Salary Guides 2022



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Barry Whelan Founder & CEO

This year has been another challenging one across our client's sectors, with most managing pent up to demand and growth through a COVID environment. As we enter 2022 with uncertainty, Our clients and candidates have been inspirational throughout 2021, deploying innovative solutions in product delivery, new ways of shopping and managing large teams working from home. A special mention must be given to the hospitality and entertainment industry, trading with ever-changing rules and fluctuations in consumer demand.

the talent that they need to fill these roles? more heated in. This won't change any time soon. pressure points.

Overview

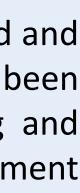
Our guide this year reflects on how much the world of work is changing and having to adapt due to the crisis in the shortage of staff brought on by the pandemic. The pandemic caused a shift in people's priorities to create the 'Great resignation' or 'Great re-evaluation'. While 65% of employers indicated pay rises are in play, income is no longer people's only priority when it comes to their careers. Training & development opportunities, flexible working conditions, company culture and tangible benefits such as pension schemes, healthcare insurance and career progression are becoming just as important, along with, of course, agile working conditions.

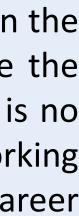
There is no question that Covid has brought many challenges, but it has also widened the talent pool due to the flexibility around scheduling remote interviews and the increased ability to work from home. Employers say that attracting the right talent with the right skills will be the biggest challenge in 2022.

With Economic growth forecast at 7% for 2022, the real question is... Will companies be able to source and recruit

In this current climate, employers need to set their employer brand apart from the competition in the same way that they differentiate their products and services. It is expected that demand for recruitment services will be even

Staffing will be the biggest challenge for our clients across all our sectors. 2021 brought soaring salary costs in transportation with our Driver hourly rate doubling. In healthcare One in Five Nurses want to leave front line services whilst the lack of experienced staff in hospitality will be catastrophic when the sector finally re-opens, the Chef crisis replaced by the Kitchen porter crisis. We look forward to supporting our clients through all these

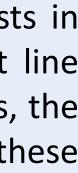




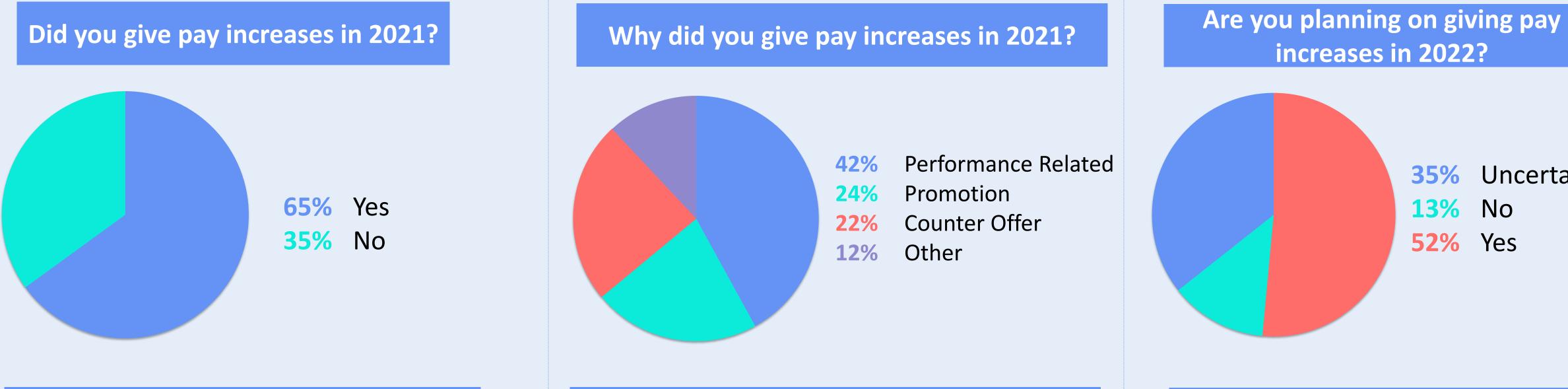




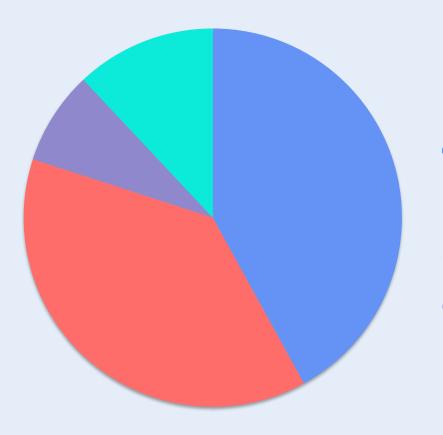




Key Talent Takeaways



Main reason employee's moved jobs in 2021

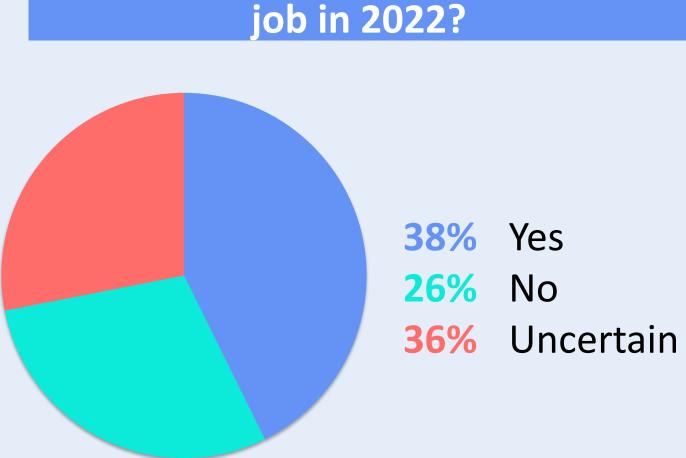


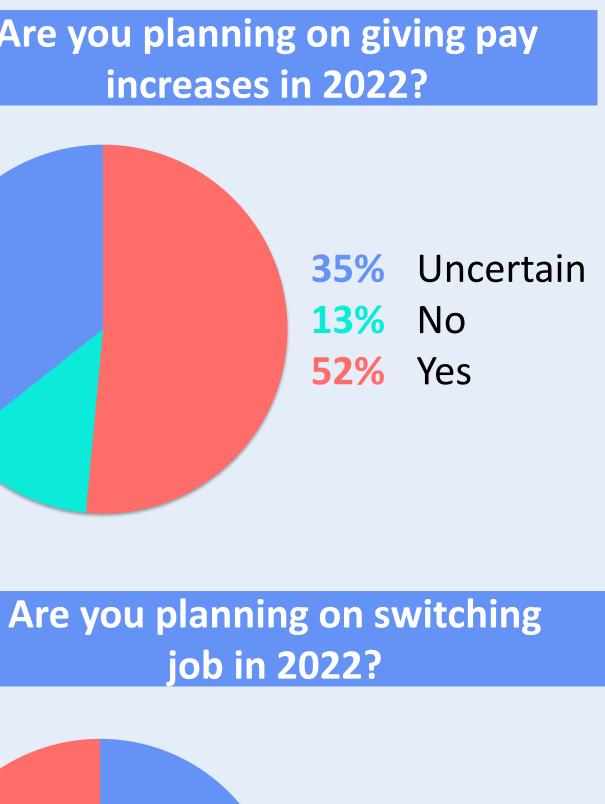
- Higher Salary 42%
- Progression 12%
- More Flexibility 38%
- **Better Benefits** 8%



Are you planning to hire in 2022?

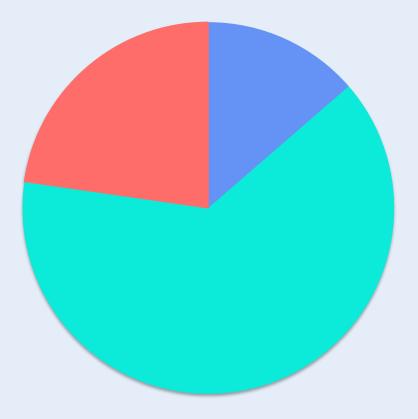








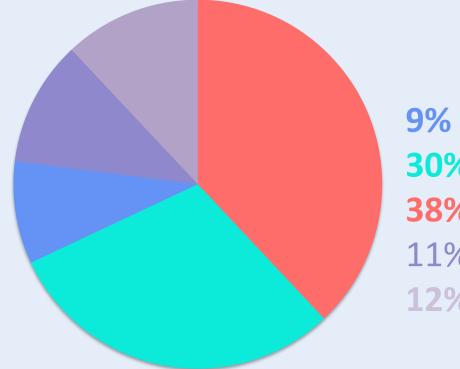
Do you want a hybrid or remote work model?



15%	Fully Remote
70%	Hybrid
15%	Fully Office Base

Key Talent Takeaways

Most important to you when choosing a role?



Benefits Flexibility 30% Salary 38% 11% Progression 12% Location

Accounting & Finance Salary Guide 2022



Accountancy, Finance & Office Support Outlook

Industry Trends

While 2021 has yet again been a challenging year, the Office Support, Accountancy and Finance sector have seen massive growth throughout the year. While Q1 started off at lower levels of job vacancies than pre-pandemic levels in 2019, Q3 job vacancies were +42% higher than the same period in 2019, and 119% higher year on year.

We are also feeling the positives from Brexit for the Irish labour market with the continued attraction as an EU base for Multinationals due to our highly skilled workforce and now the only native English-speaking country in the EU and UK-based companies who wish to sustain their European operations opening in Ireland.

With working from home restrictions in place for almost 2 full years, Clients and candidates are well adapted to interviewing and onboarding virtually. The shift to home working has also widened the talent pool, enabling companies to engage with higher-skilled talent that may not have been considered previously due to location.

2021 continued to see significant growth across Office Support, Accountancy & Finance for temporary, permanent and contract positions in both the public and private sector. We believe this trend will continue in 2022 with a real demand for temporary, permanent and contract administration positions, customer service, accounts administration, operations support and full / part qualified accountants in the year to come.

2021 has seen a real shortage of candidates particularly with
1-2 years experience across Office Support and Accountancy
& Finance. Offices had been closed for so long that
companies in 2020 were not hiring Junior candidates and
this has created shortages across the sector.

Looking Ahead to 2022

We've seen significant salary increases, particularly on the more junior end where starting salaries would typically be around 23-25k now at 25-27K.

Benefits are also hugely important to candidates considering a move, remote working is a key factor in considering a career move.

2021 again saw a sharp increase with the demand for remote working opportunities. Recent surveys show workers are seeking more flexibility post-Covid, with over 90% in this sector looking for a mix of office and remote working with 1-3 days per home each week. Working from home has been a long-discussed practice in Ireland, and the Covid pandemic has certainly accelerated its uptake. However, while the introduction of remote working may be an obvious choice for most employers in the current environment, it must also be a longer-term consideration when managing the return to the workplace.

Other prevalent benefits employees are seeking including above standard 20 days holidays, flexible working hours, health insurance, bonus schemes, pension, and continual learning opportunities. There is also a growing emphasis on company culture and the opportunity to grow and be part of the organisation's growth.

Much like last year, 2022 looks set to be a challenging but exciting time for the Irish labour market. If you wish to discuss the findings of this guide, or if you need our assistance with your recruitment requirements, please contact Ciara Connolly, Divisional Manager on ciara@excelrecruitment.com.



Accountancy, Finance & Office Support Salary Guide

Role – Permanent	1 years exp +	3 years exp +	5 years exp +	Role – Temporary	1 years exp +	3 years exp +	5 years exp +
Executive Assistant	40K	50K	60K	Executive Assistant	€15.00 ph	€20.00 ph	€25.00 ph
Personal Assistant	35K	40K	45K	Personal Assistant	€14.00 ph	€16.00 ph	€20.00 ph
Receptionist	25K	28K	32К	Receptionist	€12.00 ph	€13.00 ph	€15.00 ph
Administrator	25K	30K	35К	Administrator	€12.00 ph	€13.00 ph	€15.00 ph
Secretary	30K	35K	45K	Secretary	€14.00 ph	€16.00 ph	€20.00 ph
Medical Secretary	28K	35K	40K	Medical Secretary	€13.00 ph	€15.00 ph	€18.00 ph
Legal Secretary	30K	40K	50K	Legal Secretary	€15.00 ph	€18.00 ph	€22.00 ph
Typist	26K	35K	40K	Typist	€15.00 ph	€18.00 ph	€22.00 ph
Data Entry	25K	28K	ЗОК	Data Entry	€12.00 ph	€13.00 ph	€15.00 ph
Project Administrator	28K	32K	35К	Project Administrator	€13.00 ph	€15.00 ph	€18.00 ph
Sales Adminiatrator	28K	32K	35К	Sales Adminiatrator	€13.00 ph	€15.00 ph	€18.00 ph
Accounts Administrator	28K	32K	35К	Accounts Administrator	€13.00 ph	€15.00 ph	€18.00 ph
Office Manager	40K	45K	55K	Office Manager	€15.00 ph	€20.00 ph	€25.00 ph
Telesales	25K	30K	35К	Telesales	€12.00 ph	€13.00 ph	€15.00 ph
Customers Service	25K	30K	35К	Customers Service	€12.00 ph	€13.00 ph	€15.00 ph
Customers Service Team Leader	35K	40K	45K	Customers Service Team Leader	€14.00 ph	€16.00 ph	€20.00 ph
Customer Service Manager	45K	55K	65K	Customer Service Manager	€18.00 ph	€20.00 ph	€25.00 ph



Ciara Connolly **Divisional Manager**

"

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Accountancy, Finance & Office Support Salary Guide

Role	1 years exp +	3 years exp +	5 years exp +	Role - Temporary	1 years exp +	3 years exp +	5 years exp +
Chief Financial Officer	130K	180K	260K	Chief Financial Officer	€75.00 ph	€85.00 ph	€100.00 ph
Financial Director	100K	130K	180K	Financial Director	€50.00 ph	€70.00 ph	€80.00 ph
Financial Controller	80K	100K	120K	Financial Controller	€45.00 ph	€55.00 ph	€70.00 ph
Finance Manager	70K	75K	80K	Finance Manager	€40.00 ph	€45.00 ph	€55.00 ph
Senior Accountant	55K	65K	75K	Senior Accountant	€40.00 ph	€45.00 ph	€55.00 ph
Financial Accountant	50K	55K	65K	Financial Accountant	€28.00 ph	€32.00 ph	€35.00 ph
Management Accountant	50K	60K	70К	Management Accountant	€28.00 ph	€32.00 ph	€35.00 ph
Project Accountant	50K	60K	70К	Project Accountant	€28.00 ph	€32.00 ph	€35.00 ph
Treasury Accountant	50K	60K	70К	Treasury Accountant	€28.00 ph	€32.00 ph	€35.00 ph
Financial Analyst	50K	55K	65K	Financial Analyst	€25.00 ph	€28.00 ph	€32.00 ph
Accounts Payable Manager	50K	55K	65K	Accounts Payable Manager	€25.00 ph	€28.00 ph	€32.00 ph
Accounts Payable	28K	35K	40K	Accounts Payable	€14.00 ph	€15.00 ph	€18.00 ph
Credit Control Manager	50K	55K	65K	Credit Control Manager	€25.00 ph	€28.00 ph	€32.00 ph
Accounts Receivable	28K	35K	40K	Accounts Receivable	€14.00 ph	€15.00 ph	€18.00 ph
Credit Control	28K	35K	40K	Credit Control	€14.00 ph	€15.00 ph	€18.00 ph
Accounts Assistant	30K	35K	40K	Accounts Assistant	€14.00 ph	€15.00 ph	€18.00 ph
Payroll Specialist	35К	45K	50K	Payroll Specalist	€15.00 ph	€18.00 ph	€20.00 ph
Payroll Admin	28K	30K	35К	Payroll Admin	€14.00 ph	€15.00 ph	€18.00 ph
Bookkeeper	30K	35К	40K	Bookkeeper	€15.00 ph	€18.00 ph	€20.00 ph



Ciara Connolly **Divisional Manager**

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Buying & Merchandising Salary Guide 2022



Buying & Merchandising Outlook

Virtual Interviews

Clients and candidates have adapted really well to what has become the new normal with virtual interviews now replacing the traditional face-to-face interviews.

Both clients and candidates have found online interviews effective due to the flexibility of rescheduling.

Clients have also discovered that they can conduct more interviews in less time by doing it virtually rather than in person.

In addition to this, the flexibility and availability of scheduling an interview for employed candidates is really appealing. People can simply log into their computer for an interview rather than taking a day off work to complete it in person and this is one of the top benefits of online interviews.

Some candidates can't easily travel due to any number of circumstances, and virtual interviews allow them a level of flexibility that they didn't previously have.

Furthermore, this modern way of interviewing candidates expands the talent pool for employers and will remain a key part of the interviewing process both now and well into the future.

Agile Working

The Pandemic has proven that working remotely can be extremely successful.

It allows flexibility for both clients and candidates and improves quality of life and work-life balance. It gives employees increased freedom and autonomy along with improved well-being and job satisfaction.

Clients have also found that agile working can reduce operating costs due to better space management. Clients are increasingly finding that an agile workplace is an excellent drawcard for attracting new talent.

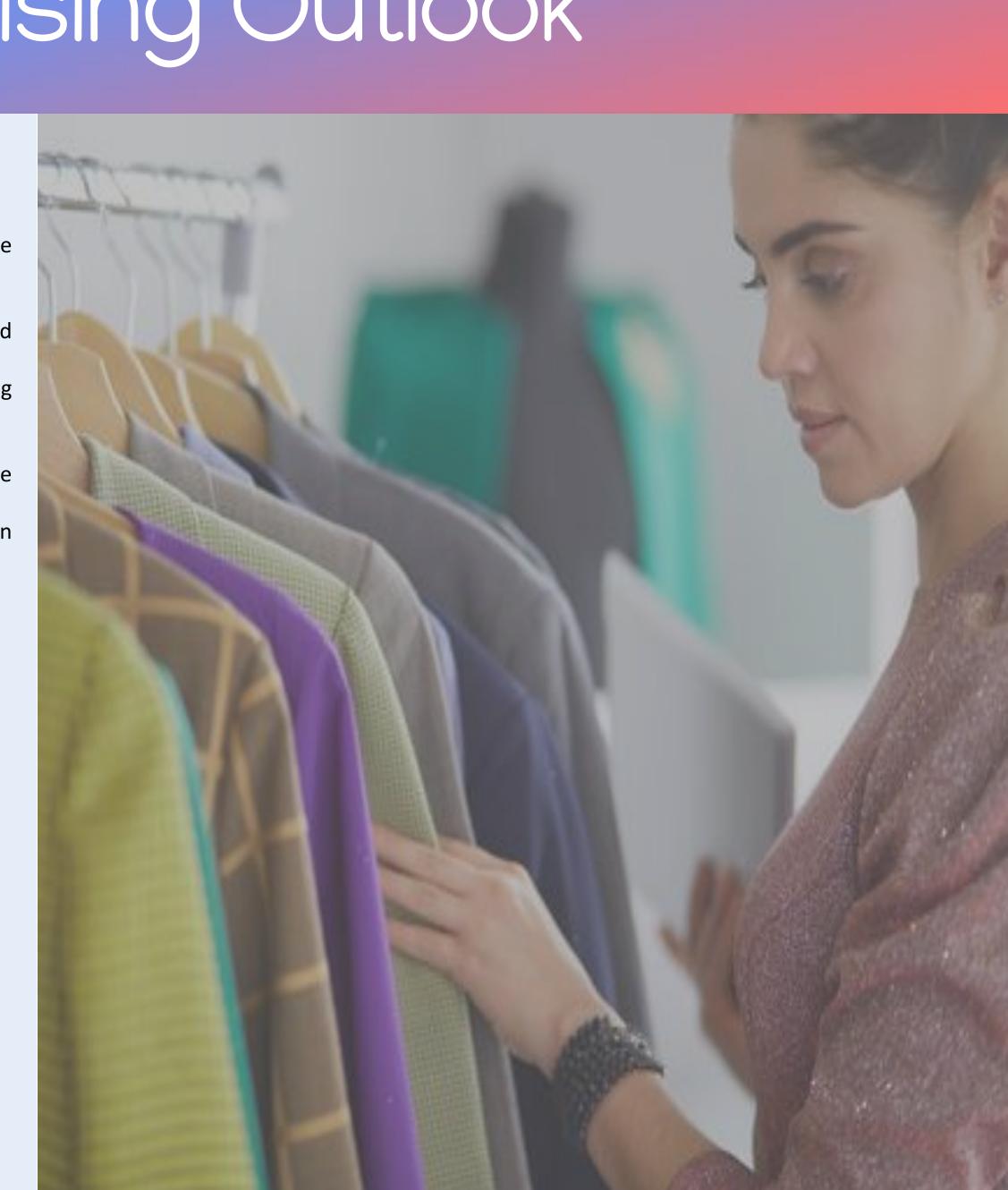
Industry Outlook

So far, the Industry Outlook for Fashion & Merchandising looks positive for 2022. Whilst the pandemic is still ongoing, clients have adapted very well to the current situation and are finding positive solutions to fulfil their recruitment needs.

It is a candidate-driven market with a lot of options available to them and there's also good opportunities in the labour market.

A trend that is also becoming apparent is "green careers" which is tied in with sustainability.

All in all, we anticipate a busy year ahead with a huge demand for candidates across this sector.



Buying & Merchandising Salary Guide

Buying Salaries

Department Store	1+	3+	6+
Buying Director			€250-400k
Head of Buying	€100k	€150k	€180k
Buyer	€60k	€70k	€80k
Assistant Buyer	€40k	€45k	€50k
Trainee Buyer	€30k	€35k	€40k
Buying Admin/ Assistant	€28k	€32k	€35k
High Volume Textile	1+	3+	6+
Buying Director			€250-450k
Head of Buying	€120k	€180k	200k
Buyer	€60k	€70k	€80k
Assistant Buyer	€45k	€50k	€55k
Trainee Buyer	€35k	€40k	€45k
Buying Admin/ Assistant	€30k	€35k	€38k
Lifestyle Retailer	1+	3+	6+
Buying Director			150-300
Head of Buying	€95k+	120	150
Buyer	€60	€70	€80
Assistant Buyer	€35	€40	€45
Trainee Buyer	€30	€33	€35
Buying Admin/ Assistant	€28	€32	€35
Grocery Retailer	1+	3+	6+
Buying Director			180-500
Head of Buying	€120+	150	180
Buyer	€60	€70	€80
	€40	€45	€50
Assistant Buyer	£40		
Assistant Buyer Trainee Buyer	€40	€35	€40

Non-Food Retai

Buying Director Head of Buying Buyer **Assistant Buyer** Trainee Buyer Buying Admin/ A

Merchandising Salaries

Department St Head of Mercha Merchandiser Assistant Merch Trainee Merchar Merchandise Ad High Volume Li Head of Merchand Merchandiser Assistant Merchan Trainee Merchand Merchandise Adm **Lifestyle Retail** Head of Merchand Merchandiser Assistant Merchar Trainee Merchand Merchandise Adm

nil	1+	3+	6+
			180-250
	€100+	150	180
	€50	€60	€70
	€35	€40	€45
	€30	€35	€40
Assistant	€28	€32	€35

tore	1+	3+	6+
andising	€100+		
	€60	€70	€80
nandiser	€40	€45	€50
ndiser	€30	€35	€40
dmin/ Assistant	€28	€30	€32
ifestyle	1+	3+	6+
dising	€120+		
	€60	€70	€80
ndiser	€40	€45	€50
diser	€30	€35	€40
nin/ Assistant	€28	€30	€32
er	1+	3+	6+
dising	€100+		
	€50	€60	€70
ndiser	€35	€40	€45
diser	€30	€33	€35
nin/ Assistant	€25	€28	€30

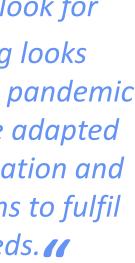


Aoife McCaul **Recruitment Consultant**

So far, the Industry Outlook for Fashion & Merchandising looks positive for 2022. Whilst the pandemic is still ongoing, clients have adapted very well to the current situation and are finding positive solutions to fulfil their recruitment needs.







Fashion & Non-Food Salary Guide 2022



Fashion & Non-Food Outlook

Industry Outlook

After nearly two years of disruption, companies are still adapting to new consumer priorities, and digital is providing a nexus for growth. Nevertheless, the industry faces significant challenges amid the large influx of retail jobs required, but there is not enough candidates around to fill these roles.

Why is this? The speed of recovery across regions is expected to be uneven, and players must stay flexible in the market to attract more candidates to the industry.

There's also several economic factors affecting retail jobs such as

- Two years of minimal new entrants to the retail industry.
- We're also losing a variety of experienced managers who may have lost their jobs, or where stores were temporarily closed. This resulted in people seeking employment in new sectors.
- You can also expect to see the usual losses of managers moving out of retail for various personal reasons.
- Furthermore, we've seen a lot of retail fashion managers upskilling since the 2020-2021 closure. This segment of people are now carrying out a variety of online courses and returning to education to gain new knowledge/skills for completely different industries.

How To Attract More Talent?

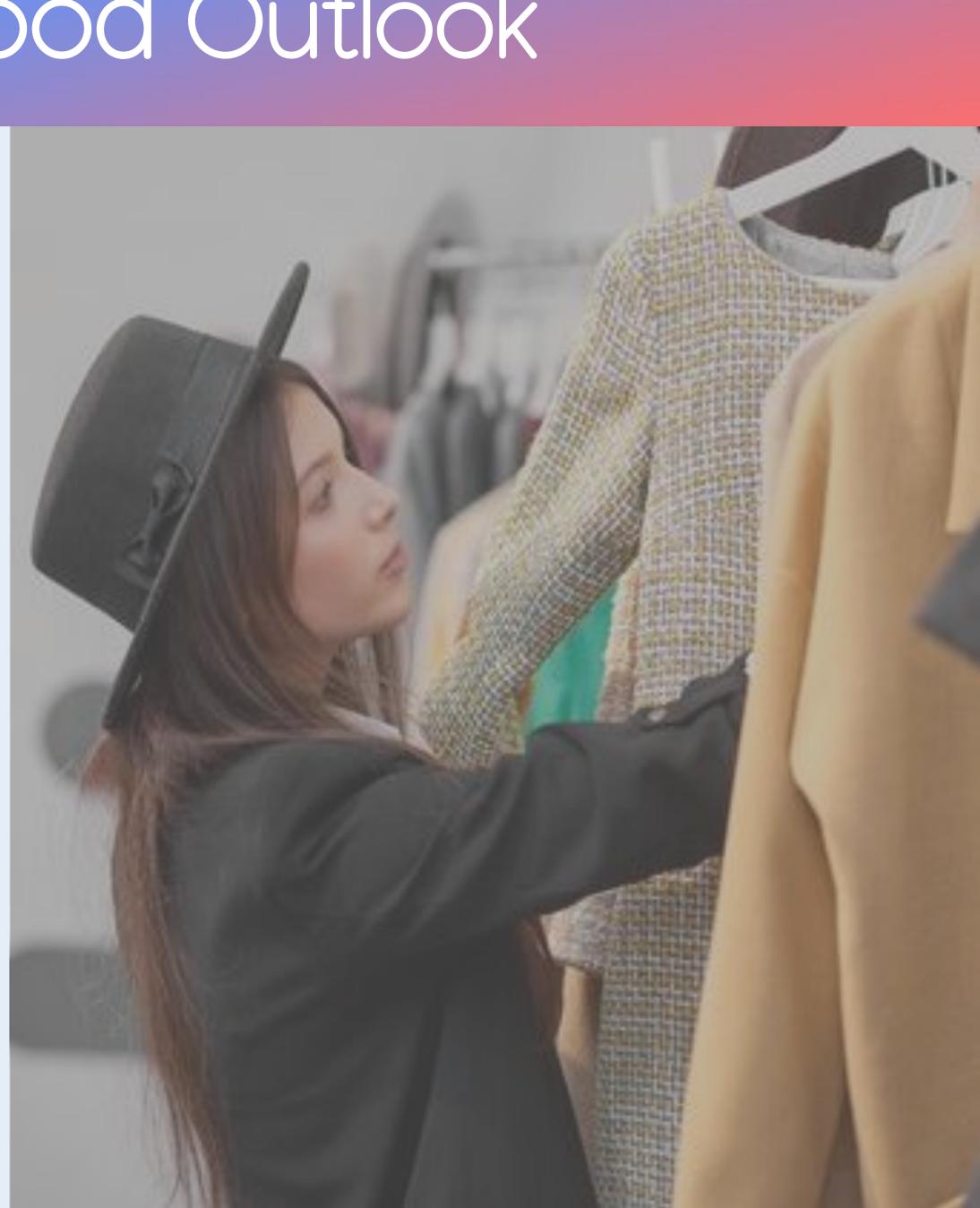
Employers now need to place more time into writing their job advertisements.

Some tips that will help with this are as follows:

- Clearly outline the role and the responsibilities, but more importantly you will need to highlight the benefits. Be creative with your benefits package.
- Look at the trading hours and ensure a work life balance can be achieved - every second weekend off is one of our favourites.
- Basic salary must be competitive
- Bonus structure should be clear and achievable with stated KPI's based on previous years and months.
- Discounts can be broken down into various costs & perks.
- A Pension Scheme is certainly worth looking at and very much appreciated by candidates.
- Healthcare is again very important to people.
- Team Building like creative fun days or events / celebrations are great talking points. Candidates buy into employers & company culture in the same way that employers buy into a candidates fit for a role.
- Maternity Leave is a benefit that we are starting to see more of. This does not have to cover the entire maternity leave, but partial cover is greatly appreciated by all.

Looking Ahead to 2022

Similar to 2021, we've seen a lot of challenges particularly around logistics and people. However, the retail industry remains very strong with areas such as DIY, Home and Fashion all recording excellent results. Sports casual and fitness companies will see continued growth, while "green careers" which is tied in with sustainability will remain a huge focus in 2022. All in all, we anticipate a busy year ahead with a huge demand for candidates across this sector. If you need any assistance, please contact aislinn@excelrecruitment.com.



Fashion & Non-Food Salary Guide

Operations Manager/ Country Manager	Low	Average	Good	Department Mana Manager
DIY Non-Food & Electronics	€75k+ €75k+	€85k+ €85k+	€100K+ €100k+	DIY Non-Food & Electronic
Pharmacy & Health	75k +	85k +	95k+	Pharmacy Large Forma
Pharmacy Large Format	75k +	85k +	95k+	
Telco & Gaming	75k +	85k +	90k+	Supervisor
Regional / Area Manager	Low	Average	Good	DIY Non-Food & Electronic
DIY	60-74k	75k - 84k	85k+	Pharmacy & Health
Non-Food & Electronics	60-74k	75k - 84k	85k+	Pharmacy Large Forma
Pharmacy & Health	45k - 54k	55k - 64k	65k - 75k	Telco & Gaming
Pharmacy Large Format	54k - 64k	65k-74k	75k - 90k	Small Store Format
Telco & Gaming	45k - 54k	55k - 64k	65k-75k	
Small Store Format	40-45k	45-55k	55k-65k	Sales Consultant
Store Manager	Low	Average	Good	DIY Non-Food. DIY & Elect
DIY Non-Food & Electronics	€45-54k €35-43k	€55k - 67k €44k-59k	€68k-75k €60k - 70k	Telco & Gaming
Pharmacy & Health	30k-33k	34k-37k	38k-43k	Small Store Format
Pharmacy Large Format	35-42k	43k-54k	55k-65k	Operations Manag
Telco & Gaming	28-32	33k-36k	37k-42k	Manager
Small Store Format	28-30k	31k-35k	35k - 40k	Department Store
Assistant Manager	Low	Average	Good	High Volume Fashion Fashion High-Street
DIY	30-33k	35-40k	40-45k	Luxury Fashion
Non-Food & Electronics	30-33k	35-40k	40-45k	
Pharmacy & Health Stores	28-30k	31k-33k	34-36k	
Pharmacy Large Format	35-40k	40 - 47k	48k - 52k	
Telco & Gaming	25-27	28-30	30-34k	
Small Store Format	25-27	28-32k	33k-35k	

nager / Floor			Cood
	Low	Average	Good
	27-30k	30-35k	35-40k
nics	27-30k	30-35	35-40k
mat	27-30k	30-35k	35-40k
	Low	Average	Good
	23-24k	25-27k	28k
nics	23-24	25-27k	28k
	€22,500	23-25k	26-27k
mat	€24k	25-27k	27-30k
	22,500	23-25k	26-27k
	€22 <i>,</i> 500k	23-25k	26-27k
	Low	Average	Good
	€10.50 ph	€11-12.50 ph	€12.50 - 14.00 ph
ctronics	€10.50 ph	€11-12.50 ph	€12.50 - 14.00 ph
	€10.50 ph	€11- 12.00 ph	€12.50 - €13.00 ph
	€10.50 ph	€11–12.00 ph	€12.50 - €13.00 ph
ager/ Country			
	Low	Average	Good
	N/A	N/A	€100k+
n Textiles	N/A	N/A	€90k+
	N/A	N/A	€85k+
	N/A	N/A	€75k+



Director | Non-Food & Fashion Retail

After nearly two years of disruption, companies are still adapting to new consumer priorities, and digital is providing a nexus for growth. Nevertheless, the industry faces significant challenges amid the large influx of retail jobs required, but there is not enough candidates around to fill these roles.

Fashion & Non-Food Salary Guide

Regional / Area Manager	Low	Average	Good
Department Store	N/A	€85k - €100k	€100k+
High Volume Fashion Textiles	N/A	N/A	€80k +
Fashion High-Street	55k - €60k	€60 - 70k	70k - 80k
Luxury Fashion	€55 - 60k	€60 - 70k	€70k -€80k
Jewellery / Accessories	€50k+	€55-65k	€65k+

Store Manager	Low	Average	Good	
Department Store	€60k	€70k - 80k	€80k - 100k	C
High Volume Fashion Textiles	€40 - 48k	€50k - 60k	60-70k	H
Fashion High-Street	€35k - 40k	€40k - 50k	€50+60k	F
Luxury Fashion	€30 -38k	€39k - 49k	€50k - €60k	L
Jewellery / Accessories	€32 - 35k	€36 - 40k	€40-45k	Je

Assistant Manager	Low	Average	Good
Department Store	40 - 45k	45-60k	€60 - 70k
High Volume Fashion Textiles	32 - 36k	37k - 44k	45 - 48k
Fashion High-Street	€32-35	35-40	40-45
Luxury Fashion	€25-30k	30k-35k	35-40
Jewellery / Accessories	€23 - 25k	25 - 30k	€30 -35k

Supervisor

Department Store ligh Volume Fashior ashion High-Street uxury Fashion ewellery / Accessor

Sales Consultant

Department Store High Volume Fashior Fashion High-Street Luxury Fashion Jewellery / Accessor

Department Ma Manager

Department Store High Volume Fashio **Fashion High-Street**

	Low	Average	Good
	25-28k	29k-32k	32k -35k
on Textiles	25-27k	28-30k	31k - 32k
	22-23k	24-26k	26-28k
	22 - 23k	24-26k	26- 28k
ries	€22-23k	23-25k	25-27k

t	Low	Average	Good
	€10.50 -€10.75 ph	€11.00 - €13.00 ph	€13.50 – 16.00 ph
on Textiles	€10.50 -€10.75 ph	€11.00-12.00 ph	€12.50 - 13.50 ph
	10.50 - €10.75 ph	€11.00 - 11.75 ph	€12 – 13.00 ph
	10.50 - €12.00 ph	12.50 - 13.75 ph	€14 - €16.00 ph
ries	€10.50 – 11.00 ph	€11.00 – 12.00 ph	€12-13.00 ph

nager / Floor			
	Low	Average	Good
	€35 -45k	€45 - 50	€50-60k
on Textiles	32k - 38k	€38 - €45k	€45-50k
t	€28k - €32k	€32k - €35k	€35k - €40k



Director | Non-Food & Fashion Retail

" Similar to 2021, we've seen a lot of challenges particularly around logistics and people. However, the retail industry remains very strong with areas such as DIY, Home and Fashion all recording excellent results.

Grocery Retail Salary Guide 2022



Grocery Retail Salary Outlook

Key Trends

Over the last 12 months, we have yet again seen how robust and adaptive the Irish grocery retail sector really is. Not only have we witnessed the growth in sales across the industry as a whole, but we've also watched as this incredible industry, and the people in it, spectacularly met the ever-changing challenges that 2021 brought!

In the second half of the year, Retailers faced peaks in demand for top talent in all areas of the grocery sector. The re-opening of the nonfood and hospitality sectors carried further challenges as retailers encountered staff shortages in many of their entry level roles.

This, coupled with an exodus of many staff to their home countries saw pressure across many stores to keep their staffing levels at a rate that could match their store needs.

The areas most impacted are mainly in fresh foods with delicatessens, bakeries, and butchers. The salary increases across 2021 reflect this.

We have also seen an increase in the entry level management roles since the rise in the minimum wage in 2020 along with the Pandemic Unemployment Payment which forced retailers to up the entry-level hourly rates in many circumstances.

This has caused a knock-on effect for many of the Supervisor and Trainee Manager salaries in the last 12 months.

What Are Employers Doing?

Across the industry, employers are still seeking ways to grow, retain and attract top talent. Similar to previous years, employers are still working hard and trying to think 'outside the box' to keep talented staff.

Furthermore, there is a particular focus on work-life balance, culture, and progression. Another important aspect that employers should place a strong focus on is keeping his/her staff safe whilst in the workplace.

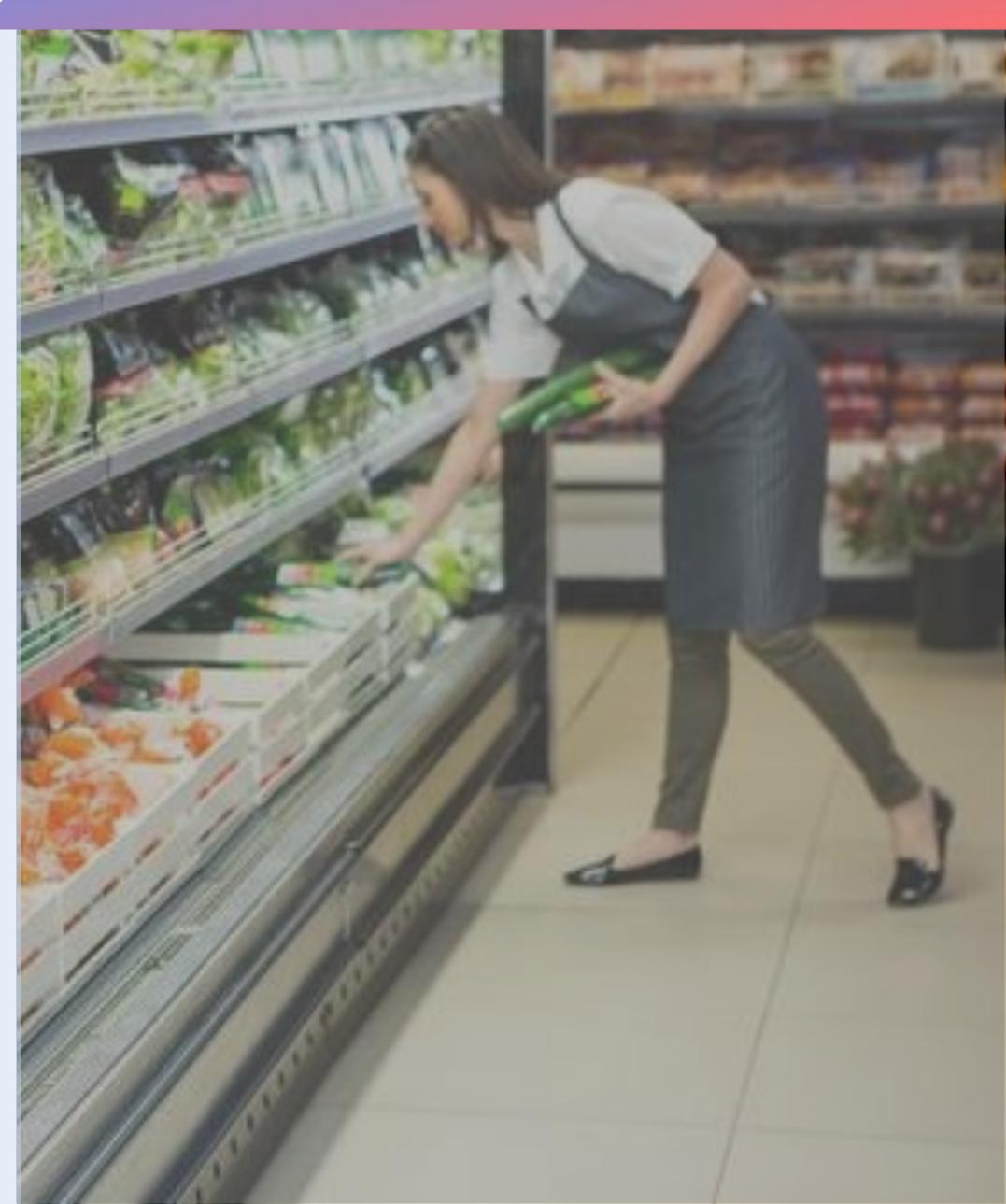
Much like last year, 2022 looks set to be a challenging but exciting time for the Irish grocery retail. Despite a testing 2021 and facing into a somewhat uncertain 2022, retailers remain as passionate and as energetic about the industry as ever.

What's Next?

If you wish to discuss the findings of this guide or how we can assist with your recruitment needs, please feel free to contact us at www.excelrecruitment.com.

Alternatively, you can call us on 01 814 8747 or email Nikki, our Director of Grocery Retail at nikki@excelrecruitment.com

We have compiled this guide which is supported by data from the best retail managers across the country. This guide is designed to give our clients a guide to the current market prices for the various roles within the Irish grocery market.



Grocery Retail Salary Guide

Forecourt/Convenience	1+	3+	5+
Regional Manager	€60k	€70k	€80k
Area Manager	€45k	€55k	€65k
Store Manager	€35k	€45k	€50k
Assistant Manager	€30k	€32k	€35k
Department Manager	n/a	n/a	n/a
Trainee Manager	€28k	€30k	n/a
Supervisor	€12.50p/h	€14p/h	n/a
Small/Medium Supermarket	1+	3+	5+
Regional Manager	€70k	€80k	€90k
Area Manager	€50k	€60k	€70k
Store Manager	€40k	€50k	€60k
Assistant Manager	€32k	€34k	€38k
Department Manager	€32k	€34k	€36k
Trainee Manager	€29k	€32k	n/a
Supervisor	€12.50p/h	€14p/h	n/a
Large Supermarket	1+	3+	5+
Regional Manager	€110k	€120k	€130k
Area Manager	€80k	€100k	€120k
Store Manager	€70k	€90k	€120k
Assistant Manager	€45k	€50k	€55k
Department Manager	€35k	€40k	€50k
Trainee Manager	€30k	€32k	n/a
Supervisor	€12.50p/h	€13.50p/h	n/a

Hard Discounte

Area Manager Store Manager Assistant Manager Department Mana Trainee Manager Supervisor Hard Discounte Area Manager Store Manager

Assistant Manager

er	1+	3+	5+
	€65k	€76k	€104k
	€55k	€66k	€86k
er	€41k	€48k	€54k
ager	n/a	n/a	n/a
	n/a	n/a	n/a
	€13.50p/h	€15ph	€16.50p/h
er	1+	3+	5+
	€30k	€32k	€35k
	€13.50p/h	€14.50p/h	€15.50p/h
er	€30k	€32k	€34k



Nikki Murran Director | Grocery Retail

" Much like last year, 2022 looks set to be a challenging but exciting time for the Irish grocery retail. Despite a testing 2021 and facing into a somewhat uncertain 2022, retailers remain as passionate and as energetic about the industry as ever.



Grocery Retail Salary Guide

Small/Medium Supermarket	1+	3+	5+
Fresh Food Manager	€32k	€35k	€36k
Deli Manager	€30k	€32k	€35k
Deli Supervisor	€13.50p/h	€14.50p/h	€15.50p/h
Produce Manager	€28k	€30k	€34k
Butcher	€13.50p/h	€14.50p/h	€16p/h
Butcher Manager	€38k	€42k	€45k
Baker/ Confectioner	€13.50p/h	€14.50p/h	€16p/h
Baker Manager	€37k	€40k	€45k
Fish Specialist	€35k	€38k	€40k
Cheese Monger	€13.50p/h	€14p/h	€15p/h
Off-Licence Manager	€29k	€32k	€34k
Checkout Manager	€29k	€32k	€35k
Night Manager	€30k	€34k	€36k

Role	1+	3+	5+
Forecourt/Convenience			
Sales Assistant	€11.50p/h	€12.50p/h	€14p/h
Supermarket			
Sales Assistant	€11.50p/h	€12.50p/h	€14p/h
Hard Discounter			
Sales Assistant	€12.80p/h	€13.80p/h	€13.80p/h

Large Supermarket	1+	3+	5+
Fresh Food Manager	€35k	€38k	€38k
Deli Manager	€33k	€35k	€36k
Deli Supervisor	€13.50p/h	€14.50p/h	€15.50p/h
Produce Manager	€32k	€33k	€35k
Butcher	€13.50p/h	€14.50p/h	€16p/h
Butcher Manager	€38k	€42k	€45k
Baker/ Confectioner	€13.50p/h	€14.50p/h	€16p/h
Baker Manager	€37k	€40k	€45k
Fish Specialist	€35k	€38k	€40k
Cheese Monger	€13.50p/h	€14p/h	€15p/h
Off-Licence Manager	€34k	€38k	€45k
Checkout Manager	€33k	€38k	€45k
Night Manager	€35k	€38k	€45k

Role
Forecourt
Deli Assistant
Supermarket
Deli Assistant
Hard Discounter
Deli Assistant

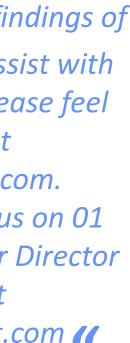
1+	3+	5+
€12p/h	€13.50p/h	€15p/h
€12p/h	€13.50p/h	€15p/h
n/a	n/a	n/a



Nikki Murran Director | Grocery Retail

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Healthcare Salary Guide 2022



Healthcare Salary Outlook

Industry Overview

There are significant concerns for the long-term effects of the pandemic on the nursing home workforce. Candidates are reporting experiencing burnout, and described the physical, mental, and emotional burden of staff shortages, increased case loads and the overall changes to nursing that the last 2 years has brought.

Burnout is an important contributor to staff turnover which is an everincreasing problem in Irish nursing homes. Our clients are highlighting an increased turnover of Healthcare Assistants in particular, with many being lost to the public health service or to private hospital roles which are viewed as less physically and emotionally demanding.

In addition, Nursing Homes are facing considerable costs and operating losses due to the pandemic along with PPE supply chains and testing capacity.

Fresh thinking and government initiatives such as a continuation in payment assistance schemes will be critical in the years to come as it will support and develop this workforce.

The number of people aged over 65 is projected to rise by nearly 60 per cent by 2031 while the number of people aged over 85 is anticipated to increase by 95 per cent over the same period.

More needs to be done on a larger scale to provide stability in residential care.

Non-EEA Recruitment

The Covid-19 pandemic also led to a drop in overseas recruitment of nurses. This would normally make up a significant proportion of new entrants to the register. The Department of Enterprise, Trade and Employment has rebuffed claims of 3-month delays on permits for nurses and these are now being dealt with in a matter of days.

Evidence within the healthcare sector suggests that there is increasing competition for skilled candidates in several healthcare roles. Despite increased efforts to recruit from the Irish and European labour markets, including through engagement with the Department of Social Protection where supply had not met demand. Over the summer, the government announced changes to the work-permit system, permitting employers to recruit staff from outside the European Union. Under this move, healthcare assistants will be immediately eligible for employment permits. Similar to changes made to chef permits in 2018, these permits have the potential to provide longer term stability for nursing homes in a market where candidates are increasingly moving between employers.

Looking to 2022

Flexibility is the key word coming through from candidates this year. Given the nature of how healthcare works, provision of this style of work is not practical to the extent that it may be in other industries. Candidates understand this but there are always ways that employers can give potential employees a sense of flexibility.

Even if this is something like introducing a cohesive system for shift swapping. This would meet this need and we can see candidates choosing these benefits over financial gain. Another nursing trend that we expect to see in 2022 is a growth in the number of nurses pursuing higher education. Employers can capitalise on this desire to upskill or retrain by streamlining available funding systems to access further education. COVID-19 has affected nurses deeply. The pressures of the pandemic have exacerbated workforce vulnerabilities and thoroughly exasperated many nurses and healthcare support staff. This has led to one in five considering leaving frontline work. COVID-19 might just be the catalyst that drives improvement in management, technology, and processes to help keep more nursing staff doing what they do best.



Healthcare Salary Guide

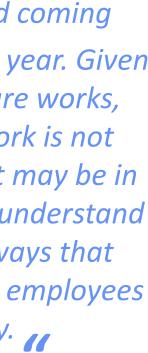
Residential Care	Low	Average	Good	Administration	Low	Average	Good
Director of Nursing	€ 70,000	€ 82,000	€ 120,000	Human Resource Manager	€ 35,000	€ 39,000	€ 45,000
Assistant Director of Nursing	€ 55,000	€ 60,000	€ 72,000	Human Resource Administrator	€ 24,000.00	€ 26,500.00	€ 30,000
Clinical Nurse Manager	€23	€ 25	€ 28	Reception/ Administrator	€ 11.50	€ 12.50	€ 14
Senior Staff Nurse	€21	€ 24	€ 26	Catering and Household	Low	Average	Good
Staff Nurse Day	€ 18.50	€ 20	€ 23.50	Head/ Senior Chef	€ 18	€ 20.50	€ 22
Staff Nurse Night	€ 20	€ 22	€ 26	Chef	€ 14	€ 15	€ <u>1</u> 8
Healthcare Assistant Day	Low	Average	Good	Kitchen Porter	€ 10.20	€11	€ 11.50
Entry Level	€ 11.00	€ 11.50	€ 12	Catering Assistant	€ 10.50	€ 11.20	€ 12.50
1 - 2 years	€ 11.80	€ 12.50	€ 13	Housekeeper/ Cleaner	€ 10.50	€ 11.20	€ 12.50
3+ years	€12	€ 13.50	€ 14.20	Allied Health Professionals	Low	Average	Good
Healthcare Assistant Night	Low	Average	Good	Medical Social Worker	€ 40,000	€ 45,000	€ 52,000
Entry Level	€ 11.80	€ 12.50	€ 13.50	Speech and Language Therapist	€ 42,000	€ 46,000	€ 55,000
1 - 2 years	€12	€ 13.20	€ 14	Occupational Health Therapist	€ 42,000	€ 46,000	€ 55,000
3+ years	€ 12.50	€ 13.80	€ 15	Physiotherapist	€ 42,000	€ 46,000	€ 55,000
Senior Healthcare Assistant / TL	€ 13.50	€15	€17	Social Care Worker	€ 33,000	€ 35,000	€ 37,000
Activities Coordinator	€14	€15	€ 16	Medical Officer Nursing Home	€ 90,000	€ 110,000	€ 130,00
Entry Level	€ 11.80	€ 12.50	€ 13.50				



Brian Nixon Senior Healthcare Recruitment Consultant

"

Flexibility is the key word coming through from candidates this year. Given the nature of how healthcare works, provision of this style of work is not practical to the extent that it may be in other industries. Candidates understand this but there are always ways that employers can give potential employees a sense of flexibility.



Hotel & Catering Salary Guide 2022



Hotel & Catering Outlook

Key Trends

For many industries, 2021 has been a year like no other... but for the Hotel & Catering industry, it's been one of the hardest and strangest years of all time. The hospitality industry essentially closed for over a year and we've seen firsthand the huge impact it's had on Hotels, Bars, Restaurants and Corporate Catering sectors.

When the time finally came to re-open (some doors are still closed and may never re-open) those that were lucky enough to still be in business faced a number of challenges with staffing being the most critical issue of all.

Let's start with front of house: A large proportion of people working as Bar staff, Waiters and in Accommodation come from countries outside of Ireland. Travel for the most part has been off the cards for many people for quite some time, and we simply don't have the numbers of people available to fill the number of jobs that we have.

What about hiring local staff? Since March 2020, the industry has been virtually closed and we no longer have the interest from people who are finishing up in schools or colleges. This is mainly because the Hospitality Industry is now seen as a precarious one that could be closed again within a few weeks or months at best.

Looking for experienced staff? A lot of people coming into the industry work part-time or during holidays while in college, but the industry has been closed more than it's been open which has led to a massive shortage of people that have a year or two experience in the market.

What's happening in the kitchen? The Chef crisis is still in full swing, but the big issue of the moment is where are all the kitchen porters and the reply is simple... there are none! As with front of house, we simply do not have the people coming into the country that we used to. The English Language Schools are back open, but we're seeing people making the choice to study online. This is mainly because they can now do this from the comfort of a warmer and cheaper climate. Candidates are also realising that the salary and conditions are better in the manufacturing or distribution industry. In addition to all of the above, many people who were only working part-time in the past and who earned circa $\pounds 200$ to $\pounds 400$ per week are now getting the PUP payment at $\pounds 350$ per week. So, with no questions being asked for staying at home and receiving (in some cases) higher wages, this brings another massive challenge to the Hospitality Industry.

Solutions – Can We Throw Money At It?

With many establishments not being able to operate at full capacity, it leads to a high proportion of events, weddings and conferences getting cancelled or being put off for the foreseeable future. Money is in short supply, so the emphasis is put on 'what else can we offer'.

Working from home is not an option for most roles, so the industry can't jump on this bandwagon. However, they can take a look at what else is important to the people they employ like flexible rosters, job sharing, or ongoing training and development.

The feeling that workers are being valued is the most important thing that we are hearing from candidates. But of course, supply and demand along with more increases to the minimum wage have also played their part and we are seeing a lot of movement in the traditionally lower paid positions. For example, Kitchen Porters and Accommodation staff along with Bar and Waiting staff have all seen increases. The new normal wage is close to ≤ 12 and ≤ 13 per hour for Kitchen Porters / Accommodation staff while Waiting and Bar staff positions are moving closer to ≤ 13 and ≤ 15 respectively.

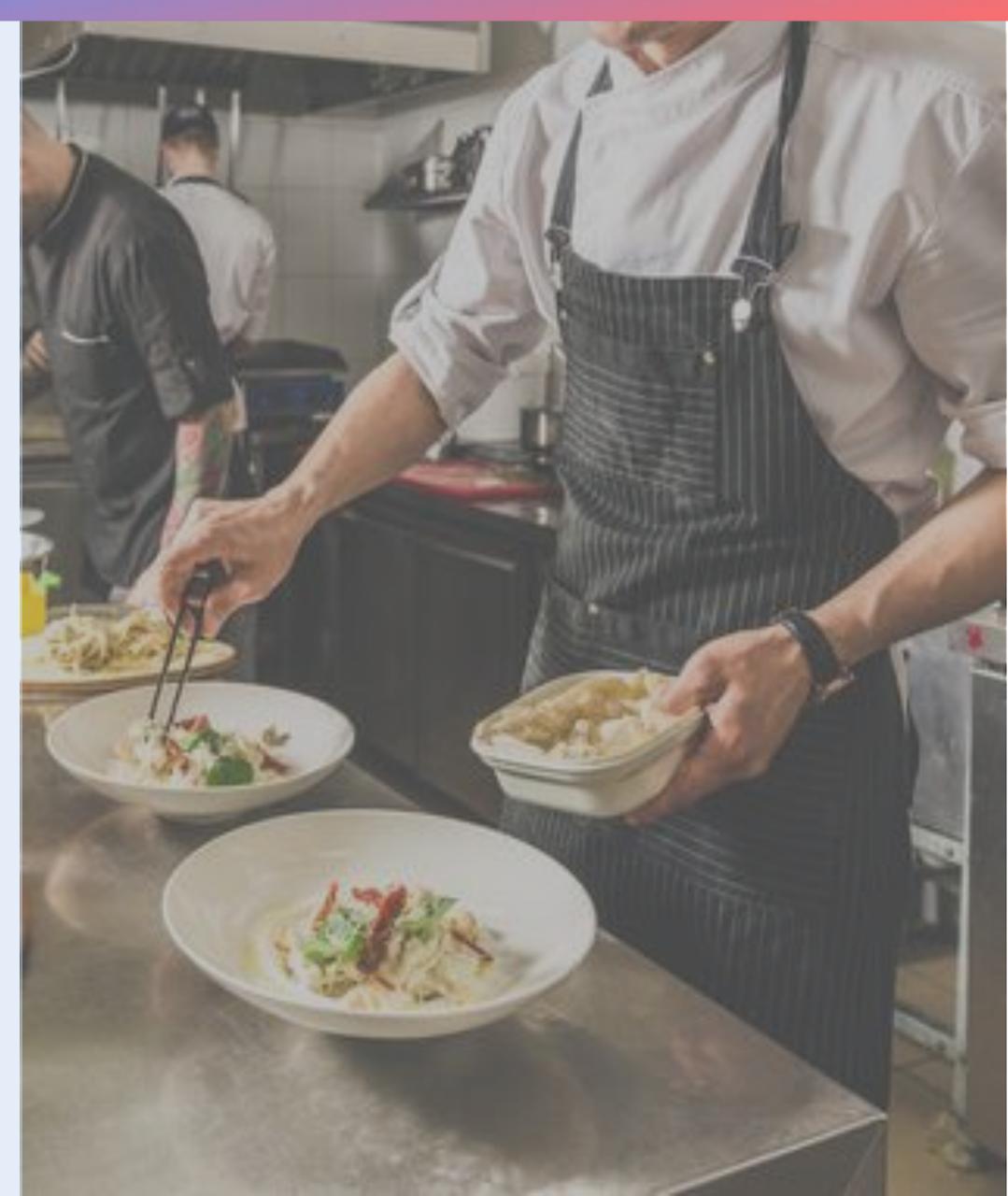
Chefs have also taken a huge leap forward with €34,000 now being the standard salary paid by the 3 & 4 star Hotels for Chef de Partie and increases in the Commis rates all down the line.

The only place we are not seeing much movement in is the area of Head Chefs, but our Director Shane McLave believes that when the corporate catering sector fully re-opens without closures, there will likely be more competition in this area.

What's Next?

Between the combination of an uncertain future and the over heated market that we are currently seeing, a lot of companies are moving towards the temporary and contingent workforce. This is particularly evident in traditional areas such as Waiting staff, Chefs and the emerging trends of Accommodation Staff / Management.

The industry is now seeing the benefits of having a recruitment partner that both understands their business and has the ability to flex up and down when required. This leaves businesses in a much better position as they will be more equipped to deal with staff shortages.



Hotel & Catering Salary Guide

Role	Low	Average	Good
Executive Chef	65,000	75,000	90,000
Head Chef	50,000	65,000	80,000
Sous Chef	42,000	45,000	50,000
Jnr Sous Chef	37,000	38,000	42,000
Breakfast Chef	28,000	30,000	32,000
Chef De Partie	32,000	34,000	38,000
Pastry Chef	35,000	38,000	45,000
Head Pastry Chef	40,000	45,000	55,000
Commis 1st Year	24,000	25,000	28,000
Commis 2nd Year	24,000	26,000	28,000
Commis 3rd Year	26,000	28,000	30,000
Commis 4th Year	28,000	32,000	36,000

Role	Low	Average	Good
Regional Manager	80,000+Bonus	95,000 +Bonus	120,000+Bonus
Area Manager Industrial Catering	65,000+ Bonus	70,000 + Bonus	85,000+Bonus
Unit Manager	36,000	45,000	65,000
Unit Supervisor	30,000	32,000	34,000
Executive Chef / Culinary Director	65,000	85,000	120,000
Chef Manager	40,000	44,000	50,000
Head Chef Industrial Catering	40,000	48,000	65,000
Sous Chef Industrial Catering	38,000	40,000	45,000
Chef De Partie Industrial Catering	32,000	34,000	38,000
Kitchen Porter	10.50ph	11.95ph	12.50ph
Catering Assistant	10.50ph	11.95ph	12.50ph
Waiting Staff or Baristas	11.50ph	12.00ph	12.50ph

Role	Low	Average	Good
GM	80,000+Bonus	90,000+Bonus	140,000+Bonus
DGM	55,000+bonus	65,000+Bonus	80,000+Bonus
Operations Manager	50,000+Bonus	55,000+Bonus	80,000+Bonus
Food & Beverage Manager	42,000	45,000	55,000
Accommodation Manager	42,000	45,000	55,000
Accommodation Staff	10.50ph	11.95ph	13.00ph
Restaurant Manager	36,000	42,000	50,000
Restaurant Supervisor	28,000	32,000	34,000
Director of Sales	75,000	85,000	120,000
Sales & Marketing Manager	42,000	55,000	65,000
Wedding Coordinator	32,000	35,000	40,000
Sales Executive	35,000	38,000	42,000
C&B Manager	42,000	45,000	55,000
M&E Coordinator	30,000	34,000	36,000
Revenue Manager	42,000	48,000	65,000
HR Manager	40,000	55,000	80,000
HR Assistant Manager	30,000	32,000	360,000
Front Office / Res Manager	32,000	38,000	48,000
Reception Supervisor	28,000	30,000	32,000
Receptionist	25,000	26,000	30,000
Night Manager	32,000	36,000	40,000
Duty Manager	30,000	34,000	36,000
Spa & Leisure Manager	34,000	35,000	42,000
Spa Therapist	26,000	27,000	30,000
Bar Manager	40,000	45,000	55,000
Bar Staff	26,000	28,000	32,000
Waiting Staff	22,000	25,000	27,000



Shane McLave Director

" Between the combination of an uncertain future and the over heated market that we are currently seeing, a lot of companies are moving towards the temporary and contingent workforce. This is particularly evident in traditional areas such as Waiting staff, Chefs and the emerging trends of Accommodation Staff / Management. 🜈

Industrial & Warehousing Salary Guide 2022



Industrial & Warehousing Outlook

Key Trends

2021 has been another challenging year in the Industrial, Logistics and Warehouse sector. Much like 2020, there has been huge demand across Industrial, Logistics and Warehousing.

The logistics sector has faced a very tough year with driver shortages, increases in fuel prices and the impact of Brexit. While a shortage of HGV Drivers has been a problem for a number of years, it has accelerated in 2021.

We currently have a shortage amount of circa 3000-4000 HGV Drivers in Ireland. This has caused wages to rocket coupled with the increases in fuel prices and it's putting a huge strain on the Irish Logistics industry.

Throughout 2021, we have seen massive shortages for Warehouse Operative and General Operatives throughout Ireland. Over 70% of businesses in the Industrial, Logistics and Warehouse sector are experiencing staff shortages.

Historically Warehouse Operative & General Operatives were typically paid minimum wage or just above this figure. There is a huge need now for companies to increase these wages in line with the living wage to attract and retain workers. We have also seen companies having to look at shift times to bring more in line with public transport to widen the net of potential employers they can attract.

We have also seen shortages of Forklift Drivers due to the suspension of in person training during the pandemic. When in person training re opened expectably there was huge demand which caused delays, at the end of 2021 we are starting to see this catch back up with more Forklift Drivers being trained or being able to renew their license.

Looking Ahead to 2022

Much like last year, 2022 looks set to be a challenging but exciting time for the Irish labour market. If you wish to discuss the findings of this guide, or if you need our assistance with your recruitment requirements, please contact Ciara Connolly, Divisional Manager on ciara@excelrecruitment.com.





Industrial & Warehousing Salary Guide

Role	Low	Average	Good
Warehouse Manager	35K	42K	50K
Assistant Warehouse Manager	30K	35K	40K
Warehouse/General Operative/Production Operative	11ph	12ph	13ph
Voice Picker			
	12ph	13ph	15ph 15ph
Forklift - Counterbalance Operative	12ph	13ph 14.50ph	15ph
Forklift - Reach Operative Forklift - Bendi Operative	13.50ph 13.50ph	14.50ph	15.50ph
			15.50ph
Forklift - VNA Operative	13.50ph	14.50ph	15.50ph
PPT Operative	11ph	12ph	13ph
Handballer	11ph	12ph	13ph
Rigid Truck Driver	15ph	16.50ph	18ph
Artic Truck Driver	16.50ph	18ph	20ph
Van Driver	13ph	15ph	16ph
C1 Driver	14.50ph	16ph	17ph
Bus Driver	15ph	16.50ph	18ph
Transport Manager	40K	50K	60K
Transport Planner	35K	45K	50K
Transport Coordinator	30K	35K	40K
Operations Manager	60K	70K	80K
Supply Chain Director	90K	100K	130K
Supply Chain Manager	70K	80K	90K
Supply Chain Specialist	45K	55K	65K
Planning Manager	70K	75K	85K
Demand Planner	40K	45K	55K
Freight Specalist	40K	50K	60K
Customs Specalist	45K	55K	60K
Customs Administrator	25K	30К	35K
EHS Manager	75K	80K	85K
EHS Specialist	55K	60K	65K
EHS Officer	40K	45K	50K



Ciara Connolly **Divisional Manager**

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Pharmacy Salary Guide 2022



Pharmacies Salary Outlook

Key Trends

2021 was yet again a crazy year for retailers globally. We have seen the pandemic force change, with businesses having to flex their operations in response to keep their colleagues safe and to meet customer needs. While every industry was affected, pharmacy retailers had a unique test. As an essential service at every stage of the pandemic, pharmacy retailers had no option but to meet the challenges head-on, balancing their customers' often vital needs, with their staff safety and business viability. Pharmacy retailers of all sizes nationwide rose spectacularly to the occasion and continue to do so. Few industries showed the same spirit of innovation and collaboration to meet the unique challenges of Covid-19. Solutions such as prescription delivery services or call and collect options along with closer cooperation with doctors around emailing prescriptions may have been inspired by the current climate but look set to remain. Customer response has been overwhelmingly positive, not only because of the convenience but also because they appreciate the personal touch.

Covid & Brexit

Both COVID and the arrival of Brexit pushed buying local and buying Irish into consumers' minds. Various campaigns urged shoppers to buy Irish wherever they could but much of this push came from shoppers themselves with incredible customer loyalty shown to local and independent pharmacies nationwide. In terms of pharmacist recruitment, while the process may be slower, there is still much movement in the market. Appetite amongst candidates remains high but with the focus on making the right move rather than the quickest move. While salary is always an important factor, we're seeing a huge shift towards the importance of benefits. Engaged employers are looking at the entire package including the business culture to ensure retention and a happy, dedicated workforce. One thing that is of particular importance to pharmacists is flexibility, work/life balance and reward or recognition. Mental health has understandably become an even bigger priority for everyone this year. Savvy employers are responding in a variety of ways from providing resources to connecting with professional services for employees to utilise or even just to promote awareness and understanding within the workplace.

What's Next?

Like last year, 2022 looks set to be an interesting time for Irish pharmacy with pharmacists again taking on a pivotal role in the fight against Covid, helping with the roll out of vaccinations for boosters while continuing to excel in their roles.

If you wish to discuss the findings in this guide or how we can assist with your recruitment needs, please feel free to get in touch at www.excelrecruitment.com or call 01 814 8747.

You can also email me directly at barbara@excelrecruitment.com.

We have compiled this guide which is supported by data from pharmacy managers across the country.

This guide is designed to give our clients an overview of the current market prices for the various roles within the Irish pharmacy market.



Pharmacies Salary Guide

Sales & Management Salaries	1+	3+	6+
Pharmacy Technician	27k to 30k	30.5k to 32k	34k
Dispensary Assistant	24k to 27k	N/A	N/A
OTC Sales Assistant	€10.50 to 11.50 ph.	€11.75 to 12.75 ph.	€13.00 to 15.00 ph.
Assistant Manager	28-30k	31k-33k	34-36k
Store Manager	32k-33k	34k-37k	38k-43k

Pharmacist Salaries	1+	3+	6+
Pharmacy Technician	65k to 73k	N/A	N/A
Dispensary Assistant	65k to 74k	75k	N/A
OTC Sales Assistant	75k	80k	90k



Barbara Kelly Senior Recruitment Consultant

Pharmacy Division

Like last year, 2022 looks set to be an interesting time for Irish pharmacy with pharmacists again taking on a pivotal role in the fight against Covid, helping with the roll out of vaccinations for boosters while continuing to excel in their roles.



Sales & Marketing Salary Guide 2022



Sales & Marketing Outlook

Key Trends

Over the last number of years, Digital marketing has never been so essential to a company's success as it was during the pandemic. This is especially relevant when we think about traditional businesses who had no option but to move their operations online.

Many companies thrived using online activities which opened a whole new world for businesses to reach customers. This has resulted in an increased demand for Digital marketing positions at both junior and mid-level roles. Content, e-commerce, and analytics professionals have experienced continued employment growth. While salaries in these areas have remained relatively consistent with increases in PPC and SEO disciplines as employers are seeing increased value in being discovered online.

The marketing industry was somewhat ahead of the curve when it came to agile working options so the shift to home working opportunities has been less of a learning curve for many marketers, especially amongst agency, content, and PR companies.

In relation to sales, many sales candidates are becoming increasingly open-minded with their job applications, weighing up long-term stability and growth over initial salary levels. Culture and overall packages (including pension and healthcare) are in equal measure when deciding which positions to progress with and its certainly a candidate driven market at the moment.

Looking Ahead to 2022

As we enter 2022, we remain optimistic about the growth of the Irish sales & marketing sectors. We predict the market will remain candidate-driven for a lot of 2022 and companies will be vying for top talent in more creative ways than previous recruiting efforts. This will continue to be a challenge for employers, but it will be extremely advantageous for candidates.

If you wish to discuss the findings of this guide, or if you need our assistance with your sales & marketing recruitment requirements, please contact Ambyr Medford, Recruitment Consultant at ambyr@excelrecruitment.com.



Sales & Marketing Salary Guide

Role	Low	Average	Good
Marketing Assistant	26K	28K	30K
Marketing Executive	30K	35K	40K
Marketing Manager	45K	55K	65K
Head of Marketing	80K	90K	100K
Role	Low	Average	Good
Telesales	26K	28K	ЗОК
Telesales Team Leader	40K	43K	48K
Business Developer	35K	38K	40K
Business Development Manager	40K	45K	55K
Sales Manager	60K	70K	80K
Head of Sales	85K	95K	105K
Role	Low	Average	Good
Ecommerce Assistant	26K	28K	30K
Ecommerce Executive	30K	35K	40K
Ecommerce Manager	45K	55K	65K
Head of Ecommerce	80K	90K	100K



Ambyr Medford **Recruitment Consultant**

As we enter 2022, we remain optimistic about the growth of the Irish sales & marketing sectors. We predict the market will remain candidate-driven for a lot of 2022 and companies will be vying for top talent in more creative ways than previous recruiting efforts. This will continue to be a challenge for employers, but it will be extremely advantageous for candidates. 📶

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