & Inclusion

In The Panel we actively focus on sourcing talent through a DE&I lens – we know diverse teams make for better functioning and more collaborative teams.

The Panel and our Joint Managing Partner, Anne Keys, played a crucial role in the establishment and launch of 100 Women in Finance in Ireland in 2017. She was Co-Chair of the 100 Women in Finance Dublin location for two years and is currently an advisor to the Dublin Committee. She continues to drive 100WF workshops for iNEDs and senior practitioner members, advising them on how to launch and develop their independent non-executive director career.

In November 2017, The Panel signed up to the **Ibec/30% Club's** ["Voluntary Code of Conduct for Recruitment and Executive Search Firms Code"](#).

This Code recognises the importance of search firms and client organisations working together to deliver change based on four principles:

- Strategy & Goals
- Talent Pipeline
- Prices
- Monitoring & Reporting



What can The Panel help you with?

- **Regulations** – guiding candidates and clients through the Irish regulatory environment.
- **Market analysis** – updating candidates and clients on current trends.
- **Talent acquisition** – for clients we help source the best candidates for the role at hand.
- **Advice** – we provide our candidates and clients with the most up-to-date information available regarding the market, the recruitment processes and the best remunerative options available to both.
- **Technology & Resources** – offering candidates and clients the most up to date in recruitment and AI technology, enabling a quicker and more efficient recruitment process from start to finish.

DIVERSITY, EQUALITY & INCLUSION AT THE PANEL

As a company, The Panel has successfully strived for internal diversity and inclusivity, and in doing so, we firmly believe that puts us in a strong position to be ambassadors for our clients in an Ireland that is becoming ever more progressive, diverse, and inclusive.

- We support groups for women in business, e.g, **100 Women in Finance & Women Executives**.
- We employ 6 different nationalities with various cultural and religious beliefs.
- We have a higher proportion of female employees.
- We have two joint MDs at the Panel, 1 male and 1 female.

We believe we are one of the most diverse and inclusive recruitment companies in Ireland, putting us in a position to help our clients achieve the same.

We instill the following approach through rigorous training of our employees;

- Equal Employment Opportunity is a fundamental right of all employees and applicants for employment.
- The Panel undertakes not to discriminate unfairly against any applicant in respect of the subject matter of disclosures made pursuant to the pre-engagement screening process or any other information revealed during the engagement process.
- All applicants are provided a full and fair opportunity for employment, without regard to race, colour, religion, national origin, disability, gender, age, sexual orientation, genetic information, or parental status
- We promote equality for all candidates.
- We foster and support a globally diverse and inclusive workforce with our clients and place a high value on diversity and equal opportunity.
- We believe it is important for applicants to be considered for the employment of their choice and have the chance to perform to their maximum potential.
- **The Panel is an equal opportunity Employer and Recruiter.**



To find out more about our services get in touch with the team at:

+353 1 637 7000
info@thepanel.com
www.thepanel.com

LAST WORDS

From Executive Search to Technology, Finance, Legal, ESG, and beyond, The Panel's specialist teams deliver recruitment expertise across every critical business function.

We would welcome the opportunity to support your next hire - get in touch with our team today, contact us at info@thepanel.com or 01-637 7000.

