



Non-Food & Fashion Retail

2026 Salary Guide, Ireland

Non-Food & Fashion Retail Market Overview

The Irish retail landscape continues to evolve, shaped by shifting consumer behaviours, new business models, and a renewed focus on operational efficiency. While consumer confidence has largely stabilised and both fashion/non-food retail are performing at steady levels, the sector remains in a period of transformation that directly impacts recruitment and talent retention. Over the past year, we've seen significant movement across retail, particularly in the latter part of 2025, when the number of new retail roles registered was more than three times higher than the same period the previous year. Yet, despite this surge in hiring activity, securing the right talent remains one of the sector's most persistent challenges.

A Market Full of Activity, but Short on People

The pace of change in retail shows no signs of slowing. Ongoing mergers, restructuring, and new store formats continue to reshape the market, while a shortage of experienced mid-level managers - those with three to four years' leadership experience earning €42,000 - €52,000 remains a key pressure point. As major retailers consolidate or reduce store footprints, traditional career paths have narrowed, leaving fewer "ready-now" candidates. Many experienced professionals have also moved into roles offering greater flexibility, work-life balance, and enhanced benefits. At the same time, tighter operational margins are forcing retailers to be more strategic with budgets. Rising supplier, transport, and energy costs, alongside continued investment in digital infrastructure, are stretching resources. Balancing the need to attract and retain talent against financial constraints has become a defining challenge. Despite strong vacancy levels, the pool of experienced department, store, and area managers remains limited - keeping competition for skilled retail leaders intense.

Recruitment Trends

Retail professionals are increasingly selective about career moves, prioritising location, balance, and long-term value over job titles. Many now seek shorter commutes and local roles that support a healthier work-life balance. With experienced talent in short supply, their priorities are clear - a balance of financial security and quality of life i.e. time and money.

What's Important To Candidates

Salary: Competitive salaries that genuinely reflect the cost of living, with meaningful pension contributions under the new automatic enrolment scheme.

More Annual Leave: Expectations have shifted from 20 days to 23-25 as standard.

Shorter working week: Ideally under 40 hours.

Four-day week options: which are being requested more frequently than ever, as candidates continue to prioritise flexibility and personal time.

Predictable scheduling: with at least two weekends off per month and minimal late nights.

Flexibility that recognises life outside work: from family to personal development.

Location remains very much a focus.

Time vs. Cost: The New Retail Equation

Time has become a new form of currency for retail professionals. They're willing to give their best, but they also expect employers to respect their personal time and well-being in return. Adding to the challenge, Ireland's national budget has confirmed another rise in the minimum wage - from €13.50 to €14.15 per hour. While this supports workers and helps offset inflation, it introduces significant cost pressures for smaller retailers.

As wage costs increase, many businesses will need to review budgeted hours and overall payroll spend to keep these in line with turnover. The adjustment may also create upward pressure across pay bands, prompting retailers to reassess supervisory and management salaries to maintain fairness and motivation.

The Evolving Nature of Retail Leadership

As the industry continues to adapt and evolve, retailers are increasingly focused on experienced retail managers who demonstrate strong people leadership and change management skills. The demand has shifted toward leaders who can inspire, coach, and develop teams, not just manage operations. With external talent in short supply, companies are recognising the need to grow from within - ensuring their leadership teams have the tools, structure, and confidence to build capability across their workforce. Retailers are placing far greater emphasis on succession planning, developing future leaders through mentoring, internal promotion, and career progression pathways. In today's competitive environment, businesses that invest in their leadership culture and empower managers to nurture their teams are the ones best positioned to succeed. The final months of 2025 highlighted just how active and fast-moving Irish retail remains. Roles are being registered at record levels, but competition for strong managers is intense. Success will depend on how well retailers respond to what candidates value most — fair pay, balance, opportunity, and respect for time. The future of Irish retail will be defined not only by technology or consumer trends, but by how effectively the industry attracts and retains its next generation of leaders.

How Retailers Can Compete for Talent

To remain competitive in this demanding market, Irish retailers need to rethink their employment proposition. Some practical strategies include:

Invest in your employer brand: Celebrate retail as an exciting, creative, and people-driven career. Use storytelling, staff success stories, and visibility on social platforms to reposition retail as a progressive career choice.

Offer meaningful benefits: Beyond salary, candidates are assessing overall lifestyle value. Enhanced holiday allowances, realistic rosters, and genuine pension contributions are key to attraction and retention.

Support career development: Structured leadership pathways, mentorship programmes, and investment in management training show a long-term commitment to your people.

Embrace flexibility: Predictable scheduling, reduced weekend rotations, and openness to flexible working (including four-day week models) are powerful differentiators in a competitive market.

Promote succession and internal growth: Developing internal pipelines helps close the talent gap and strengthens retention by giving employees a clear path to progress.

| Non-Food & Fashion Retail Salary Guide | Small | Medium | Large |
|--|-----------------|-----------------|-----------------|
| DIY / Builders Providers | | | |
| Operations Manager / Regional Managers | €60k - €70k | €70k - €85k | €85k - €100k+ |
| Store Manager | €50k - €55k | €55k - €65k | €70k - €80k |
| Assistant Manager | €38k - €40k | €42k - €50k | €50k - €55k |
| Duty Manager | N/A | €35k - €40k | €40k - €43k |
| Counter Manager | €34k - €36k | €38k - €40k | €40k - €45k |
| Non-Food & Electronics | | | |
| Operations Manager/ Regional Manager | €70k - €80k | €75k - €85k | €85k - €110k+ |
| Area Manager / District Manager | €60k - €70k | €65k - €75k | €75k - €85k |
| Store Manager | €42k - €45k | €45k - €60k | €60k - €75k |
| Assistant Manager | €36k - €38k | €38k - €48k | €45k - €52k |
| Duty Manager | N/A | €35k - €36k | €37k - €40k |
| Supervisor / Team Leader | €32k - €33k | €32k - €35k | €32k - €35k |
| Pharmacy/ Healthcare Retail | | | |
| Regional Manager / Area Manager | €60k - €65k | €65k - €75k | €80k - €95k+ |
| Store Manager | €40k - €48k | €45k - €52k | €55k - €70k+ |
| Assistant Manager | €34k - €35k | €36k - €40k | €40k - €48k |
| Supervisor | €32k - €33k | €32k - €35k | €32k - €36k |
| Beauty Advisors | €14.15 - €15.00 | €14.15 - €16.00 | €14.15 - €17.00 |
| High Street Fashion Retail | | | |
| Regional / Operations manager | N/A | €80k - €90k | €85k - €100k+ |
| Area Manager | €60k - €65k | €65k - €75k | €75k - €85k+ |
| Store Manager | €40k - €45k | €45k - €55k | €55k - €70k |
| Assistant Manager | €34k - €36k | €38k - €40k | €45k - €50k |
| Supervisor / Leam Leader | €32k - €33K | €32k - €34k | €33k - €37k |

| Non-Food & Fashion Retail Salary Guide | Small | Medium | Large |
|--|-------------|-------------|---------------|
| Sports Fashion Retail | | | |
| Regional / Operations manager | N/A | €80k - €85k | €85k - €100k+ |
| Area Manager | €60k - €65k | €65k - €75k | €75k - €85k |
| Store Manager | €38k - €42k | €45k - €52k | €55k - €65k |
| Assistant Manager | €32k - €35k | €38k - €42k | €45k - €50k |
| Supervisor/ Team Leader | €32k - €33K | €33K - €35K | €36K - €40K |
| Premium/ Luxury Retail | | | |
| Regional / Area Manager | €55k - €65k | €65k - €75k | €80k - €95k |
| Store Manager | €45k - €50k | €50k - €65k | €65k - €75k |
| Assistant Manager | €38k - €40k | €40k - €45k | €45k - €52k |
| Supervisor / Team Leader | €32k - €33k | €32k - €35k | €35k - €36k |
| Charity / Not for Profit Retail | | | |
| Regional Manager / Area Manager | €60k - €70k | N/A | N/A |
| Area Manager | €50k - €55k | N/A | N/A |
| Store Manager | €34k - €40k | N/A | N/A |
| Assistant Manager / Supervisor | €32k - €33k | N/A | N/A |
| Retail Department Store | | | |
| Store Manager | N/A | €60k - €75k | €80k - €120k+ |
| Deputy Manager | N/A | €55k - €65k | €75k - €85k |
| Assitant Manager / Divisional Manager | N/A | €50k - €55k | €65k - €75k |
| Department Manager | N/A | €40k - €48k | €45k - €58k |
| Team Lead / supervisor | | €33k - €35k | €33 - €36k |
| Entertainment & Telco | | | |
| Area Manager / Regional Manager | €55k - €65k | €65k - €70k | €70k - €80k+ |
| Store Manager | €38k - €44k | €42k - €48k | €46k - €58k |
| Assistant manager | €33k - €35k | €35k - €37k | €37k - €40k |
| Duty Manager | N/A | N/A | €34k - €35k |



For further information contact:

Aislinn Lea
Director of Non-Food and Fashion Retail

 086 8073544

 aislinn@excelrecruitment.com

 www.excelrecruitment.com



Dublin Office:

The Capel Building, Mary's Abbey, Dublin 7, D07 DH99

Cork Office:

9 Parliament St Centre, Co. Cork, T12 NY99

Kildare Office:

Unit C3, Wolfe Tone House, Naas Town Centre, Co. Kildare, W91 C8X0

Galway Office:

7a Raven's Terrace, Fr. Griffin road, Galway, H91THF9

Belfast Office:

Suite 301, Arthur House, 41 Arthur Street, Belfast, BT1 4GB