

**SALARY  
SURVEY  
2015**

**A B R I V I A**  
RECRUITMENT



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# Introduction

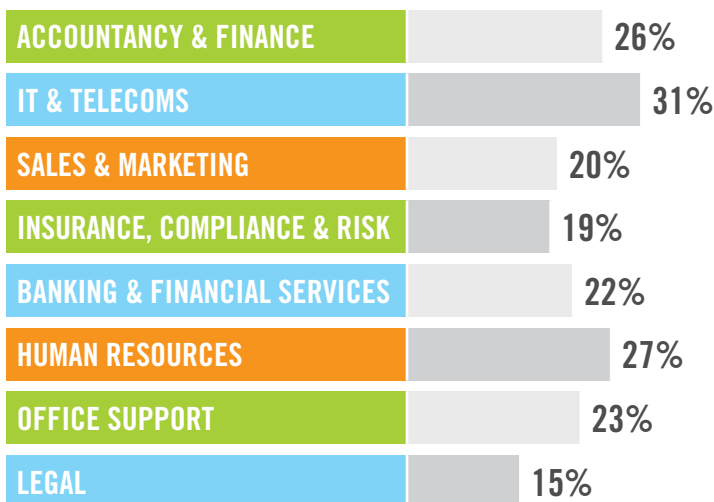
Welcome to our Salary Survey for 2015. This is Abrivia’s fifth Annual Salary Survey and is our most comprehensive document yet on the Irish recruitment market. The data has been compiled from surveying over 4,000 client companies and over 45,000 candidates on our database.

## ABRIVIA IN 2014

2014 was an extremely busy year. Abrivia became an award winning recruitment consultancy when we won the 2013 to 2014 NRF Awards for Best Recruitment Company (< 30 employees). We were further nominated in another three categories.

For the twelve months to 30th of November 2014 we noted an overall increase of 23% in the volume of vacancies registered with the company.

The increase in roles per division was as follows:



As a business we continued to grow during 2014 with a view to being in a stronger position to better serve our clients. The company for the first time has more than twenty people working in the business. This is the largest the business has ever been in its nine year history! The strategy for our business has been to continue to grow many of our existing service lines with the addition of expert consultants with market specific knowledge.

## ECONOMY

The OECD forecast for economic growth this year is 4.3% in GDP terms and 3.3% for 2015. This has been backed up by a range of other economic data showing that a “broad recovery” is underway in the Irish economy, thanks to steady increases in total employment, outperformance in underlying tax revenues and buoyant trends in the retail sector.

If you require further proof of Ireland’s improving economic fortunes then look no further than the following employment trends:

- 31,600 - Annual increase in total jobs created to the 30.06.2014
- 28 - The number of consecutive months that the numbers on the Live Register have fallen

While the outlook in Ireland is extremely positive there is a note of caution! Many analysts and observers have pointed to the potential downside risk for Ireland if there is slower-than-expected growth across the euro zone. We already see in Europe that the Bundesbank has halved the 2015 growth outlook for Germany to 1%.

## THANK YOU

Finally I would like to thank all of the hard working team here in Abrivia who helped put the survey information and results together. I would like to single out Gareth and Darren for special praise in Project Managing the Salary Survey assignment.

I would like to also thank all our clients and candidates who took part in the survey. We are of course delighted now to be able to share all the findings with you!

Warmest regards,  
**Donal O’Brien**  
Managing Director

**‘ABRIVIA BECAME AN AWARD WINNING RECRUITMENT CONSULTANCY WHEN WE WON THE 2013 TO 2014 NRF AWARDS FOR BEST RECRUITMENT COMPANY’**





## Client Market Research

**This data has been compiled from surveying over 4000 client companies across multiple industry sectors.**

### KEY POINTS

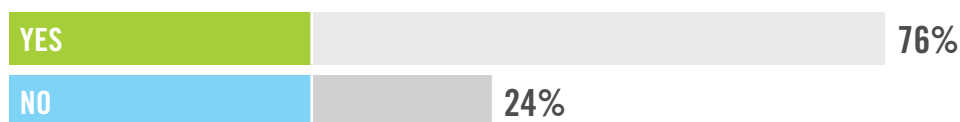
The majority of companies increased headcount in 2014, this trend is set to continue in 2015 with 87% looking to hire. These companies intend increasing staff by up to 20% and the majority of this growth will be within the permanent job market at the graduate / junior level to mid-level (3 to 6 years' experience).

Reward is key, 68% of companies increased salaries in 2014. 74% are considering increasing salaries in 2015. 54% of employers intend paying bonuses for 2014 to reward staff.

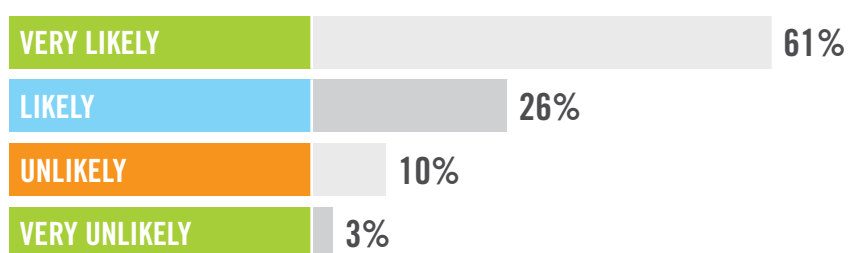
The interview process and average time to hire continues to increase. For most companies it is taking three to six weeks. As the job market continues to grow so does the demand for quality candidates. We have seen client's use of technology in the hiring process increase as over half the employers surveyed would hire staff via skype / video conferencing. 49% of employers are willing to offer sponsorship to non EU nationals. The IT & Telecoms sector continues to show the highest level of planned headcount growth for 2015 and also has the hardest positions to fill.

## HIRING TRENDS:

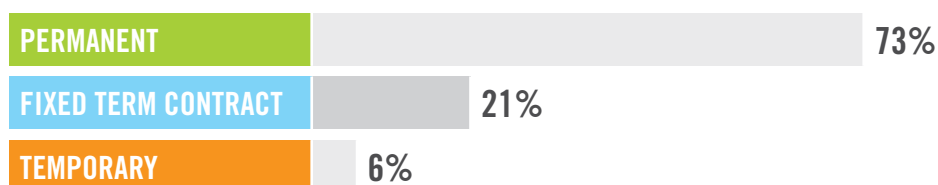
Did you increase headcount in 2014?



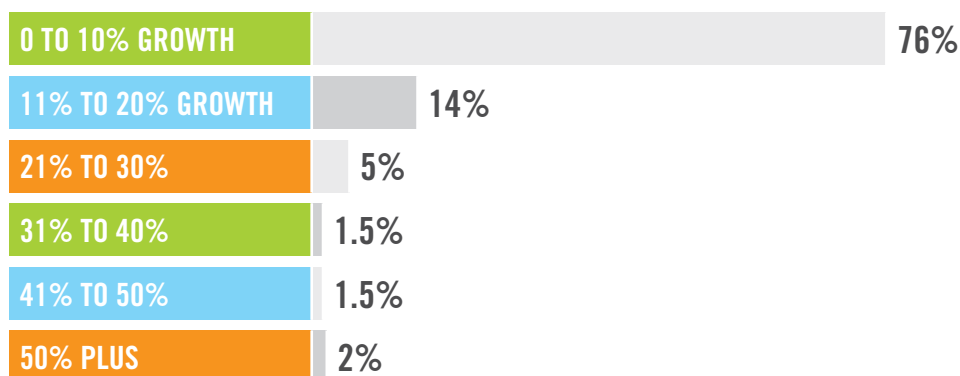
Will companies hire in 2015?



These roles will be filled on a:

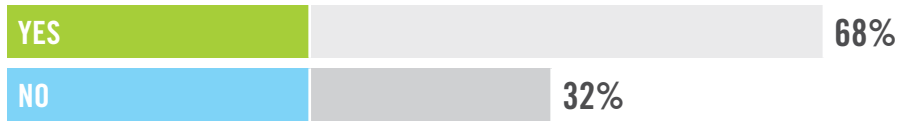


What numbers do you intend to increase staff by?

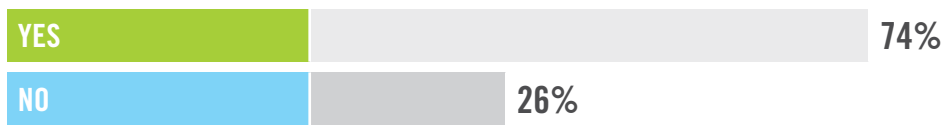


## SALARY & BENEFIT TRENDS:

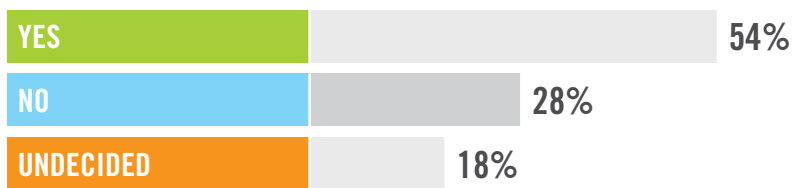
Did salaries increase in 2014?



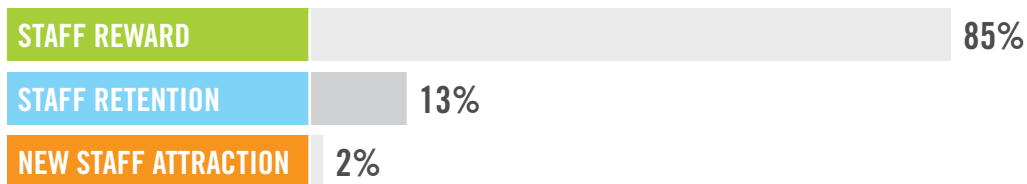
Do you expect salaries to increase in 2015?



Are you going to pay bonuses for 2014?



Main reason for bonus payments:

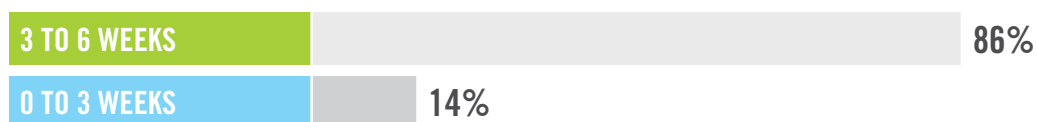


**'REWARD IS KEY, 68% OF COMPANIES INCREASED SALARIES IN 2014. 74% ARE CONSIDERING INCREASING SALARIES IN 2015. 54% OF EMPLOYERS INTEND PAYING BONUSES FOR 2014 TO REWARD STAFF'**



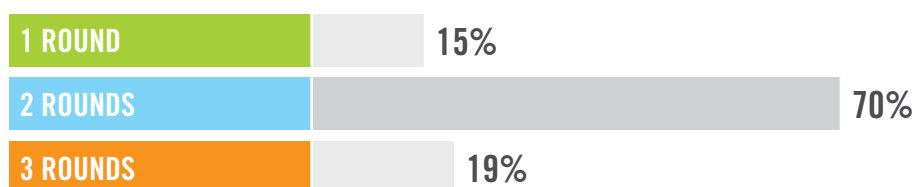
## RECRUITMENT PROCESS TRENDS

### Average time to hire:

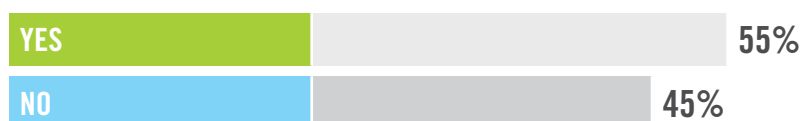


### Average Interview Process

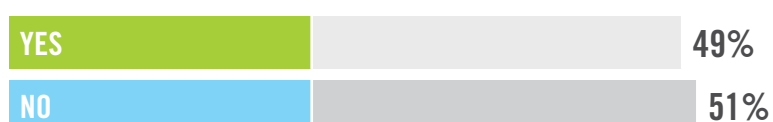
The current interview process with clients is normally two rounds, however we are seeing an increase in telephone interviews, on line assessments, skype interviews and presentations.



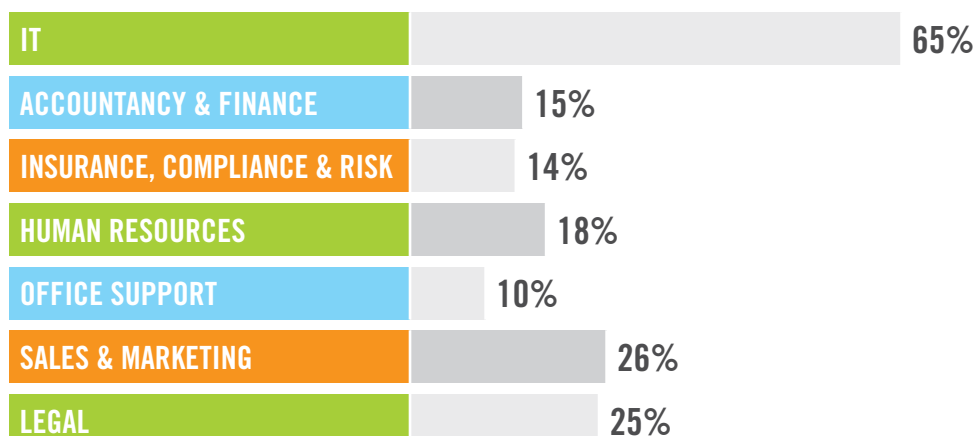
### Would you ever hire an employee via video conference / skype interview?



### Would you be willing to provide sponsorship for employees on difficult to fill positions?

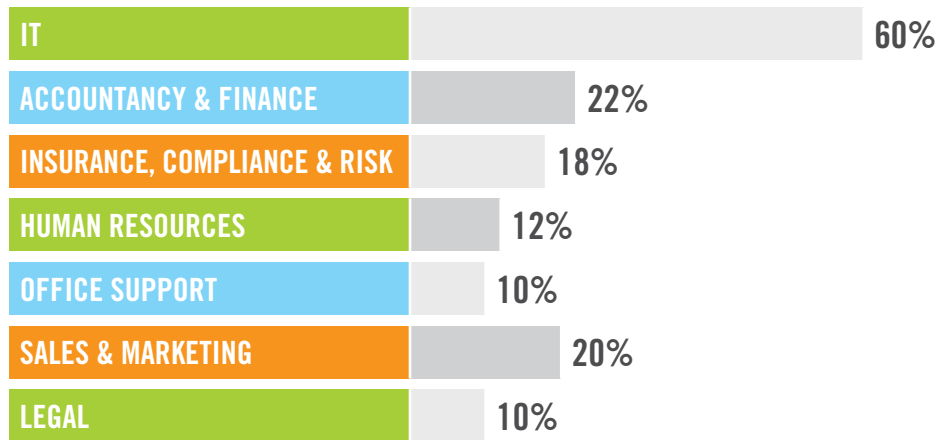


### Hardest Positions to fill:

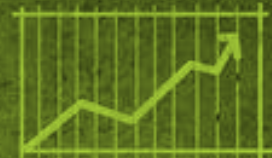


## CLIENT MARKET RESEARCH

### Planned departments for growth:



60% of companies intend hiring staff at the Graduate / Junior entry to mid-level, which is 3 to 6 years' experience.



idea 45% is SALE!

25% time

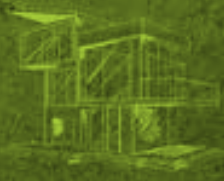
TEAM

internet+

MARKETING

SUCCESS

ANALYSIS



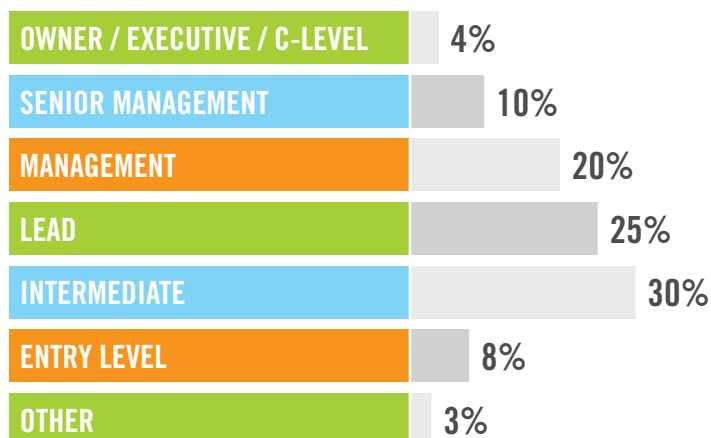


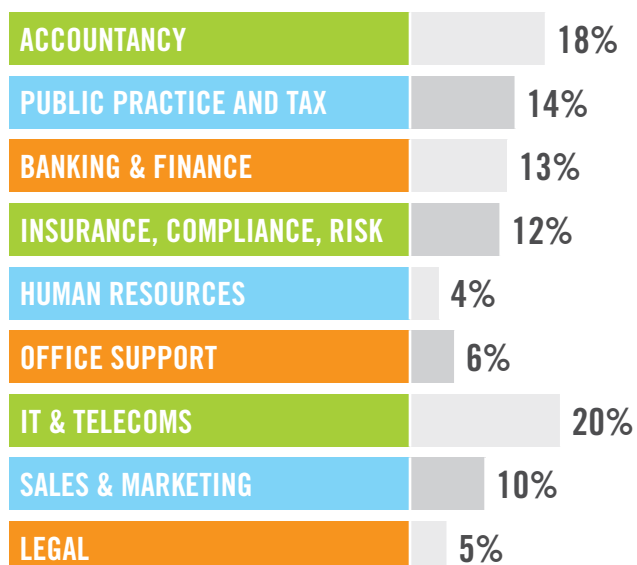
## Employee Market Research

**Employee Engagement has become of the utmost importance in today's market as competition for talented staff is on the increase. Companies are now having to engage more with employees and the employment market, to both retain and attract the best talent. This has seen employee engagement strategies becoming a key area in the continued success of any business.**

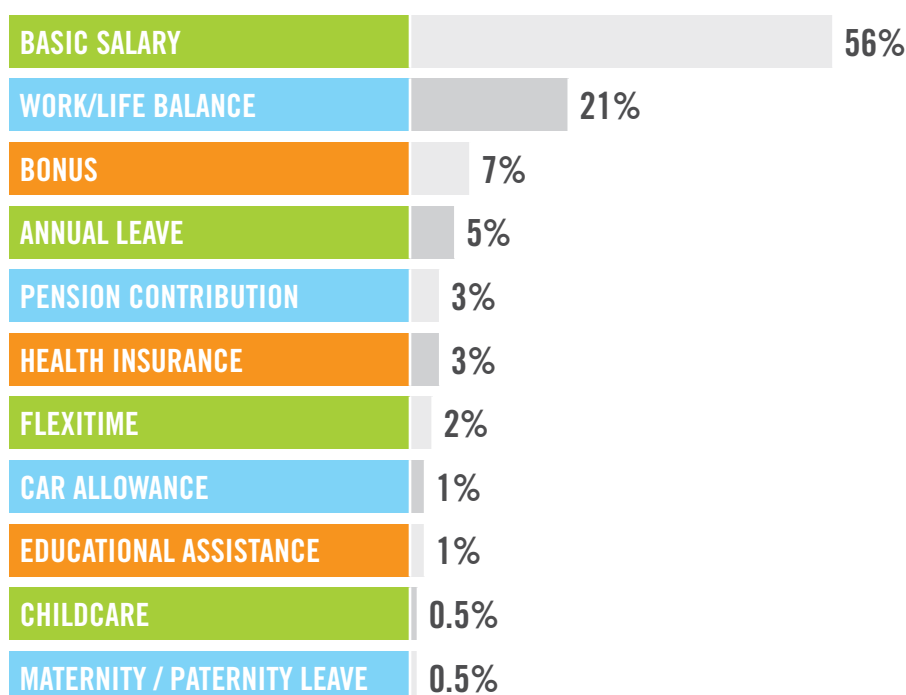
We surveyed over 45,000 professionals in Ireland in order to provide an insight into the drivers affecting employee engagement, retention and attraction. We highlight the most important and of course those that in some cases surprisingly provide least advantage.

### **% Responses by career level:**



**% Responses by market segment:****EMPLOYEE ENGAGEMENT****What matters most / least in terms of reward in current role?**

2014 saw a huge shift towards organisations offering more attractive benefit packages in order to both attract and retain the best employees on the market. Benefits such as healthcare and pension contributions featured highly in our responses, they were overshadowed by “basic salary” with 56% of our respondents stating this as the most important thing in terms of reward within their current role. Work / life balance also featured extremely high on our responses with 21% stating this to be of high importance. This has become of significant importance over the past several years with many organisations adopting this premise and allowing more and more employees flexibility in terms of their working week and also with the ability to work virtually from home.

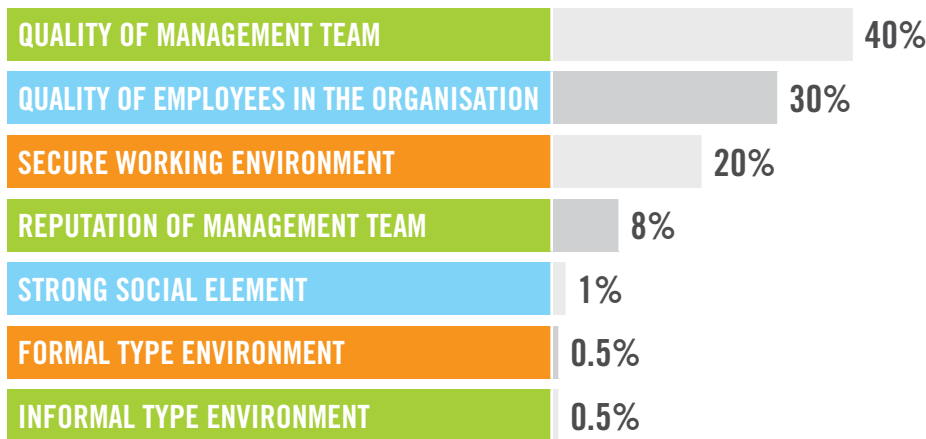


### What matters most / least in terms of working environment?

Quality of management teams and indeed peer employees within an organisation came to the fore in terms of responses to the question of “working environment”.

Growing and sustainable confidence in the market across all sectors has seen an increase in those with far more secure employment. This confidence allows employees in certain sectors the ability to choose to work for organisations where the reputation of that company is founded upon the quality of the people they employ. This quality in turn denotes a secure working environment.

In a competitive environment, organisations with a high staff turnover or a poor reputation on the market are finding it increasingly difficult to attract and retain key employees.

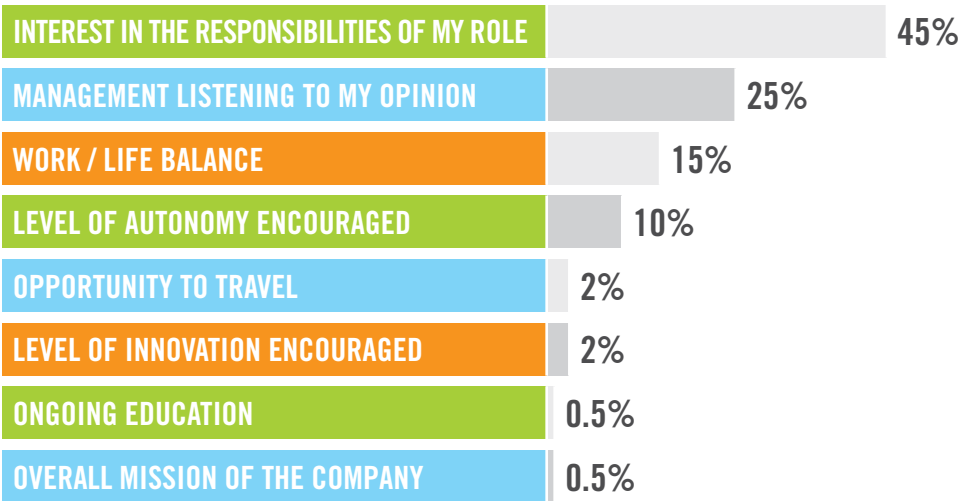


**'BENEFITS SUCH AS HEALTHCARE AND PENSION CONTRIBUTIONS FEATURED HIGHLY IN OUR RESPONSES'**

**What keeps you motivated at work?**

Management again features highly on factors that keep people motivated at work. With strong management teams in place, employees enjoy the ability to voice their opinions to management which in turn increases their interest in the responsibilities of their current role.

Organisations who operate in this type of democratic environment where employees at all levels can effect change, are the most likely to keep their key employees. Organisations operating in a more autocratic environment will find it difficult to do so.



**‘IN A COMPETITIVE ENVIRONMENT, ORGANISATIONS WITH A HIGH STAFF TURNOVER OR A POOR REPUTATION ON THE MARKET ARE FINDING IT INCREASINGLY DIFFICULT TO ATTRACT AND RETAIN KEY EMPLOYEES’**





## Accountancy Industry & Commerce

### 2014 IN REVIEW

The Irish economy has seen significant growth in the last 12 months and this is continuing to have a positive impact within Industry & Commerce. There was an encouraging increase in the amount of permanent opportunities in 2014 across all levels from part-qualified to senior appointments. At Abrivia we saw a 21% increase in the total volume of Industry & Commerce Accountancy roles placed with us.

Leading the way and fuelling this strong activity have been the Multinationals & PLC's. Specifically the FMCG, Pharmaceutical, Technology, Healthcare and Shared Service Centres have seen demand increase due to continued investment in Ireland as their hub for expansion. New 'Start-Up' organisations are continuing to enter the market place through FDI investment and these have also contributed to positive growth. The SME and indigenous Irish business market remained slow with a slight increase in hiring activity.

Demand continues to soar for 'Big 4' trained qualified accountants. Candidates with 1 - 5 years PQE are in particularly high demand by Multinationals and PLC's. These much sought after candidates benefited from competitive remuneration packages and frequently had a range of desired opportunities to choose from within the areas of Group Accounting, Internal Audit, FP&A, Commercial Finance and M&A. A new departure in 2014 was that a number of candidates were made multiple offers and had their pick of which position to take, something which we have not seen in a number of years.

The part-qualified and recently qualified market remained quite competitive with an increased demand from blue-chip and international companies for bilingual and multilingual candidates. The languages that were in most demand included German, French, Spanish and Dutch.

As the recruitment market in Ireland continues to improve we are seeing an obvious surge of our finest Irish talent returning home from the likes of the UK, Australia and Canada. Many gained invaluable industry experience overseas within large Multinationals and PLC's. These candidates are in high demand with some successfully securing roles before even stepping back onto Irish soil, via Skype calls, FaceTime and video conferencing.



## EXPECTATIONS FOR 2015

With the growing economic stability, confidence is expected to improve into 2015 permitting business leaders to take a more opportunistic and proactive approach to hiring. We expect to see a sustained rise in activity within the permanent market.

Overall employers will continue to place a heavy emphasis on cultural fit as well as strong technical ability, commerciality and exceptional interpersonal skills. We would expect that for some hard to fill roles where candidates are in short supply that salaries will increase moderately.

Salaries, bonuses & overall remuneration packages generally remained static throughout 2014 with the exception of specialised skill-sets demanding a premium such as Internal Audit, European languages and candidates with international company exposure.

We noted that in some instances the recruitment process has become quite lengthy with a stop-start hiring approach and in-depth selection stages including a minimum of two stages of competency based interviews, psychometric & aptitude testing and full medicals now being the norm.

## ABOUT ABRIVIA ACCOUNTANCY INDUSTRY & COMMERCE

The Abrivia Accountancy & Finance division is managed by Darren McCabe. Darren has over ten years' recruitment experience within the Irish market. Darren is supported by an expert team of recruitment professionals who all specialize in separate market segments within Accountancy & Finance. We provide permanent, contract and temporary recruitment solutions to a broad range of businesses within the multinational, PLC, SSC and SME sectors.

**'THE IRISH ECONOMY HAS SEEN SIGNIFICANT GROWTH IN THE LAST 12 MONTHS AND THIS IS CONTINUING TO HAVE A POSITIVE IMPACT WITHIN INDUSTRY & COMMERCE'**



## LARGE COMPANIES (500+ EMPLOYEES)

Sector	Dublin 2014	Dublin 2015	Regional 2014	Regional 2015
	€	€	€	€
<b>EXECUTIVE</b>				
Finance Director/CFO	110K - 180K	110K - 180K	80K - 160K	80K - 160K
Head of Treasury	110k - 180k	110k - 180k	90k - 160k	110k - 160k
Financial Controller	85K - 115K	85K - 115K	70K - 100K	70K - 100K
Group Financial Controller	85K - 120K	85K - 120K	75K - 85K	75K - 85K
Head of Financial Reporting	70K - 80K	70K - 80K	60K - 70K	60K - 70K
<b>MID - SENIOR LEVEL</b>				
Group Treasury Manager	80K - 110K	80K - 110K	70K - 90K	70K - 90K
Finance Business Partner	60K - 80K	60K - 80K	55K - 70K	55K - 70K
FP & A Manager	65K - 85K	65K - 85K	60K - 75K	60K - 75K
Finance Manager	68K - 80K	65K - 85K	60K - 70K	60K - 70K
Revenue Manager	60K - 75K	60K - 75K	60K - 75K	60K - 75K
Project Accountant	55K - 65K	55K - 65K	45K - 55K	45K - 55K
Group Accountant	50K - 60K	50K - 60K	42K - 55K	42K - 55K
Systems Accountant	48K - 58K	45K - 60K	42K - 55K	42K - 55K
Financial Analyst	50K - 65K	50K - 65K	45K - 60K	45K - 60K
FP&A Analyst	55K - 75K	55K - 75K	50K - 65K	50K - 65K
Senior Financial Accountant	60K - 80K	60K - 80K	50K - 60K	50K - 60K
Financial Accountant	45K - 50K	45K - 50K	40K - 50K	40K - 50K
Multilingual Qualified Accountant	45K - 60k	45K - 60K	40K - 55K	40K - 55K
Financial Reporting Accountant	45K - 55K	45K - 55K	40K - 50K	40K - 50K
Revenue Accountant	60K - 75K	60K - 75K	60K - 75K	60K - 75K
Management Accountant	45K - 60K	45K - 60K	40K - 50K	40K - 50K
Treasury Accountant	50K - 60K	50K - 60K	45K - 55K	45K - 55K
Cost Accountant	50K - 65K	50K - 65K	50K - 60K	50K - 60K

Sector	Dublin 2014	Dublin 2015	Regional 2014	Regional 2015
	€	€	€	€
<b>INTERNAL AUDIT</b>				
Head of Internal Audit	100K - 150K	100K - 150K	80K - 130K	80K - 130K
Internal Audit Manager	65K - 80K	65K - 85K	58K - 70K	58K - 70K
Internal Auditor	50K - 60K	45K - 60K	45K - 55K	45K - 55K
<b>PART QUALIFIED</b>				
Assistant Financial Accountant	35K - 45K	35K - 45K	30K - 40K	30K - 40K
Assistant Management Accountant	30K - 40K	30K - 40K	25K - 35K	25K - 35K
Trainee Accountant (P/Q 2+ years)	32K - 36K	32K - 36K	30K - 32K	30K - 32K
Trainee Accountant (P/Q 1-2 years)	26K - 28K	26K - 28K	24K - 28K	24K - 28K
Graduate / Trainee Accountant	22K - 26K	22K - 26K	20K - 24K	20K - 24K
Analyst	40K - 50K	40K - 50K	40K - 50K	40K - 50K
<b>ACCOUNTS STAFF</b>				
Payroll Manager	50K - 65K	50K - 70K	42K - 62K	42K - 62K
Payroll Clerk	30K - 40K	30K - 40K	28K - 32K	28K - 32K
AP Manager	50K - 70K	50K - 70K	45K - 65K	45K - 65K
AP Clerk	25K - 35K	25K - 35K	22K - 32K	22K - 32K
Credit Control Manager	55K - 70K	55K - 70K	45K - 65K	45K - 65K
Credit Control Clerk	25K - 35K	25K - 35K	20K - 30K	20K - 30K
AR Clerk	25K - 35K	25K - 35K	22K - 32K	22K - 32K
Accounts Assistant	25K - 35K	25K - 35K	22K - 32K	22K - 32K

## SMALL TO MEDIUM (&lt;500 EMPLOYEES)

Sector	Dublin 2014	Dublin 2015	Regional 2014	Regional 2015
	€	€	€	€
<b>EXECUTIVE</b>				
Finance Director	80K - 120K	80K - 120K	70K - 100K	70K - 100K
Financial Controller	70K - 90K	70K - 90K	65K - 85K	65K - 85K
<b>MID - SENIOR LEVEL</b>				
Finance Manager	60K - 75K	60K - 80K	55K - 70K	55K - 70K
Project Accountant	50K - 60K	50K - 60K	50K - 55K	50K - 55K
Group Accountant	45K - 55K	45K - 55K	42K - 52K	42K - 52K
Systems Accountant	40K - 55K	40K - 55K	40K - 50K	40K - 50K
Financial Analyst	50K - 65K	50K - 65K	45K - 60K	45K - 60K
FP&A Analyst	55K - 75K	55K - 75K	50K - 65K	50K - 65K
Senior Financial Accountant	50K - 65K	50K - 65K	45K - 55K	45K - 55K
Financial Accountant	40K - 45K	45K - 60K	40K - 45K	40K - 45K
Multilingual Qualified Accountant	40K - 55K	45K - 60K	35K - 45K	35K - 45K
Management Accountant	40K - 45K	40K - 60K	40K - 45K	40K - 45K
Cost Accountant	50K - 60K	50K - 60K	45K - 55K	45K - 55K
<b>PART QUALIFIED</b>				
Assistant Financial Accountant	30K - 40K	30K - 40K	30K - 40K	30K - 40K
Assistant Management Accountant	30K - 40K	28K - 38K	30K - 40K	30K - 40K
Trainee Accountant (P/Q 2+ years)	30K - 35K	28K - 35K	30K - 35K	30K - 35K
Trainee Accountant (P/Q 1-2 years)	25K - 28K	23K - 28K	25K - 28K	25K - 28K
Graduate / Trainee Accountant	22K - 26K	20K - 26K	20K - 25K	20K - 25K

Sector	Dublin 2014	Dublin 2015	Regional 2014	Regional 2015
	€	€	€	€
<b>ACCOUNTS STAFF</b>				
Payroll Manager	40K - 55K	40K - 60K	40K - 50K	40K - 50K
Payroll Clerk	30K - 35K	30K - 35K	30K - 35K	30K - 35K
AR/Credit Control Manager	40K - 55K	40K - 60K	38K - 50K	38K - 50K
AP Manager	40K - 55K	40K - 60K	38K - 50K	38K - 50K
AP Clerk	23K - 34K	23K - 34K	22K - 30K	22K - 30K
AR Clerk	23K - 34K	23K - 34K	22K - 30K	22K - 30K
Accounts Assistant	23K - 34K	23K - 34K	22K - 30K	22K - 30K

**'OVERALL EMPLOYERS WILL CONTINUE TO PLACE A HEAVY EMPHASIS ON CULTURAL FIT AS WELL AS STRONG TECHNICAL ABILITY, COMMERCIALITY AND EXCEPTIONAL INTERPERSONAL SKILLS'**



## SHARED SERVICES CENTRE

Sector	Dublin 2014	Dublin 2015	Regional 2014	Regional 2015
	€	€	€	€
<b>EXECUTIVE</b>				
Director of Shared Services	130K - 150K	130K - 150K	100K - 120K	100K - 120K
Manager of Shared Services	90K - 110K	90K - 110K	80K - 100K	80K - 100K
<b>GENERAL LEDGER</b>				
Manager	80K - 100K	80K - 100K	70K - 90K	70K - 90K
Supervisor	60K - 75K	60K - 75K	55K - 70K	55K - 70K
Accountant	45K - 55K	45K - 55K	45K - 50K	45K - 50K
GL PQ Accountant	30K - 40K	30K - 40K	30K - 40K	30K - 40K
<b>ACCOUNTS RECEIVABLE</b>				
Manager	45K - 55K	45K - 60K	45K - 55K	45K - 55K
Team Leader	40K - 50K	35K - 50K	35K - 45K	35K - 45K
Analyst	32K - 40K	32K - 40K	25K - 32K	25K - 32K
Executive	30K - 34K	30K - 34K	25K - 30K	25K - 30K
<b>ACCOUNTS PAYABLE</b>				
Manager	45K - 55K	45K - 60K	45K - 55K	45K - 55K
Team Leader	40K - 50K	35K - 50K	35K - 45K	35K - 45K
Analyst	32K - 40K	32K - 40K	25K - 32K	25K - 32K
Executive	30K - 34K	30K - 34K	25K - 30K	25K - 30K





## Accountancy Temporary & Contract

### 2014 IN REVIEW

The Irish economy has seen significant growth in the last twelve months and this is having a positive impact within the Temporary & Contract Accountancy market. There was an encouraging increase in the amount of Temporary & Contract Accountancy opportunities in 2014 across all levels from part-qualified to senior appointments.

The main area of activity across the temporary and contracts market continues to come from Multinational companies where there is an on-going need for qualified candidates. There was a particularly high demand for 'Big 4' qualified accountants with Multinational and PLC clients. These roles offer candidates excellent experience and the opportunity for people sometimes to "cut their teeth" in an industry role.

Employer's sometimes like to hire contract and temporary professionals particularly to support the business with seasonal peaks and troughs, one off projects and for maternity leave. At a more junior level we have seen an increase in the need for more accounts payable, accounts receivable, accounts assistants and payroll clerks which indicates a more positive shift in the market.

### EXPECTATIONS FOR 2015

As the Irish economy continues to improve so too will the need for Temporary & Contract and Permanent Accountancy positions. With the increase in permanent opportunities this is leading to candidate shortage within the Temporary & Contract Accountancy market and may lead to a delay in starting times. There will be a greater emphasis on resource planning for companies in the year ahead. In 2015 we expect to see base salaries increase slightly, particularly for niche roles. We expect to see completion and performance related bonus's being re-introduced in particular for some of the long term contracts.

### ABOUT ABRIVIA ACCOUNTANCY TEMPORARY & CONTRACT

The Abrivia Accountancy & Finance division is managed by Darren McCabe. Darren has over ten years' recruitment experience within the Irish market. Darren is supported by an expert team of recruitment professionals who all specialize in separate market segments within Accountancy & Finance. We provide permanent, contract and temporary recruitment solutions to a broad range of businesses within the multinational, PLC, SSC and SME sectors.



## TEMPORARY &amp; CONTRACT SALARIES

Sector	Dublin 2014	Dublin 2015	Regional 2014	Regional 2015
	Rate € p/h	Rate € p/h	Rate € p/h	Rate € p/h
<b>EXECUTIVE</b>				
Finance Director	51 - 56 p/h	53 - 57 p/h	46 - 51 p/h	50 - 52 p/h
<b>QUALIFIED</b>				
Financial Controller	36 - 41 p/h	41 - 42 p/h	31 - 36 p/h	36 - 38 p/h
Finance Manager	31 - 33 p/h	31 - 33 p/h	28 - 31 p/h	28 - 31 p/h
Project Accountant	26 - 33 p/h	26 - 33 p/h	26 - 31 p/h	26 - 31 p/h
Cost Accountant	26 - 33 p/h	26 - 33 p/h	23 - 28 p/h	23 - 28 p/h
Commercial Accountant	28 - 31 p/h	28 - 31 p/h	26 - 28 p/h	26 - 28 p/h
Management Accountant	28 - 31 p/h	28 - 31 p/h	26 - 28 p/h	26 - 28 p/h
Financial Accountant	21 - 23 p/h	21 - 23 p/h	20 - 23 p/h	20 - 23 p/h
Systems Accountant	28 - 33 p/h	28 - 33 p/h	26 - 31 p/h	26 - 31 p/h
Financial Analyst	21 - 23 p/h	21 - 23 p/h	20 - 23 p/h	20 - 23 p/h
<b>ACCOUNTS STAFF</b>				
Assistant Accountant	15 - 20 p/h	15 - 20 p/h	14 - 18 p/h	14 - 18 p/h
Accounts Clerk	11 - 15 p/h	11 - 15 p/h	10 - 13 p/h	10 - 15 p/h
Accounts Payable Manager	23 - 28 p/h	23 - 28 p/h	20 - 23 p/h	20 - 23 p/h
Accounts Payable Clerk	13 - 18 p/h	13 - 18 p/h	13 - 15 p/h	13 - 15 p/h
Accounts Receivable Manager	23 - 28 p/h	23 - 28 p/h	20 - 23 p/h	20 - 23 p/h
Accounts Receivable Clerk	13 - 18 p/h	13 - 18 p/h	13 - 15 p/h	13 - 15 p/h
Credit Control Clerk	14 - 18 p/h	14 - 18 p/h	12 - 16 p/h	12 - 16 p/h
Credit Control Manager	17 - 21 p/h	17 - 21 p/h	16 - 20 p/h	16 - 20 p/h
Payroll Clerk	16 - 17 p/h	16 - 17 p/h	15 - 16 p/h	15 - 16 p/h
Payroll Manager	20 - 26 p/h	20 - 26 p/h	17 - 21 p/h	17 - 21 p/h



# Accountancy Public Practice

## 2014 IN REVIEW

On the back of an improving economy the Public Practice market continued its incremental upward curve. Specifically in Abrivia the overall number of Practice vacancies received was up 18% in 2014 compared with 2013 levels. We noticed that all areas within Practice showed an increased level of hiring. This was right across the spectrum of service lines from Audit & Assurance to Advisory. Advisory includes Risk (Internal Audit and IT Assurance), Consulting, Restructuring Transaction Services and Corporate Finance.

Within the 'Big 4' and Top 20 Accountancy firms we have seen an increased demand for Audit & Assurance candidates. Traditionally the candidates that would have taken these roles would have come from high quality medium and small firms across Ireland. One of the challenges for the sector is that during the downturn these firms reduced their graduate intake which means that there has been a smaller pipeline of recently qualified Accountants (mainly Chartered) coming through the firms. This has made competition for good candidates highly competitive.

We have also noticed a higher demand for candidates within the 'Big 4' and Top 20 Accountancy firms for Managers and Senior Managers. We believe this is coming from higher volumes of work internally but also because of the improving jobs market there are now more opportunities for Managers particularly in the Industry and Financial Services sectors.

It is always encouraging where the firms continue to show growth and therefore have increased their recruitment activities within Advisory. While the areas of Risk and Restructuring have remained constant from a hiring perspective other areas like Transaction Services, Corporate Finance and Consulting have shown considerable growth. It is worth pointing out that these are areas that are transactional and project based in nature. Generally they show a slowdown in a contracting economy and an improvement when the economy starts to recover.

Another positive indicator from the practice market is the increase in the amount of graduate recruitment that has taken place throughout 2014. This translated into firms seeking increased support from Abrivia with the identification and attraction of additional Trainees.

While the Big 4 and Top 20 firms work with a large segment of what is referred to as the “export” led market or Multinational sector, one of the real barometers for the domestic economy can be measured by the recruitment activities for the small and medium sized firms. We have observed a 23% increase in vacancies in 2014 from the SME Practice sector. This is essentially a reflection of the increased confidence in the markets and the improved economic conditions in the indigenous economy.

## EXPECTATIONS FOR 2015

2015 looks like being the busiest year yet for eight years in the Public Practice market in Ireland. It will provide great opportunities for career oriented practice candidates to develop their careers even further. We are of the opinion that the market this year may create challenges for firms looking to hire quality practice candidates. We would caution our optimism by saying that it is predicated on the continued growth of the Irish economy and our most important trade neighbours!

## ABOUT ACCOUNTANCY PUBLIC PRACTICE

Georgina Kirwan heads up our Public Practice & Tax division at Abrivia. She has over 10 years’ recruitment experience, 5 years recruiting within the Big 4, the remainder being in-house with telecoms and banking companies. Georgina has developed an in-depth knowledge of the market and has an extensive network of contacts with the ‘Big 4’ and ‘Top 20’ accountancy firms.

## PUBLIC PRACTICE SALARIES

Sector	Dublin 2014	Dublin 2015	Regional 2014	Regional 2015
	€	€	€	€
<b>PUBLIC PRACTICE</b>				
Partner	150K - 250K	150K - 250K	110K - 250K	110K - 250K
Director	80K - 120K	80K - 120K	70K - 120K	70K - 120K
Senior Manager	65K - 85K	65K - 85K	60K - 70K	60K - 70K
Manager	50K - 65K	50K - 65K	48K - 60K	48K - 60K
Assistant Manager	48K - 53K	48K - 53K	43K - 50K	43K - 50K
Senior	37K - 47K	37K - 47K	33K - 43K	33K - 43K
Semi-Senior	26K - 36K	26K - 36K	24K - 32K	24K - 32K
Junior	20K - 25K	20K - 25K	19K - 23K	19K - 23K
Trainee	18K - 24K	18K - 24K	16K - 20K	16K - 20K



# Accountancy Taxation

## 2014 IN REVIEW

At Abrivia we have witnessed a steady increase in the volume of Tax jobs received throughout 2014. This increase has been equally prevalent both within Public Practice and the “In-House” market (Industry and Banking & Financial Services).

Due to increased activity from their clients the ‘Big 4’ and Top 20 firms created much larger requirements within tax in 2014. In fact, our job orders were up by 36% as compared with 2013. These roles were both compliance and project based. The main areas that saw the largest year-on-year growth were for Income Tax and Corporate Tax candidates at recently qualified and manager level. There was also increased demand in more niche tax areas like VAT and Employment Tax.

We noticed that a number of the medium sized firms looked to hire graduate tax professionals along with adding to their tax teams by recruiting recently qualified AITI’s. This is most probably due to the increased workloads that they have but also because some candidates may have moved on from medium firms to ‘Big 4’ and Top 20 to improve their exposure to large companies and high net worth individuals.

We saw a 28% improvement in the number of roles that were placed with us in 2014 from Industry and the Banking & FS sectors. As expected, the majority of these roles were created within the Multinational and PLC sectors where clients were looking to add recently and dual qualified (ACA or ACCA and AITI) or just AITI corporate tax professionals into their teams. Amongst these clients, there was an emphasis on looking at candidates with international tax exposure particularly those companies eyeing entry into new foreign markets for the first time. A number of clients had requirements for candidates with Transfer Pricing backgrounds. Transfer Pricing continues to be an area where the demand for candidates outstrips the number of professionals who work in the market.

## EXPECTATIONS FOR 2015

We anticipate that 2015 is going to be another buoyant year in the tax market and see no reason for recruitment activity to slow down with candidates looking to further their experience and employers looking to hire candidates as a result of their increased activity from clients.

## ABOUT ACCOUNTANCY TAXATION

Georgina Kirwan heads up our Public Practice & Tax division at Abrivia. She has over 10 years' recruitment experience, 5 years recruiting within the Big 4, the remainder being in-house with telecoms and banking companies. Georgina has developed an in-depth knowledge of the market and has an extensive network of contacts with the 'Big 4' and 'Top 20' accountancy firms.

## TAXATION SALARIES

Sector	Dublin 2014	Dublin 2015	Regional 2014	Regional 2015
	€	€	€	€
<b>TAX</b>				
Partner	150K - 250K	150K - 250K	100K - 250K	100K - 250K
Head of Tax (Industry/Financial Services)	100K - 250K	100K - 250K	100K - 150K	100K - 150K
Director	80K - 140K	80K - 140K	70K - 120K	70K - 120K
Senior Manager	65K - 85K	65K - 85K	60K - 70K	60K - 70K
Tax Manager (Industry/Financial Services)	55K - 75K	55K - 75K	60K - 70K	60K - 70K
Manager	50K - 65K	50K - 65K	50K - 60K	50K - 60K
Tax Accountant (Industry/Financial Services)	38K - 55K	38K - 55K	42K - 48K	42K - 48K
Assistant Manager	48K - 53K	48K - 53K	43K - 50K	43K - 50K
Senior	37K - 47K	37K - 47K	33K - 43K	33K - 43K
Semi-Senior/Finalist	26K - 36K	26K - 36K	24K - 32K	24K - 32K
Tax Junior	20K - 25K	20K - 25K	19K - 23K	19K - 23K
Trainee/Graduate	18K - 24K	18K - 24K	16K - 20K	16K - 20K



# Accountancy Financial Services

## 2014 IN REVIEW

The Accountancy Financial Services market is extremely buoyant and seeing significant growth. There has been a significant increase in opportunities across all levels from part qualified, to recently qualified and 3-5 years PQE. We expect this growth to continue for the coming twelve months as most financial services companies intend to increase the size of their Accountancy & Finance teams.

Banking & Funds - the Irish banking market along with the international banking and funds area is showing a definite increase in recruitment for permanent, temporary and contract finance positions.

Insurance / Life Assurance / Reinsurance - the international insurance, reinsurance and captive market has also seen significant growth in finance opportunities. The Irish life insurance and international life insurance markets have been quiet due to a number of mergers and closures in the market place.

Aviation - the Aviation sector in Ireland continues to grow at a fast rate and Ireland is now seen as a major hub for Aviation companies. There has been a significant increase in new entrants to the market, this has led to an increase in positions and more competition for talented individuals.

Demand continues to soar for Qualified Accountants – ACA, ACCA, CIMA and CPA from recently qualified to three to five years PQE, with the highest demand being for ACA's. This is not surprising owing to the amount of 'Big 4' trained Chartered Accountants through specific service lines within Funds, Banking and Insurance. Demand is also high for part qualified accountants with one to three years' experience. Finance roles today tend to be hybrid finance positions where accountants need to have the ability to work in multiple areas including – financial accounts, financial control, management accounts, statutory, regulatory and financial analysis.

Financial Services has seen a lot of change in the last two to three years with senior staff being made redundant. Due to this there is a great pool of talented senior finance staff available willing to make significant career changes.

The employment trend in the Financial Services Accountancy market is towards permanent positions, however banks and funds companies are beginning to increase the number of contract positions they are offering in an effort to increase headcount.

The Regulatory area within financial services is constantly changing and extremely important. Within Funds there is demand for candidates with AIFMD and Dodd Frank regulatory experience. The Insurance sector is seeing a growing requirement for Accountants with Solvency II experience. These areas will continue to be in high demand throughout 2015. The Central Bank and Regulatory authorities continue to monitor the Financial Services sector and this is seeing an increase in demand for Internal Auditors and other Compliance related professionals.

### EXPECTATIONS FOR 2015

Salaries within Accountancy Financial Services have remained static throughout 2014. This is expected to change as competition for high quality candidates increases. Companies will look to retain high calibre employees in the coming months by offering more competitive salaries and bonuses.

### ABOUT ABRIVIA ACCOUNTANCY FINANCIAL SERVICES

The Abrivia Accountancy & Finance division is managed by Darren McCabe. Darren has over ten years' recruitment experience within the Irish market. Darren is supported by an expert team of recruitment professionals who all specialize in separate market segments within Accountancy & Finance. We provide permanent, contract and temporary recruitment solutions to a broad range of businesses within the multinational, PLC, SSC and SME sectors.

**'THERE HAS BEEN A SIGNIFICANT INCREASE IN OPPORTUNITIES  
ACROSS ALL LEVELS FROM PART QUALIFIED, TO RECENTLY  
QUALIFIED AND 3-5 YEARS PQE'**



## ACCOUNTANCY FINANCIAL SERVICES SALARIES

Sector	Dublin 2014	Dublin 2015	Regional 2014	Regional 2015
	€	€	€	€
<b>EXECUTIVE</b>				
CFO / Finance Director	100k – 150k	100k – 160k	90k – 130k	90k – 130k
Head of Finance / Financial Controller	75k – 120k	75k – 120k	65k – 100k	65k – 100k
<b>RECENTLY QUALIFIED – MID SENIOR LEVEL</b>				
Finance Manager	60k – 80k	60k – 80k	55k to 80k	55k – 80k
Financial Reporting Manager	65k – 80k	65k – 80k	60k – 75k	60k – 75k
Financial Reporting Accountant	45k – 60k	45k – 60k	40k – 55k	40k – 55k
Senior Financial Accountant	65k – 75k	65k – 75k	50k – 75k	50k – 75k
Financial Accountant	50k – 65k	50k – 65k	45k – 60k	45k – 60k
Recently Qualified Financial Accountant	45k – 55k	45k – 55k	38k – 55k	38k – 55k
Senior Financial Analyst	55k – 80k	55k – 80k	50k – 70k	50k – 70k
Financial Analyst	45k – 55k	45k – 55k	38k – 55k	38k – 55k
Management Accountant	55k – 75k	55k – 75k	50k – 70k	50k – 70k
Insurance / Reinsurance Accountant	60k – 80k	60k – 80k	50k – 70k	50k – 70k
Internal Audit Manager	60k – 80k	60k – 80k	55k – 70k	55k – 70k
Internal Auditor	42k – 50k	42k – 50k	40k – 50k	40k – 50k
Senior Regulatory Accountant	60k – 80k	60k – 80k	55k – 75k	55k – 75k
Regulatory Accountant	50k – 60k	50k – 60k	45k – 60k	45k – 60k
Project Accountant	55k – 80k	55k – 80k	50k – 75k	50k – 75k
Treasury Accountant	45k – 65k	45k – 65k	45k – 60k	45k – 60k
<b>PART QUALIFIED</b>				
Assistant Accountant	28k – 35k	28k – 35k	26k – 32k	26k – 32k
Accounts Technician	25k – 35k	25k – 35k	22k – 32k	22k – 32k
Graduate / Junior Accountant	25k – 28k	25k – 28k	20k – 25k	20k – 25k







# Banking & Financial Services

## 2014 IN REVIEW

The Irish economy has seen significant growth in the last 12 months and this is having a positive impact in the Banking & Financial Services sector. The recruitment market within Banking and Financial Services has grown stronger as a whole over the course of 2014 and we have seen a significant increase in positions with leading Irish banks, international banks, funds, investment management, and debt & credit management companies.

The Central Bank and regulatory authorities continue to monitor and control the banking market quite closely. There is now a greater need for companies to monitor the minimum competency requirements and adhere to APA and QFA qualifications.

Ireland is still considered as a leading destination to set up and manage a funds company. The leading international hedge & mutual fund companies have seen significant increases in recruitment at all levels from Fund Accountant to Vice President across most departments including Risk, Compliance, Transfer Agency, Investor Services, Middle Office, Shareholder Services, Custody, Fund Accounting, Fund Administration and Client Services. We have also noted that the smaller fund houses are increasing headcount in the last year. This growth is set to continue in 2015. Recruitment within the Asset Management sector has been limited due to company mergers and takeovers.

Salaries within banking & funds are now beginning to increase. As competition for talented and experienced candidates continues, candidates are getting multiple offers and counter offers. This is something that hasn't been prevalent since before the recession. Employers are now focusing on employee retention and development.

## **EXPECTATIONS FOR 2015**

Expectations in Banking and Financial Services are extremely more positive than they were in the previous few years, as we continue to move further from the uncertainty that surrounded most markets coming out of the recession. We will see a significant increase in permanent, contract and temporary recruitment in banking & financial services.

Most organisations are forecasting growth for 2015 with some having more aggressive recruitment plans as more client relationships are forged due to a more positive economic outlook. Many companies are looking to begin the year with a recruitment drive, particularly within the banking, funds, and credit & debt management sectors.

## **ABOUT ABRIVIA BANKING AND FINANCIAL SERVICES**

Abrivia Banking and Financial Services has recruited into the banking, funds and finance markets since 2005. We work with leading organisations both at domestic and international level to provide a comprehensive recruitment, search and headhunt service.

**'THE IRISH ECONOMY HAS SEEN SIGNIFICANT GROWTH IN THE LAST 12 MONTHS AND THIS IS HAVING A POSITIVE IMPACT IN THE BANKING & FINANCIAL SERVICES SECTOR'**



## BANKING &amp; FINANCIAL SERVICES SALARIES

Sector	Dublin 2014	Dublin 2015	Regional 2014	Regional 2015
	€	€	€	€
<b>CORPORATE / PRIVATE</b>				
Manager Corporate Banking	75K - 104K	75K - 104K	70K - 90K	70K - 90K
Manager Private Banking	70K - 90K	70K - 90K	70K - 90K	70K - 90K
Senior Asset Manager	65k - 90k	65k - 90k	60k - 80k	60k - 80k
Senior Equity Analyst	65K - 82K	65K - 82K	60K - 75K	60K - 75K
Credit Manager	50K - 75K	50K - 75K	45K - 75K	45K - 75K
Lending Manager	45K - 65K	45K - 65K	45K - 65K	45K - 65K
Lending Administrator	25K - 35K	25K - 35K	22K - 35K	22K - 35K
Relationship Manager	48K - 67K	48K - 67K	40K - 60K	40K - 60K
Portfolio Administrator	22K - 38K	22K - 38K	22K - 35K	22K - 35K
Credit Analyst	25K - 34K	25K - 34K	22K - 32K	22K - 32K
Collections Manager	42K - 60K	42K - 60K	33K - 55K	33K - 55K
Collections Officer	25K - 33K	25K - 33K	23K - 30K	23K - 30K
<b>COMMERCIAL BANKING</b>				
Sen Commercial Lender	45K - 62K	45K - 62K	45K - 60K	45K - 60K
Senior Credit Analyst	35K - 55K	35K - 55K	35K - 55K	35K - 55K
Senior Underwriter	30K - 55K	30K - 55K	32K - 50K	32K - 50K
Loan Administrator	25K - 37K	25K - 37K	22K - 32K	22K - 32K
Mortgage Administrator	22K - 30K	22K - 30K	22K - 28K	22K - 28K
Customer Service	24K - 31K	24K - 29K	23K - 28K	23K - 28K
<b>TREASURY</b>				
Head of Treasury	75K - 110K	75K - 110K	70K - 95K	70K - 95K
Treasury Manager	55K - 80K	55K - 80K	50K - 75K	50K - 75K
Dealer	30K - 45K	30K - 45K	30K - 55k	30K - 55k
Settlement Supervisor	25K - 35K	25K - 35K	34K - 32K	34K - 32K

Sector	Dublin 2014	Dublin 2015	Regional 2014	Regional 2015
	€	€	€	€
<b>FUND SERVICES</b>				
VP Fund Accounting	85K - 115K	85K - 115K	70K - 80K	70K - 80K
Fund Accounting Manager	50K - 77K	50K - 77K	50K - 70K	50K - 70K
Senior Fund Accountant	32K - 46K	32K - 46K	33K - 40K	33K - 40K
Fund Accountant	27K - 34K	27K - 34K	22K - 34K	22K - 34K
<b>SHAREHOLDER SERVICES</b>				
Head of SS	85K - 110K	85K - 110K	NA	NA
SS Manager	55K - 75K	55K - 75K	NA	NA
SS Administrator	25K - 35K	24K - 33K	24K - 33K	24K - 33K

**'IRELAND IS STILL CONSIDERED AS A LEADING DESTINATION TO SET UP AND MANAGE A FUNDS COMPANY'**





## Insurance, Compliance & Risk

### 2014 IN REVIEW

Overall 2014 has been a good year for the Irish Insurance industry but it has not been without its low points either. Although we saw some considerable growth within the Insurance market we also saw some notable players, particularly in the reinsurance area, move their operations out of Ireland. This did lead to some redundancies but thankfully it was nowhere near the scale of the announcements that marred the first half of 2012.

On a more positive note, there was quite an uplift in activity among the general insurance companies with new products being introduced across a number of lines of business. There was also a heavy focus on systems and process improvements which in turn led to a need to increase headcount in areas such as underwriting, customer service, sales and claims. In addition, analytically qualified professionals were in high demand, with a definite increase in roles such as Pricing Specialists, Technical Underwriters and Product Managers. 2014 was also a good year for the broker market with a strong emphasis also on winning new business. Experienced Account Executives with a flair for business development have once again been in high demand. Growth amongst the small to medium sized brokers was also quite evident in 2014.

The Life and Pensions industry remained consistent from 2013 with no notable increase in vacancies. Life Underwriters and DB Pensions Administrators have remained in demand but one area which saw an increase has been the need for in-house Pensions Specialists. This is certainly a good indicator of an improvement in the wider market. As per previous years, the actuarial market remained strong and the availability of suitable qualified candidates still remained an issue. Pricing and reserving actuaries were in highest demand and with the continued implementation of Solvency II there is no likelihood of this changing in the coming years.

The compliance and risk market was quite mixed throughout 2014 with risk certainly seeing the majority of growth. Senior risk professionals with extensive Solvency II experience were in high demand among the large insurance and financial services companies. With the directive deadline due within the next two years, this is an area that will continue to see significant growth. With companies putting a lot of resources into updating and improving their internal processes throughout the year, strong operational and enterprise risk professionals did see a number of opportunities.

The compliance market was quite subdued throughout 2014. Although many companies had indicated that they would grow their compliance functions in 2014, we found that a lot of these positions were filled internally leaving little opportunities for the external market. Compliance was an extremely sought after area and many professionals undertook or completed their ACOI exams with the hope of securing a position. The vacancies that we did see were mainly at the more senior level with some opportunities arising for Compliance Managers and Heads of Compliance. On a more positive note, we did see some junior level positions towards the end of 2014 and hopefully this is an indicator for things to come for 2015.

Salary levels saw marginal increases from 2013 with more significant increases across certain specialist areas such as actuarial, risk and underwriting. We also noticed a much bigger emphasis on companies making efforts to retain staff by increasing salaries and reintroducing performance related bonuses. 2014 had a much higher percentage of permanent vacancies with fixed term contracts mainly being used as cover for maternity leave, sickness leave and specific project work. This shows a significant growth in confidence within the industry and the realisation that the top talent will only be attracted by the offer of permanent positions.

### EXPECTATIONS FOR 2015

The outlook for 2015 looks very positive with a number of our clients already indicating that they intend to continue increasing headcount. Industry qualified candidates will once again be in high demand with the ever growing regulatory demands. Much like 2013, we should also see increased opportunities for Actuaries and analytically qualified professionals. We do expect companies to continue with the emphasis on retaining staff which should lead to greater competition throughout the market. This in turn should see an increase in salary levels across the board.

### ABOUT ABRIVIA INSURANCE, COMPLIANCE & RISK

Abrivia's Insurance, Actuarial, Compliance & Risk division is headed up by Stephen McManus. Stephen is CIP qualified and is also educated with a Bachelor of Business Studies, specialising in Risk Management and Insurance, from the University of Limerick. Stephen previously worked for a number of years in the insurance and financial services industry. Stephen successfully works with some of the leading insurance companies and brokerages in the Irish Market.

**'THERE WAS QUITE AN UPLIFT IN ACTIVITY AMONG THE GENERAL INSURANCE COMPANIES WITH NEW PRODUCTS BEING INTRODUCED ACROSS A NUMBER OF LINES OF BUSINESS'**



## INSURANCE, COMPLIANCE &amp; RISK SALARIES

Sector	Dublin 2014	Dublin 2015	Regional 2014	Regional 2015
	€	€	€	€
<b>GENERAL</b>				
Relationship Manager	45K - 65K	45K - 65K	40K - 60K	40K - 60K
Senior Underwriter	50K - 70K	50K - 70K	48K - 68K	48K - 68K
Underwriting Manager	65K - 120K	70K - 125K	60K - 100K	60K - 110K
Underwriter	30K - 60K	30K - 65K	25K - 60K	25K - 60K
Claims Handler	27K - 40K	30K - 40K	25K - 38K	25K - 40K
Loss Adjuster	28K - 40K	28K - 45K	26K - 40K	26K - 40K
Senior Account Executive	50K - 75K	55K - 75K	50K - 70K	50K - 70K
Account Handler	28K - 40K	28K - 45K	24K - 35K	24K - 40K
Account Executive	35K - 50K	35K - 50K	28K - 45K	28K - 45K
Personal line Broker	25K - 40K	28K - 42K	22K - 35K	25K - 38K
Corporate Broker	30K - 55K	30K - 55K	28K - 45K	28K - 45K
Development Executive	45k - 60k	45k - 65k	40k - 55k	40k - 55k
<b>LIFE AND PENSIONS</b>				
Pensions consultant	45K - 55K	45K - 55K	40K - 50K	40K - 50K
Pensions Administrator	28K - 37K	28K - 37K	27K - 35K	27K - 35K
Senior Pensions Administrator	37K - 47K	37K - 47K	35K - 45K	35K - 45K
Life Administrator	28K - 35K	28K - 35K	26K - 35K	26K - 35K
Senior Pensions consultant	65K - 90K	65K - 90K	60K - 85K	60K - 85K



Sector	Dublin 2014	Dublin 2015	Regional 2014	Regional 2015
	€	€	€	€
<b>ACTUARIAL</b>				
Chef Actuary	120K - 190K	125K - 195K	113K - 180K	118K - 185K
Actuarial Manager	98K - 125K	105K - 135K	92K - 119K	100K - 129K
Qualified Actuary	90K - 110K	90K - 115K	75K - 95K	75K - 100K
NQ Actuary	72K - 95K	77K - 100K	55K - 79K	60K - 84K
Trainee Actuary	30K - 45K	30 - 45K	30K - 45K	30K - 45K
Pricing Specialist	90K - 110K	90K - 110K	85K - 105K	85K - 105K
<b>COMPLIANCE</b>				
Head of Compliance	95k - 165k	95k - 172k	80k - 105k	80k - 105k
Senior Compliance Manager	78k - 93k	85k - 98k	60k - 80k	60k - 80k
Compliance Manager	62k - 75k	60k - 85k	56k - 74k	56k - 74k
Compliance Specialist	44k - 67k	45k - 67k	40k - 53k	40k - 53k
Compliance Executive	32k - 43k	32k-45k	30k - 35k	30k - 35k
AML Specialist	38k - 60k	38k - 60k	30k - 45k	30k - 45k
<b>RISK</b>				
Chief Risk Officer	120k - 182k	115k - 194k	80k - 140k	80k - 140k
Senior Risk Manager	85k - 108k	88k - 112k	60k - 90k	60k - 90k
Risk Manager	72k - 84k	72k - 88k	50k - 70k	50k - 70k
Risk Specialist	43k - 55k	43k - 55k	30k - 42k	30k - 42k
Risk Executive	35k - 46k	35k - 48k	30k - 38k	30k - 38k



# Human Resources

## 2014 IN REVIEW

2014 has been an interesting year for the HR job market. On the face of things, there has been a strong pickup in the number of jobs available however many HR professionals are still struggling to find that 'right level' job or a role that offers them future career progression. Outlined below are our findings and observations of the HR job market in the last twelve months.

## THE COMPETITION FOR THE BEST HR JOBS

We have noticed a significant increase in the number of permanent jobs in HR, when compared to the fixed term contract dominance throughout the recession years. However, many HR job hunters assume this would lead to less competition for roles when in fact the opposite is true. We are all very aware that Ireland is back in growth mode which led to more confidence in the market. Therefore HR professionals who were 'staying put' in secure jobs for the past few years have emerged on to the job market in the last six to twelve months, leading to an increased level of competition for permanent jobs. As a result, the prevalent trend of 'must have similar industry experience' is continuing despite the increased number of job opportunities available. On a positive note, more HR professionals moving jobs leads to more 'back fill' vacancies becoming available.

## HR SKILLS IN DEMAND

In our 2013/2014 survey we predicted that Talent Acquisition Specialists, in particular those with IT/Technology direct sourcing skills, would be in demand. This prediction was realised however we have noticed a slackening in demand for these specialists in more recent months.

There has been a solid increase in vacancies for Learning & Development Specialists, more so at management level, as companies have increased budgets in this area. We have also found a higher demand for Organisational Development and Talent Management Specialists.

The demand for Reward/Compensation & Benefits specialists witnessed over the past two or three years continued in 2014, with a noticeable need for those with EMEA or global experience being driven by the large multinational employers in the market.

## HR SALARIES & BENEFITS

As in recent years, there has been minimal movement in salaries across the HR profession with some small pockets of exception. We saw a marginal increase in salaries for generalist HR professionals but more so at the mid-career, four to ten years' experience level and suspect it is being driven by general salary increases in organisations as opposed to a skills demand type increase. We have however noticed a return of the performance related bonus for most HR professionals, a great sign that the HR function is well-respected and valued in most organisations.

## GENERAL MARKET INSIGHTS

The fixed term contract market in HR is still as buoyant as ever, with plenty of maternity cover contracts that need to be filled. As we forecasted in 2013/2014, the pool of candidates available and willing to consider contract roles is steadily shrinking.

Unfortunately there is still a distinct lack of vacancies and movement at the senior end of the HR market with opportunities at the €100K+ level being very limited.

Thankfully the future looks brighter than it has been in recent years for recently qualified HR graduates. A good sign that the HR job market generally is gathering momentum.

## EXPECTATIONS FOR 2015

We expect the HR job market to improve further in 2015 with many of the above trends continuing; a demand for Talent Acquisitions Specialists as organisations increase headcount, a further increase in the volume of permanent HR jobs and we would hope to see some more movement in the number of opportunities at the higher end of the HR career ladder.

Given the likelihood of further improvement we would expect this will lead to notable increase in HR salary levels, which have generally remained stagnant in the last five plus years.

## ABOUT ABRIVIA HUMAN RESOURCES

Anne Coleman is an Associate Director with Abrivia and manages the Specialist HR Recruitment division. Anne has twelve years' experience in the Recruitment & HR Industries, has managed the HR team within one of Ireland's largest recruitment consultancies and has also gained experience within a HR Consultancy. Since establishing Abrivia's HR division in early 2010, Abrivia has become one of the top consultancies associated with recruiting for the HR profession in the Irish market.

Our HR division recruits for generalist and specialist HR roles, from Administrator to Director level and across the full spectrum of industries and sectors.

HUMAN RESOURCES SALARIES

Sector	Dublin 2014	Dublin 2015	Regional 2014	Regional 2015
	€	€	€	€
<b>GENERALIST HR</b>				
HR Director (10 years +)	90K - 150K	100K - 150K	90K - 130K	90K - 130K
HR Manager (8-12 years)	60K - 90K	65K - 90K	55K - 80K	55K - 80K
HR Business Partner (8 – 12 years)	60K - 80K	60K - 85K	55K - 75K	55K - 75K
HR Generalist (4-8 years)	45K - 55K	45K - 55K	40K - 50K	40K - 50K
HR Officer (2-4 years)	30K - 40K	30K - 40K	30K - 38K	30K - 38K
HR Administrator (0-2 years)	22K - 27K	22K - 27K	22K - 26K	22K - 26K
<b>TALENT ACQUISITION</b>				
Director (10 years +)	70K - 90K	80K - 110K	70K - 90K	80K - 100K
Manager (8 years +)	55K - 85K	55K - 85K	55K - 75K	55K - 75K
Specialist (3-10 years)	45K - 60K	45K - 60K	45K - 55K	45K - 55K
Administrator (0-2 years)	24K - 30K	24K - 30K	23K - 29K	23K - 29K
<b>LEARNING &amp; DEVELOPMENT</b>				
Head of L&D (10 years +)	75K - 105K	75K - 105K	70K - 95K	70K - 95K
Manager (6 years +)	58K - 75K	58K - 75K	55K - 68K	55K - 68K
Specialist (3-8 years)	38K - 55K	38K - 55K	35K - 48K	35K - 48K
<b>REWARD/COMP &amp; BENS</b>				
Senior Pensions consultant	65K - 90K	65K - 90K	60K - 85K	60K - 85K
Head of Reward (10 years +)	90K - 120K	90K - 120K	90K - 120K	90K - 120K
Manager (8 years +)	65K - 90K	65K - 90K	65K - 85K	65K - 85K
Specialist (3-8 years)	40K - 60K	40K - 60K	40K - 55K	40K - 55K
<b>SPECIALIST ROLES</b>				
Head of OD	90K - 120K	90K - 120K	90K - 110K	90K - 110K
IR/ER Manager	65K - 95K	65K - 95K	65K - 85K	65K - 85K





## Office Support

### 2014 IN REVIEW

On reflection, the office support job market has seen a steady growth throughout 2014 with a consistent flow of temp and contract roles and an increase in newly created permanent roles.

The legal secretarial sector also remained strong throughout 2014 with a significant demand throughout quarter three and four.

Experienced office support professionals such as PA's and Executive Assistants have been sought after in 2014. Many employers are now seeking highly skilled candidates with specific industry experience. E.g. a PA from a financial services background. With the expansion of the property sector in Dublin we have seen a lot of new roles in this area particularly in the latter part of this year.

The legal secretarial sector has been consistently busy throughout 2014 with experienced legal secretaries in high demand. We saw a significant increase in the number of permanent vacancies with medium to top tier firms. In particular experienced litigation and conveyancing legal secretaries have been highly sought after.

While salaries generally remained unchanged from 2013, we noticed marginal increases for experienced Personal Assistants, Office Managers and Legal Secretaries. The sectors offering the most attractive remuneration packages are the Pharmaceutical, IT, FMCG and certain segments of the Legal industry however companies in these areas are insisting on experienced candidates with industry relevant experience. Employers are now prepared to pay well for support staff however they have an expectation that those they hire are multi skilled and can perform several functions.

The temporary and contract market remained consistent throughout 2014. Many businesses choose this as a viable and cost effective option to cover maternity leave, sick leave and additional project work. 2014 also saw a slight increase in permanent vacancies but more notably an increase in temporary to permanent hires. This in turn has made temporary positions much more attractive to high calibre, experienced candidates.

## EXPECTATIONS FOR 2015

With a consistent increase in demand in 2014 coupled with a number job announcements the outlook for 2015 is very positive. Having discussed recruitment plans for 2015 with a number of key clients in the office support sector it appears that experienced office support professionals will continue to be in demand. As with this year, we expect an increase in the number of permanent vacancies in 2015.

To summarise, we expect the office support sector to grow strongly in 2015 with the most demand in the following areas: Legal Secretaries, PA's, and Office Managers.

## ABOUT ABRIVIA OFFICE SUPPORT

Michelle Earley is a Principal Consultant within Abrivia's Office Support Division, with ten years recruitment experience, seven of these within the Office Support area. Abrivia's Office Support division recruits for PA's, Legal Secretaries, Office Managers, Administrators, Secretaries, Receptionists and Data Entry Clerks across all industry sectors.

## OFFICE SUPPORT SALARIES

Sector	Dublin 2014	Dublin 2015	Regional 2014	Regional 2015
	€	€	€	€
<b>OFFICE SUPPORT</b>				
Executive Assistant	35K - 55K	35K - 55K	35K - 50K	35K - 50K
Personal Assistant	30K - 50K	30K - 50K	28K - 45K	28K - 45K
Office/Admin Manager	30K - 45K	30K - 45K	26K - 40K	26K - 40K
Legal Secretary (3+yrs)	32K - 44K	32K - 45K	25K - 33K	25K - 33K
Legal Secretary (0-3yrs)	22K - 32K	23K - 34K	22K - 30K	22K - 32K
Secretary (3yrs+)	30K - 40K	30K - 40K	25K - 35K	25K - 35K
Secretary (0-3yrs)	22K - 30K	22K - 30K	20K - 28K	20K - 22K
Receptionist (3+yrs)	25K - 35K	25K - 35K	24K - 30K	24K - 30K
Receptionist (0-3yrs)	20K - 26K	21K - 26K	18K - 24K	18K - 24K
Administrator (3+yrs)	26K - 36K	26K - 36K	22K - 30K	22K - 30K
Administrator (0-3yrs)	20K - 28K	20K - 28K	18K - 25K	18K - 25K
Data Entry Clerk	20K - 27K	20K - 27K	20K - 22K	20K - 22K



## IT & Telecoms

### 2014 IN REVIEW

With demand outpacing supply significantly, 2014 was the year of the IT contractor. Abrivia saw its IT contract business increase by five-fold in 2014. Many organisations, looking to complete key projects, opted for contractors for deliverance. IT professionals, secure in the knowledge that their skills are in demand, forfeited job security for the more lucrative option of contracting. The most sought after skills, as has been the case for many years now, are development skills such as Java, .NET and Web. 2014 also witnessed the rise in opportunities for areas within IT that were not recession proof such as technical support/infrastructure and Project and IT management. The industry overall experienced a very buoyant year, reminiscent of the best days of the Celtic Tiger.

### EXPECTATIONS FOR 2015

Other than a global crisis, nothing on the horizon will have a negative impact on roles and salaries/rates for IT professionals. The industry has weathered the recession storm more comfortably than any other, and will benefit from the improvement in the economy more than all others. 2015 will be another year of the IT contractor.

### ABOUT ABRIVIA IT & TELECOMS

Abrivia IT and Telecoms specialises in the placement of permanent and contract IT and Telecoms professionals across the public and private sectors with many of Ireland's leading companies. Abrivia IT and Telecoms is managed by Cormac Moore. Cormac, a BComm graduate, has over fifteen years' experience in IT recruitment with companies such as IBM, Sun Microsystems, Select Australia, IT Alliance, Eden Recruitment and Morgan McKinley. Having worked in internal recruitment roles, IT management consulting positions as well as with some of Ireland's leading recruitment agencies, Cormac has a wide breath of experience and success in helping organisations find key IT resources to drive their business forward.



## IT &amp; TELECOMS SALARIES

Sector	Dublin 2014	Dublin 2015	Regional 2014	Regional 2015
	€	€	€	€
<b>SENIOR APPOINTMENTS</b>				
CTO	100K - 150K	120K - 160K	90K - 140K	100K - 150K
Software Development Manager	80K - 130K	90K - 140K	75K - 120K	80K - 130K
Programme Manager	75K - 110K	80K - 120K	70K - 100K	75K - 110K
Project Manager	55K - 95K	60K - 100K	50K - 85K	55K - 90K
Infrastructure/Support Manager	45K - 90K	50K - 90K	40K - 85K	45K - 90K
<b>DEVELOPMENT &amp; DESIGN ROLES</b>				
Oracle/SQL	35K - 80K	40K - 80K	30K - 75K	35K - 75K
Datawarehousing/Business Intelligence	35K - 95K	40K - 100K	30K - 85K	35K - 90K
Technical Architect	55K - 110K	60K - 115K	50K - 100K	55K - 105K
Java/J2EE	35K - 90K	35K - 95K	30K - 80K	30K - 85K
VB/.NET/C#	35K - 90K	35K - 95K	30K - 80K	30K - 85K
C/C++	30K - 70K	30K - 75K	28K - 60K	30K - 65K
Web/PHP Development	30K - 70K	30K - 75K	30K - 65K	30K - 70K
UI/UX Designer	35K - 85K	35K - 90K	30K - 75K	30K - 80K
Mobile Developer	30K - 75K	30K - 75K	30K - 70K	30K - 70K
Mainframe	30K - 60K	30K - 60K	25K - 50K	25K - 50K
<b>ERP/CRM</b>				
SAP Functional Consultant	40K - 80K	45K - 85K	35K - 75K	40K - 80K
SAP ABAP Programmer	40K - 75K	40K - 85K	35K - 70K	35K - 75K
Oracle Financials Business Analyst	40K - 80K	40K - 85K	35K - 75K	35K - 80K
Oracle Financials Technical Consultant	40K - 75K	40K - 85K	35K - 70K	35K - 75K
ERP (Other) Consultant	35K - 70K	40K - 75K	30K - 65K	35K - 70K
Navision Consultant	40K - 75K	45K - 80K	35K - 70K	35K - 75K
CRM Consultant	35K - 75K	40K - 80K	30K - 70K	35K - 75K

## IT &amp; TELECOMS SALARIES

Sector	Dublin 2014	Dublin 2015	Regional 2014	Regional 2015
	€	€	€	€
<b>INFRASTRUCTURE / SUPPORT</b>				
Helpdesk/Desktop Support	25K - 45K	25K - 45K	22K - 40K	22K - 40K
Systems Administrator	35K - 55K	35K - 55K	30K - 50K	30K - 50K
UNIX/Linux Administrator	35K - 65K	35K - 70K	30K - 60K	30K - 65K
Network Specialist	35K - 75K	35K - 80K	30K - 70K	30K - 75K
Security Specialist	35K - 75K	35K - 80K	30K - 70K	30K - 75K
Virtualisation Specialist	35K - 75K	35K - 80K	30K - 70K	30K - 75K
Database Administrator	35K - 70K	35K - 75K	30K - 65K	30K - 70K
<b>QA / TESTING / LOCALISATION</b>				
Test/QA Manager	50K - 70K	50K - 70K	45K - 65K	45K - 65K
Test/QA Team Leader	45K - 60K	45K - 60K	40K - 55K	40K - 55K
QA Engineer	30K - 55K	30K - 55K	25K - 50K	25K - 50K
Localisation Engineer	22K - 40K	22K - 40K	22K - 40K	22K - 40K

## IT &amp; TELECOMS CONTRACT RATES

Sector	Dublin 2014	Dublin 2015	Regional 2014	Regional 2015
	€	€	€	€
<b>SENIOR APPOINTMENTS</b>				
CTO	600 - 1,100	650 - 1,300	500 - 1,000	600 - 1,100
Software Development Manager	500 - 1,000	600 - 1,100	400 - 900	500 - 1000
Programme Manager	450 - 900	500 - 1,000	400 - 800	450 - 900
Project Manager	350 - 800	400 - 800	300 - 750	350 - 800
Infrastructure/Support Manager	300 - 750	350 - 800	250 - 700	300 - 750

Sector	Dublin 2014	Dublin 2015	Regional 2014	Regional 2015
	€	€	€	€
<b>DEVELOPMENT &amp; DESIGN ROLES</b>				
Oracle/SQL	300 - 750	350 - 750	250 - 650	300 - 650
Datawarehousing/Business Intelligence	300 - 750	350 - 800	250 - 650	300 - 700
Technical Architect	450 - 800	450 - 850	450 - 700	450 - 750
Java/J2EE	300 - 700	300 - 750	250 - 600	250 - 650
VB/.NET/C#	300 - 700	300 - 750	250 - 600	250 - 650
C/C++	300 - 600	300 - 650	250 - 550	250 - 600
Web/PHP Development	250 - 500	250 - 550	200 - 450	200 - 500
UI/UX Designer	300 - 700	300 - 750	250 - 600	250 - 650
Mobile Developer	300 - 600	300 - 650	250 - 550	250 - 600
Mainframe	200 - 400	200 - 400	200 - 350	200 - 350
<b>ERP/CRM</b>				
SAP Functional Consultant	300 - 700	350 - 800	300 - 650	300 - 700
SAP ABAP Programmer	300 - 700	350 - 750	300 - 650	350 - 700
Oracle Financials Business Analyst	300 - 700	350 - 800	300 - 650	300 - 700
Oracle Financials Technical Consultant	300 - 700	350 - 750	300 - 650	350 - 700
ERP (Other) Consultant	300 - 650	350 - 700	250 - 600	300 - 650
Navision Consultant	300 - 700	350 - 750	300 - 650	300 - 700
CRM Consultant	300 - 700	350 - 750	300 - 600	300 - 650
<b>QA / TESTING / LOCALISATION</b>				
Test/QA Manager	300 - 550	300 - 550	250 - 500	250 - 500
Test/QA Team Leader	250 - 450	250 - 450	200 - 400	200 - 400
QA Engineer	200 - 400	200 - 400	150 - 300	150 - 300
Localisation Engineer	100 - 250	100 - 250	100 - 220	100 - 220
CRM Consultant	35K - 75K	40K - 80K	30K - 70K	35K - 75K



## Sales & Marketing

### 2014 IN REVIEW

2014 showed strong and consistent growth in the sales & marketing sector with the majority of companies increasing headcount within their teams via the creation of new and permanent positions at all levels within their businesses. This was more notable within larger and multinational companies during the first half of 2014 as announcements were followed by consistent and regular levels of recruitment in both the sales and marketing arena. However in the latter part of 2014 there has been a significant level of engagement and recruitment with mid-sized and start-up businesses. This owed much to increased economic confidence across all industry sectors with the exceptions still being Engineering and Construction.

The sales sector has shown increased opportunities at junior, mid and management levels with industry specific sector related experience. The positions that have been most sought after and have arisen are in new business sales, lead generation, sales management and senior account management.

The marketing sector showed increased opportunities across all levels and industry sectors. The biggest demand has been for marketers that have strong experience within digital marketing and online branding. Due to the significant demand this has led to a shortage of senior talent who can develop strategy, lead and manage digital teams. With increased economic confidence, companies are investing bigger spend in marketing and growing teams at a much faster rate than previous years.

However what has remained an obstacle and as consistent during 2014 as it was in 2013, is that companies still have to overcome a shortage of skilled professionals on the move at all levels when seeking direct industry experience. This is directly due to increased opportunities within their current employers as additional headcount and new positions are created.

Companies have adapted and evolved well to this and now target interchangeable skill sets and commercial acumen rather than direct industry knowledge when identifying and employing successful candidates from other industry sectors. Companies have also invested more in internal and external training to overcome some of the challenges they have been faced with. This has been more apparent when skills such as digital marketing and social media experience have been required.

In general, base salaries remained steady with no significant growth throughout 2014 for sales and marketing positions. However what did become notable is that companies opted to pay a premium, guarantee period or bonus during year one when hiring a candidate with a unique skill set or industry knowledge. There was a significant increase in on target earnings with many sales and marketing professionals reporting that they earn more commission or are being paid increased bonuses.

## EXPECTATIONS FOR 2015

The expectations for 2015 will follow a similar pattern to 2014 as confidence continues to increase and market conditions continue to improve. Following job creation announcements throughout 2014 the ICT, FMCG, Pharmaceutical and Services sectors will be areas of key growth during 2015.

With continued loyalty and notably reduced turnover within the sales and marketing sector due to increased opportunities, strong focus on employee retention and the rewarding of performance via additional benefits and increased earnings we anticipate that many of 2014's challenges will remain throughout 2015.

## ABOUT ABRIVIA SALES AND MARKETING

Abrivia Sales & Marketing is managed by John Mansell. John is highly regarded across various industry sectors within the UK & Ireland. John has been recruiting Sales & Marketing professionals at all levels for over ten years. The Sales & Marketing team offer bespoke recruitment solutions to a range of indigenous and multinational clients.

**'WITH INCREASED ECONOMIC CONFIDENCE, COMPANIES ARE INVESTING BIGGER SPEND IN MARKETING AND GROWING TEAMS AT A MUCH FASTER RATE THAN PREVIOUS YEARS'**



## SALES &amp; MARKETING SALARIES

Sector	Dublin 2014	Dublin 2015	Regional 2014	Regional 2015
	€	€	€	€
<b>SALES ICT</b>				
Sales Director	100K - 160K	90K - 160K	130K - 132K	110K - 140K
Sales Account Director	70K - 100K	70K - 110K	80K - 100K	75K - 100K
Sales Manager	60K - 80K	55K - 85K	60K - 70k	60K -70k
Corporate Account Manager	45K - 70K	45K - 70K	50K - 60K	50K - 62K
Account Manager	30K - 60K	30K - 60K	35K - 45K	35K - 45K
Business Development Manager	30K - 60K	30K - 60K	45K - 50K	38K - 52K
Internal Account Manager	26K - 35K	26K - 35K	26K - 30K	26K - 30K
Telesales - Outbound	24K - 34K	22K - 34K	26K - 28K	24K - 28K
Telesales - Inbound	20K - 28K	20K - 28K	22K - 26K	22K - 26K
<b>MARKETING ICT</b>				
Marketing Director	80K - 100K	80K - 110K	75K - 85K	75K - 85K
Marketing Manager	70K - 80K	70K - 85K	60K - 70K	60K - 70K
PR / Communications Manager	55K - 70K	55K - 70K	50K - 60K	50K - 60K
Product / Brand Manager	50K - 65K	50K - 70K	50K - 55K	50K - 55K
Marketing Executive	35K - 50K	35K - 50K	45K - 55K	40K - 50K
<b>SALES SERVICES / B2B</b>				
Sales Director	100K -160K	100K -160K	130K - 132K	110K - 135K
National Sales Manager	70K - 100K	70K - 100K	80K - 82K	80K - 82K
Regional Sales Manager	50K - 80K	50K - 80K	65K - 67K	65K - 67K
Key Account Manager	45K - 60K	45K - 60K	48K - 52K	48K - 52K
Business Development Manager	40K - 50K	40K - 50K	45K - 47K	45K - 47K
Telesales - Outbound	22K- 28K	22K- 28K	23K - 26K	23K - 26K
Telesales - Inbound	22K - 28K	22K - 28K	23K - 25K	23K - 25K

Sector	Dublin 2014	Dublin 2015	Regional 2014	Regional 2015
	€	€	€	€
<b>MARKETING SERVICES / B2B</b>				
Marketing Director	80K - 100K	80K - 110K	75K - 90K	75K - 90K
Marketing Manager	60K - 85K	60K - 90K	50K - 60K	55K - 75K
PR / Communications Manager	60K - 70K	60K - 70K	50K - 65K	50K - 65K
Product / Brand Manager	50K - 65K	50K - 65K	50K - 55K	50K - 55K
Marketing Executive	30K - 45K	30K - 45K	35K - 50K	35K - 50K
<b>SALES FMCG</b>				
Sales Director	60K - 80K	60K - 85K	63K - 70K	60K - 75K
National Sales Manager	55K - 80K	50K - 80K	60K - 70K	60K - 70K
Regional Sales Manager	55K - 65K	50K - 65K	55K - 60K	50K - 60K
Key Account Manager	45K - 65K	45K - 65K	45K - 60K	45K - 60K
Territory Manager	35K - 50K	35K - 50K	3K5 - 45K	35K - 45K
Sales Representative	25K - 40K	25K - 40K	30K - 40K	30K - 40K
Van Sales	30K - 40K	30K - 40K	30K - 35K	30K - 35K
Merchandiser	20K - 30K	20K - 30K	25K - 35K	25K - 35K
Telesales	20K - 26K	20K - 26K	20K - 22K	20K - 22K
<b>MARKETING FMCG</b>				
Marketing Director	85K - 100K	85k - 100K	80K - 90K	80K - 90K
Marketing Manager	60K - 75K	60K - 75K	55K - 65K	55K - 65K
Brand Manager	50K - 60K	50K - 65K	45K - 60K	50K - 55K
Assistant Brand Manager	35K - 60K	35K - 50K	43K - 45K	40K - 45K
Category Analyst	35 - 45K	35 - 45K	35 - 45K	35 - 45K

## SALES &amp; MARKETING SALARIES

Sector	Dublin 2014	Dublin 2015	Regional 2014	Regional 2015
	€	€	€	€
<b>SALES MEDICAL / PHARMA</b>				
Sales Director	60K - 100K	60K - 100K	68K - 70K	68K - 70K
National Sales Manager	45K - 70K	45K - 70K	55K - 57K	55K - 57K
Account Manager	45K - 55K	45K - 55K	48K - 55K	48K - 55K
Business Development Manager	38K - 50K	38K - 50K	40K - 42K	40K - 42K
Sales Representative	28K - 45K	28K - 45K	37K - 40K	37K - 40K
Telesales	25K - 32K	25K - 32K	23K - 25K	23K - 25K
<b>MARKETING MEDICAL / PHARMA</b>				
Marketing Director	80K - 100K	80K - 100K	80K - 90k	80K - 90K
Marketing Manager	60K - 70K	60K - 70K	55K - 75K	55K - 75K
Brand Manager	50K - 65K	50K - 65K	50K - 60K	45K - 60K
Product Manager	50K - 65K	50K - 65K	55K - 65K	55K - 65K
<b>SALES FS / INSURANCE</b>				
Account Manager / Director	100K - 120K	100K - 120K	100K - 105K	100K - 105K
Area Sales Manager	60K - 85K	60K - 85K	78K - 80K	78K - 80K
Sales Manager	55K - 80K	55K - 80K	63K - 65K	63K - 65K
Business Development Manager	50K - 80K	50K - 80K	63K - 65K	63K - 65K
Sales Representative	42K - 55K	42K - 55K	45K - 50K	45K - 50K
Telesales	25K - 30K	25K - 30K	24K - 26K	24K - 26K
<b>MARKETING FS / INSURANCE</b>				
Marketing Director	90K - 120K	90k - 120K	90K - 120K	90K - 120K
Marketing Manager	55K - 75K	55K-75K	63K - 70K	63K - 70K
Brand Manager	50K - 65K	50K-65K	48K - 50K	48K - 50K
Product Manager	50K - 80K	50K - 80K	45K - 55K	45K - 55K



Sector	Dublin 2014	Dublin 2015	Regional 2014	Regional 2015
	€	€	€	€
<b>SALES CONSTRUCTION &amp; ENGINEERING</b>				
Sales Manager	40K - 70K	40K - 70K	48K - 55K	48K - 55K
Area Sales Manager	35K - 50K	35K - 50K	33K - 38K	33K - 38K
Business Development Manager	32K - 45K	32K - 45K	36K - 38K	36K - 38K
Sales Representative	30K - 45K	30K - 45K	36K - 38K	36K - 38K
Telesales	22K - 30K	22K - 30K	21K - 23K	21K - 23K
<b>MARKETING CONSTRUCTION &amp; ENGINEERING</b>				
Marketing Manager	55K - 70K	55K - 70K	58K - 60K	58K - 60K
Marketing Executive	30K - 50K	30K - 50K	40K - 42K	40K - 42K

**'FOLLOWING JOB CREATION ANNOUNCEMENTS THROUGHOUT 2014 THE ICT, FMCG, PHARMACEUTICAL AND SERVICES SECTORS WILL BE AREAS OF KEY GROWTH DURING 2015'**





## Legal Practice & In House

### 2014 IN REVIEW

Ireland is enjoying a sustained period of growth and 2014 saw a rebound in the legal recruitment market. Confidence is slowly returning to the global legal markets. Although the economists continue to tout caution (particularly in Europe) one only needs to look at the Dublin property market to see the increased activity that has flared again in the region. The large law firms have been involved in a truculent talent war that has escalated in the last twelve months. This has resulted in more opportunities for that narrow group of specialist legal advisors in banking, corporate, funds, aviation and property/construction law. Almost 90% of Irelands top law firms have actively recruited fee earners from this skill set over the last twelve months.

### SALARIES AND BENEFITS

The number of vacancies registered with Abrivia have surged in 2014. Salary levels have increased in most practice areas with some restrictions still applying to the smaller law firms and in-house legal teams. Trainee retention is up across the board. Now that confidence is returning bonuses are being awarded again in large numbers. Employers are also offering a range of benefits as part of the overall package again. The top three staff benefits and rewards Abrivia has seen recently are:

- Flexible working arrangements
- Financial bonuses
- Subsidised health benefits

The whole issue of work life balance is now at the top of the agenda and job offers are continually taking this into account. As competition for talent continues more and more employees are looking to their HR teams for new and exciting ways to attract legal staff, 2015 should be an interesting year on this front.

## EXPECTATIONS FOR 2015

On the basis of quarter four activity, 2015 is likely to be another good year for the legal recruitment market. Continued growth in the volume of opportunities both at home and internationally will continue as demand for specific legal skills increase and the global economic recovery gathers momentum.

## ABOUT ABRIVIA LEGAL PRACTICE & IN HOUSE

Abrivia Legal is managed by Nigel Byrne, Nigel is an LLB Hons graduate and has fifteen years' plus global Legal recruitment experience with top tier law firms and large multinational organisations. Nigel has a wide breath of experience and success in helping law firms and companies find key legal talent to drive their business forward. Abrivia Legal specialises in the placement of permanent and contract Legal professionals across private practice and in-house with many of Irelands leading Law firms and in-house legal teams.

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EMPLOYEES ARE LOOKING TO THEIR HR TEAMS FOR NEW  
AND EXCITING WAYS TO ATTRACT LEGAL STAFF'**

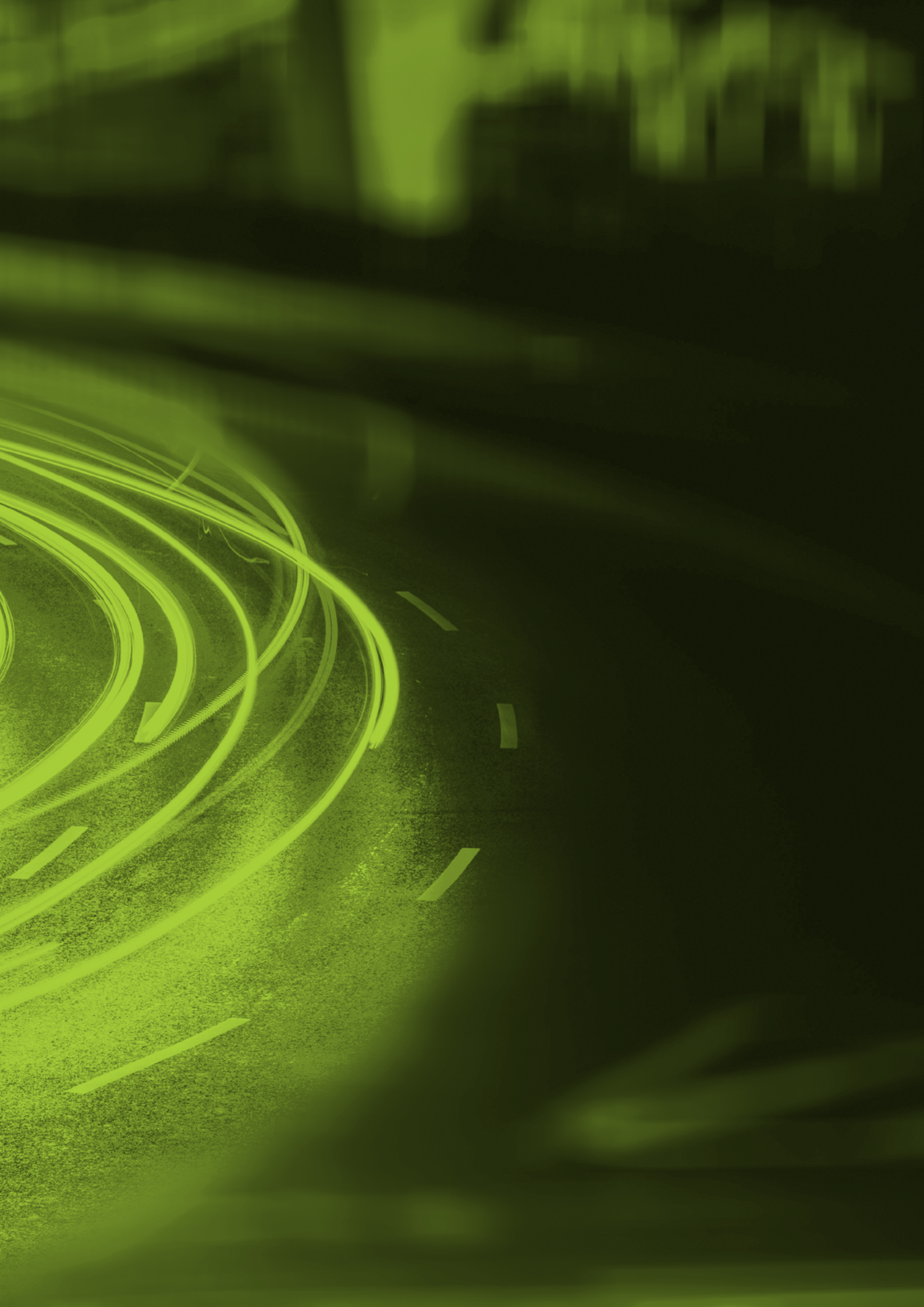


## LEGAL PRACTICE &amp; IN HOUSE SALARIES

Sector	Dublin 2014	Dublin 2015	Regional 2014	Regional 2015
	€	€	€	€
<b>PRIVATE PRACTICE</b>				
<b>Dublin Top 10 Firms</b>				
<b>Regional Upper Tier</b>				
Salaried Partner	180k - 355K	180K - 445K	132K - 195K	132K - 195K
Salaried Partner (entry level)	105K - 150K	105K - 175K	80K - 114K	80K - 114K
8PQE+	90K - 115K	96K - 124K	65K - 96K	65K - 96K
7PQE	77K - 92K	77K - 110K	60K - 82K	60K - 82K
5PQE	65K - 88K	65K - 95K	55K - 74K	55K - 74K
3PQE	60K - 75K	60K - 82K	40K - 55K	40K - 55K
2PQE	48K - 65K	48K - 71K	30K - 48K	30K - 48K
1PQE	46K - 62K	46K - 67K	30K - 45K	30K - 45K
NQ	44K - 56K	44K - 56K	30K - 40K	30K - 40K
Legal Exec [3 – 5]	33K - 37K	33K - 37K	27K - 35K	27K - 35K
Legal Exec [1 – 3]	26K - 32K	26K - 32K	23K - 28K	23K - 28K
Company Secretary Mngr	36K - 48K	36K - 55K	35K - 55K	35K - 55K
Company Secretary 2PQE	32K - 38K	32K - 44K	27K - 35K	27K - 35K
Company Secretary Qual	26K - 33K	26K - 35K	23K - 28K	23K - 28K
Company Secretary Trainee	24K - 27K	24K - 27K	23K - 25K	23K - 25K

Sector	Dublin 2014	Dublin 2015	Regional 2014	Regional 2015
	€	€	€	€
<b>PRIVATE PRACTICE</b>				
<b>Dublin 10 – 20 Firms</b>				
<b>Regional Small to Medium</b>				
Salaried Partner	95K - 130K	95K - 130K	75K - 90K	75K - 90K
8PQE+	88K - 115K	88K - 115K	58K - 86K	58K - 86K
7PQE	65K - 88K	65K - 92K	55K - 75K	55K - 75K
5PQE	48K - 80K	48K - 84K	50K - 70K	50K - 70K
3PQE	42K - 72K	42K - 75K	40K - 53K	40K - 53K
2PQE	35K - 60K	35K - 64K	30K - 45K	30K - 45K
1PQE	35K - 52K	35K - 55K	30K - 45K	30K - 45K
NQ	33K - 46K	33K - 48K	30K - 40K	30K - 40K
Legal Exec	30K - 35K	30K - 35K	27K - 35K	27K - 35K
Legal Exec	26K - 30K	26K - 30K	23K - 28K	23K - 28K
Company Secretary Mngr	36K - 45K	36K - 50K	35K - 50K	35K - 50K
Company Secretary 2PQE	32K - 35K	32K - 35K	27K - 35K	27K - 35K
Company Secretary Qual	26K - 33K	26K - 33K	23K - 28K	23K - 28K
Company Secretary Trainee	24K - 27K	24K - 27K	23K - 25K	23K - 25K
<b>IN HOUSE</b>				
Head of Legal	90K - 167K	96K - 180K	80K - 140K	80K - 140K
General Counsel	75K - 128K	72K - 132K	60K - 95K	60K - 95K
Senior Legal Advisor	60K - 90K	67K - 95K	56K - 74K	56K - 74K
Junior Legal Advisor	45K - 72K	45K - 70K	35K - 50K	35K - 50K
Company Secretary	70K - 96K	70K - 98K	30K - 49K	30K - 49K
Assistant Co Sec	50K - 65K	48K - 64K	28K - 42K	28K - 42K
Junior Co Sec	30K - 40K	32K - 40K	23K - 27K	23K - 27K





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