



**ABRIVIA**  
Futures Secured

# SALARY SURVEY 2016



Engaging relationships *via*  
Collaboration and Partnerships

*Without continual growth  
and progress, such words as  
improvement, achievement,  
and success have no meaning.*

*Benjamin Franklin*

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# SALARY SURVEY 2016 INTRODUCTION

## WELCOME



We are delighted to welcome you to the Abrivia 2016 Annual Salary Survey. This is our sixth such survey and our most comprehensive document to date on the Irish recruitment market. The data has been compiled from surveying over 7,400 client contacts and over 40,000 candidates on our database.

The commentary and analysis for the salary survey this year has been written by our Economist, Dr Daragh McGreal. Daragh is a lecturer and economist and has been centrally involved with the team here in compiling our survey and its subsequent analysis.

In 2015 the Irish economy has continued to grow. The most recent estimates have suggested that the GDP growth this year will reach 6.5%, the highest in the European Union. The increase in economic activity is broadly based on a growing domestic market and increased exports. Domestic demand remains strong with consumer spending continuing to recover. This is in contrast to a number of years ago when activity was excessively concentrated in the construction sector.

### ABRIVIA RECRUITMENT

In the last 12 months Abrivia has grown to a recruitment firm with a team of 25. This represents over 30% headcount growth of the business in 2015. This is a welcome milestone for the company and positions the company as one of the fastest growing recruitment consultancies in Ireland.

The continued growth of the business has been due in no small part to the strong recruitment demand from our clients. It has also come from Abrivia increasing its market share within the recruitment industry. We have successfully been able to service this increased demand by adding key hires to all our existing teams.

We are delighted to say that as we write the 2016 Salary Survey we have once again been shortlisted by the National Recruitment Federation for Best Recruitment Firm for 2015. We have also been shortlisted for 3 other award categories. The company is of course a former winner of Best Recruitment Company (2013/2014).

**Donal O'Brien**  
Managing Director



## APPY AWARDS SPONSORSHIP



*In association with*



We were delighted to be the headline sponsor for the Appy Awards 2015. The awards took place on the 19th of November at Lillies Bordello. Now in its sixth year, the Appys have established themselves as one of the most prestigious awards for IT professionals in Ireland and internationally. We also sponsored two award categories on the night; the Best Travel and Tourism App and the Best Useful Consumer App.

## PARTNERSHIP WITH AWARE



The team at Abrivia selected Aware as its charity of choice for 2015/2016. Dublin Gaelic football star, Bernard Brogan launched the Partnership with Abrivia.

Every time Abrivia sources a professional for one of our client's businesses we make a contribution to Aware and if a client matches our contribution, we double ours.

In addition to direct contributions linked to invoices raised, the team at Abrivia are committed to participating in a number of other fundraising events in order to spread the positive mental health message to our full client base throughout 2015/2016. We also took part in the Aware Wellness@Work Programme which deals with offering coping mechanisms in the workplace environment.

## LEADERS SERIES



### Bobby Kerr

The first of the Abrivia Leaders Series was formally launched by the charismatic chairman of Insomnia Coffee, Newstalk anchor-man and founding dragon of RTE's Dragons Den, Mr. Bobby Kerr, on Tuesday 28th July at the Radisson Hotel in Dublin. Abrivia were joined by over fifty of their clients at the event at which Bobby shared stories from his personal and business experience.



### Brent Pope HR Breakfast Briefing

Coping mechanisms in pursuing a successful career was top of the agenda at the second of the Abrivia Leaders Series breakfast on Thursday 13th August in the Marker Hotel. Guest speakers included rugby expert, journalist and author Brent Pope and psychologist Dr. Claire Hayes who outlined the ways in which organisations can support their employees' mental health and reduce workplace stress. The event was enjoyed by nearly 100 HR professionals from around Ireland.

## THANK YOU

A huge thank you to all our team in Abrivia who helped compile the 2016 Salary Survey. A special thanks to Ruaidhri Horan our Marketing Manager, our two Project Managers Darren McCabe and Gareth Fleming and to Lydia O'Donnell who kept us all on track!

Finally thanks to all our clients and candidates who responded to our surveys and kindly shared information with us. We are delighted now to present our findings back to you.

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

*In the last 12 months Abrivia  
has grown to a recruitment  
firm with a team of 25.*

*This represents over 30%  
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business in 2015.*

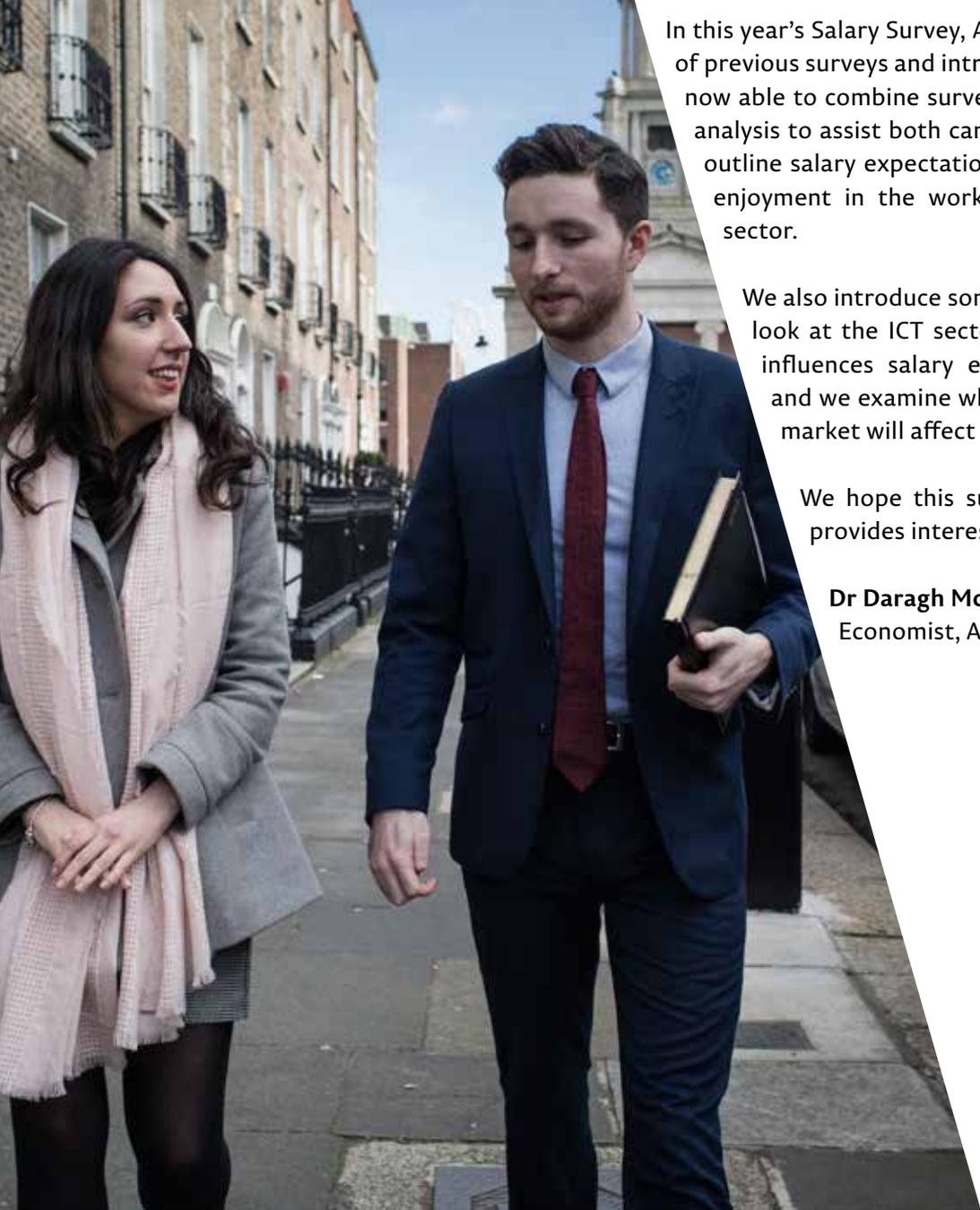
## Macroeconomic Analysis



On a macroeconomic level, Ireland is doing well. In 2016, GDP growth is anticipated at around 4%, unemployment is expected to fall below 8% by year-end, and the State's budgetary deficit is expected to fall to 1.2%.

These factors provide for a strong climate in which industry can thrive. These same factors can lead to demands for salary increases from employees, who see a growing economy, less competition for work, and a government more capable of procuring from the private sector.

This is borne out in our survey: in 2016 73% of respondents expect a salary increase and 57% plan to change jobs. This leaves employers with two options: either pay the current employee higher wages or find a replacement for the same salary. The preferred option is clear: 89% of our respondent employers expect to pay higher salaries in 2016.

A photograph of a man and a woman walking on a city street. The man is in the foreground, wearing a dark blue suit, a light blue shirt, and a red tie. He is looking down at a folder he is holding. The woman is walking slightly behind him, wearing a grey coat and a light pink scarf. They are on a paved sidewalk next to a row of brick buildings.

In this year's Salary Survey, Abrivia has built on the work of previous surveys and introduces new analysis. We are now able to combine survey responses with a broader analysis to assist both candidates and companies. We outline salary expectations, plans to move roles and enjoyment in the workplace by gender, age, and sector.

We also introduce some case studies this year: we look at the ICT sector, we assess how firm size influences salary expectation and vice versa, and we examine whether the rent and housing market will affect salaries in 2016.

We hope this survey provokes debate and provides interesting insights.

**Dr Daragh McGreal**  
Economist, Abrivia Recruitment

# GENDER

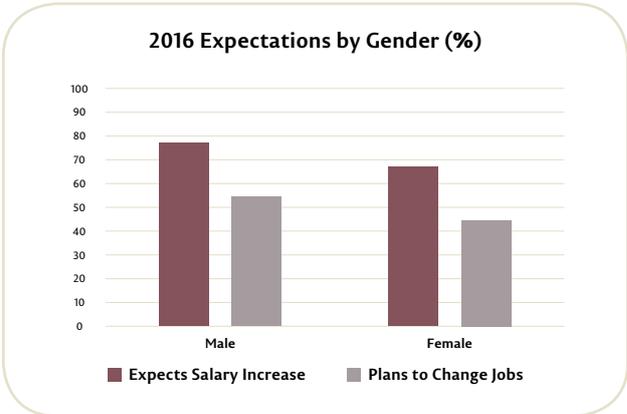
## HEADLINES

- Men are more likely than women to expect a salary increase and to change jobs.
- Men are more likely to let a negative company review influence their decision to accept a role.
- Both men and women share similar priorities when it comes to enjoyment at work.



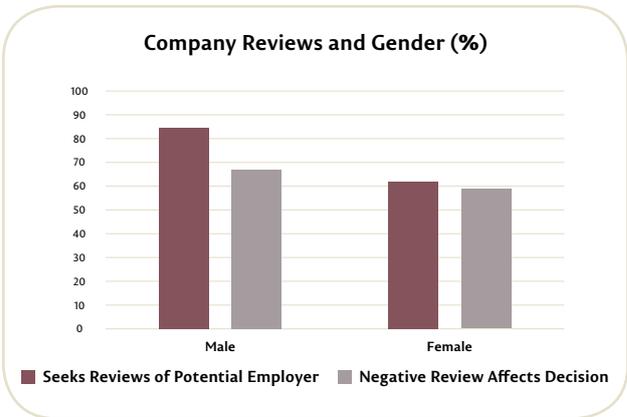
## COMMENT

*In 2016, men (77%) are more likely than women (69%) to seek a salary increase and also more likely to plan to change roles (56%/44%). Otherwise, we observe very similar results for both men and women. When asked about what they enjoyed most about their current role, salary, work/life balance, and annual leave topped priorities across the board.*



When asked about what matters most in the working environment, both women and men prioritized the quality of the management team, a secure working environment and flexible working hours. When asked what keeps them motivated at work, there was no difference between the sexes as both men and women ranked role responsibility, work/life balance and management listening to opinions first, second and third respectively.

When seeking new employment men are more likely (86%) than women (78%) to seek out and read reviews of the interviewing company. Men (72%) are marginally more likely than women (69%) to allow a negative review influence their next steps. This suggests that, when going to interview, women may possess less information about the company and its quality, which may hinder their decision-making if offered the role.



# AGE GROUPS

## HEADLINES

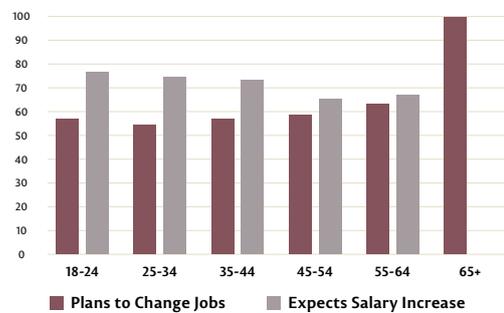
- Expectations of a salary increase decrease with age.
- Planning to change roles increases with age.
- Work/Life balance is more important than basic salary for under 25s.



## COMMENT

*The younger the respondent, the more likely they are to expect a salary increase in 2016. Younger candidates are most likely to want a salary increase and remain in the same role, whilst older candidates are less likely to want a salary increase or remain in the same role. This may seem counter-intuitive, since younger employees are more likely to be in junior roles and may be more likely to be subject to non-domestic competition. Older candidates may wish to seek out new challenges.*

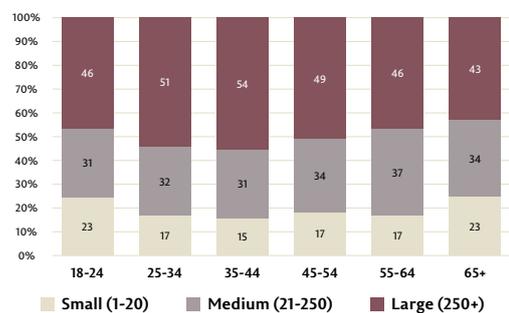
2016 Expectations by Age Group (%)



When asked about reward from the current role, all except the under 25s viewed basic salary as the main priority. On the question of working environment, over 55s emphasized quality management and reduced working hours, respondents between 35 and 54 prioritised flexible working hours and the option to work from home, whilst younger candidates are engaged by high quality companies with a strong social element.

We can also observe that under 24s are more likely than any other cohort to work in a small company and that as an employee ages he or she is increasingly more likely to work in large firms, until his or her late forties. This makes sense: larger firms are more able to provide the salaries and flexibility needed to raise families. Once an employee turns 45, he or she becomes more likely to work in medium and small firms.

Age Cohort & Firm Size



# SECTORAL COMPARISONS

## HEADLINES

- Human resources professionals are most open to moving roles.
- Firms in all sectors are very likely to hire and increase salaries in 2016.
- ICT firms are more likely than their employees to expect pay increases.



## COMMENT

*Employee salary expectations vary across the sectors. Given the recovery in banking and the financial sector, it is unsurprising that 77% of respondents working in finance-related roles expect a salary increase in 2016. Only 71% of employee respondents in ICT expect a salary increase, despite the large demand for employees in this area.*



Our survey also suggests that human resources professionals are most flexible as 72% of them plan to change roles in 2016.

With flexibility comes competition, so we can expect a vibrant market over the coming period.

Sales professionals are among those least likely to change jobs in 2016, perhaps because economic improvements are leading to bonus rewards. On the employer side, 100% of Banking & FS companies expect salaries to increase and 90% plan to hire.



# CASE STUDY: ICT SECTOR

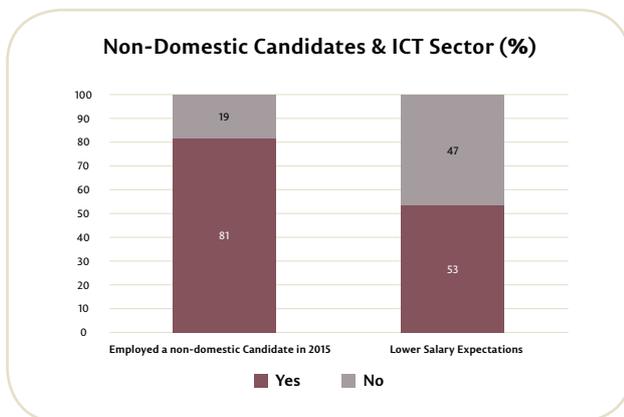
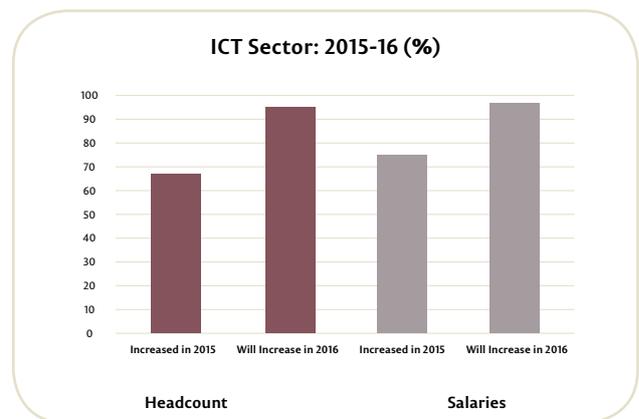
## HEADLINES

- Candidates working in ICT can expect excellent opportunities in 2016.
- ICT firms are hiring international candidates at a high rate.
- Staff reward is the main reason bonuses are paid in the ICT sector.



## COMMENT

*In 2015, 67% of ICT firms increased headcount and 75% increased salaries. In 2016, 95% of firms plan to increase headcount and 96% plan to increase salaries. And as only 19% of ICT firms have an average employee tenure of greater than 5 years, indicating the fluidity of the market, candidates working in this sector can expect good opportunities and competition for their talents.*



81% of firms in the ICT sector employed a candidate based outside Ireland in 2015. 53% of those hires had lower salary expectations than Irish applicants. This suggests that ICT firms are willing to look beyond Irish candidates, with lower salary expectations likely an attraction. Candidates in the ICT sector may take this into account when it comes to seeking salary increases in 2016.

ICT firms that plan to pay bonuses (62% of ICT firms) are most likely to do so to reward staff. Given the anticipated competition for staff in 2016, staff retention may become a stronger motivation as the year goes on.



# CASE STUDY: FIRM SIZE

## HEADLINES

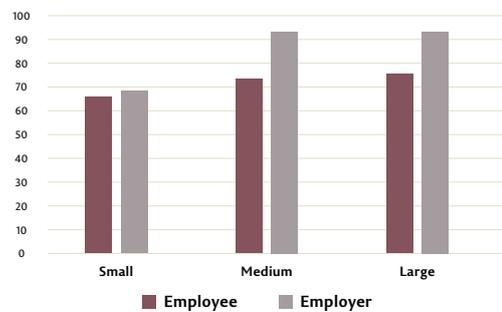
- Both employee and employer salary expectations grow with the size of the firm.
- Small firms pay bonuses to keep staff; large firms pay bonuses to reward staff.
- The larger the firm the longer the average tenure of employment.



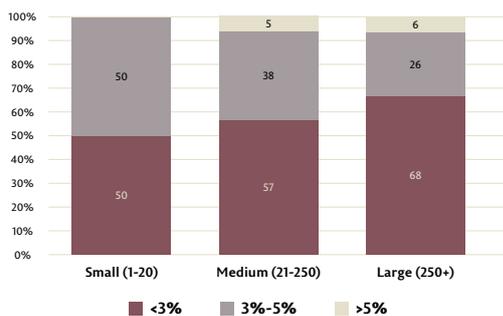
## COMMENT

*Small and medium-sized firms are equally likely to hire (83%), whilst 93% of large firms plan to hire. In general, the larger the firm, the greater the expectation by its employees of salary increases in 2016. This may be good news for smaller firms as pressure from the employee side will be less stark. On the employer side, small firms are much less likely (at 69%) than medium and large firms (at 92%) to expect salaries to increase in 2016.*

Will Salaries increase in 2016 (Yes %)



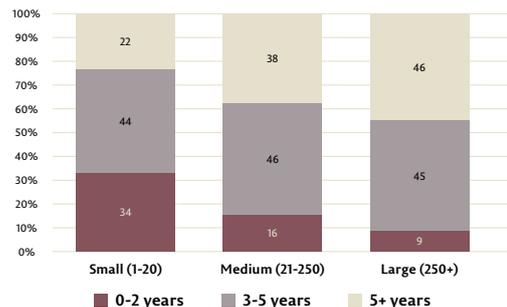
By how much do you expect Salaries to rise in 2016?



Where firms expect salary costs to increase, 50% of the smaller organisations expect rises of at least 3%, compared to 38% and 26% for medium and large companies respectively. This suggests that small firms expecting salary rises are also anticipating larger percentage increases.

In relation to employee tenure, the larger the firm the longer the tenure, on average. Smaller firms may be regularly losing staff to larger firms, smaller firms may be younger than larger firms, or it may be that larger firms have the capacity to offer better benefits and hence retain staff for longer periods.

What is the Average Employee Tenure at your Organisation?



# CASE STUDY: THE HOUSING MARKET

## HEADLINES

- The current rental market will have a significant impact on salary expectations in 2016.
- The new Central Bank mortgages rules are pushing people to seek new employment.
- Employers may seek evidence of rent increases before granting salary increases.

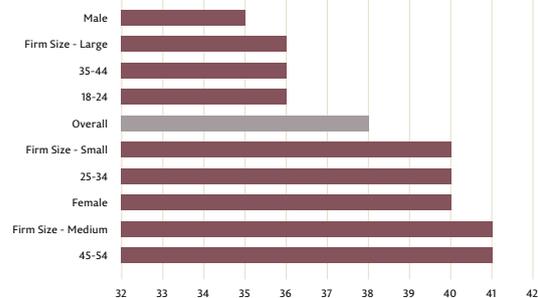


## COMMENT

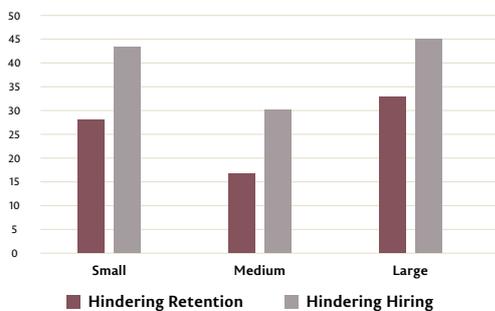
*For those in rental accommodation, 2015 was a year of mixed fortune: well over half (60%) were hit by rent increases, of which 22% had theirs rise by over 10% and 28% between 5 and 10%. 10% of renters experienced increases of less than 5% and 40% said theirs remained static. The effect of this is that one in four renters said they cannot manage the 2015 rent increases on their current salaries. As a result, 38% of renters will seek a salary rise in 2016 solely due to changes in rent.*

The graph on the right shows expectations about salary increases by renter cohort. Women are more likely (40%) than men (35%) to seek a salary increase solely due to rent increases; on an age cohort basis, there is no clear trend; whilst those working in large firms are less likely to seek a salary increase due to rental changes than those in smaller firms.

**Renters Seeking Salary Increase due to Rent Changes (%)**



**Effect of Rental Market on Employers (%)**



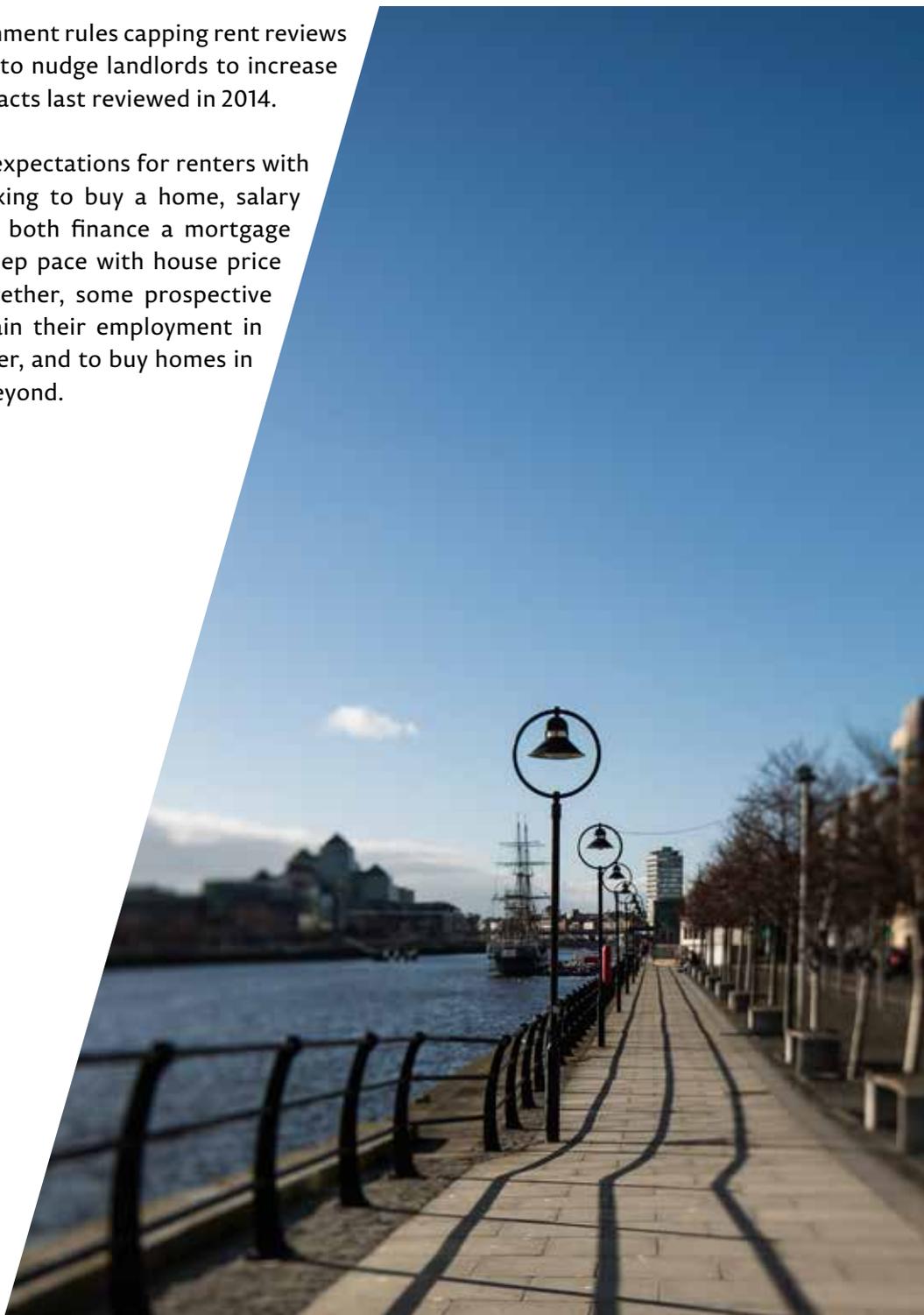
Around 45% of small and large firms said that the market was hindering their ability to hire staff. New rules regulating tenancy contracts may affect salaries in 2016: as a result, some employers may seek evidence of rental increases before granting salary increases.

For those respondents seeking to buy a home (one fifth of respondents), 2015 saw the introduction of new Central Bank rules in relation to mortgage deposits. When asked how these new rules might impact them, 68% of those seeking to buy a home in 2016 said they would be seeking a salary increase and 56% said they would look for a new job. Overall, this means that 14% of all respondents said they needed a salary increase and 11% felt they had to change job to buy a home, as a direct result of the new Central Bank rules.

All of this suggests that the rental and housing markets could lead employees to seek out higher salaries and new opportunities in 2016.

The new Department of Environment rules capping rent reviews at 24 months can be expected to nudge landlords to increase rents in 2016, for tenancy contracts last reviewed in 2014.

This is likely to increase salary expectations for renters with such contracts. For those looking to buy a home, salary increases will be necessary to both finance a mortgage under the new rules and to keep pace with house price increases in Dublin. Taken together, some prospective homeowners may seek to retain their employment in Dublin, where salaries are higher, and to buy homes in Meath, Kildare, Wicklow, and beyond.



## 25% of companies intend to increase the size of their Finance teams in 2016.

*2015 has been a great year in the Accountancy, Industry and Commerce markets as the Irish economy continues to improve. The ESRI has predicted that consumer expenditure will rise by 2.8% in 2015 and by a further 3% in 2016 resulting in job creation in Irish manufacturing, FMCG and retail sectors due to increasing domestic demand.*



**Darren Mc Cabe**  
Head of Accountancy & Finance

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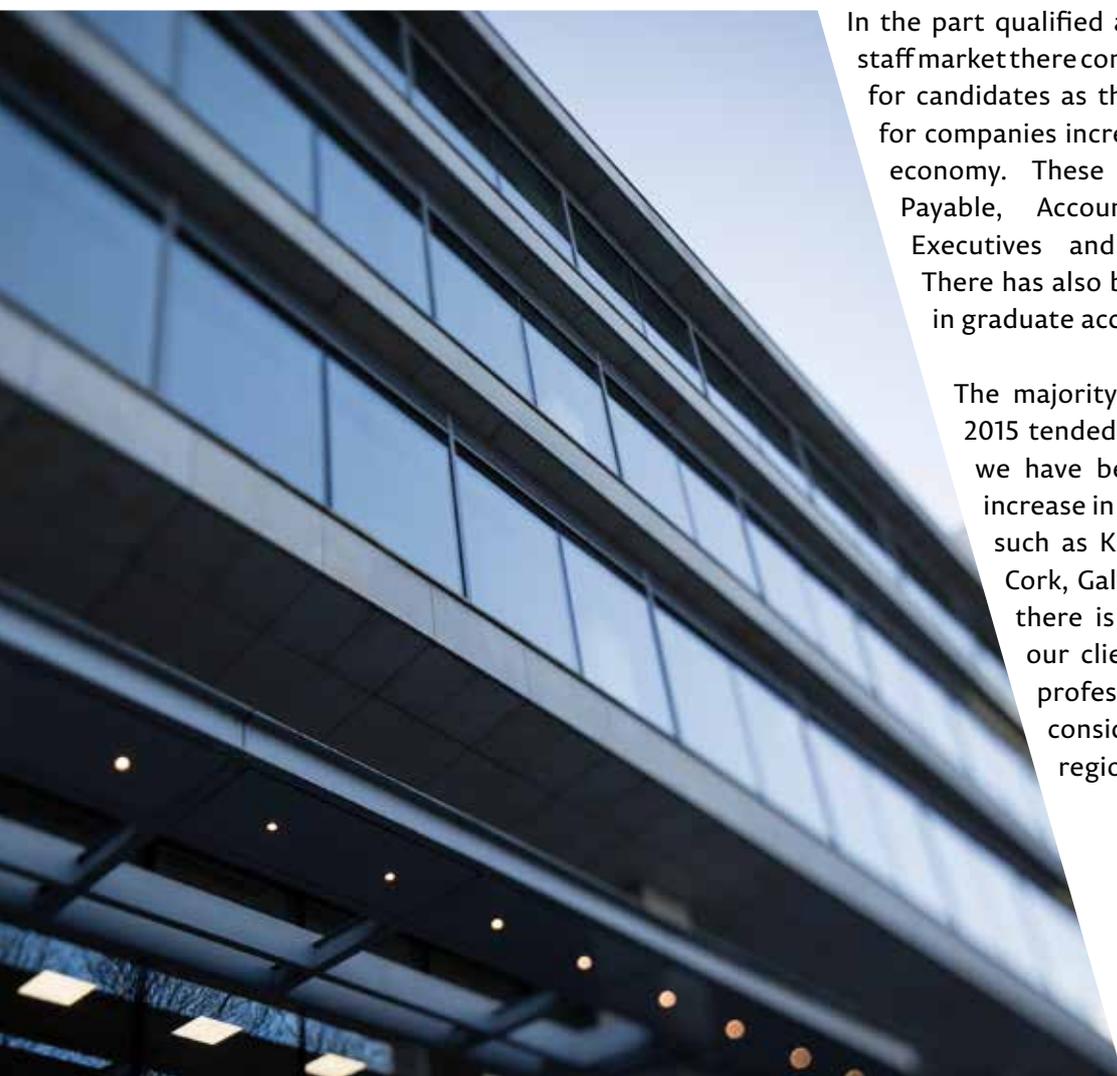
## 2015 in Review

2015 has been a great year in the Accountancy, Industry and Commerce markets as the Irish economy continues to improve. The ESRI has predicted that consumer expenditure will rise by 2.8% in 2015 and by a further 3% in 2016 resulting in job creation in Irish manufacturing, FMCG and retail sectors due to increasing domestic demand.

Leading the way and fuelling this strong activity have been the Multinational's & PLC's. In particular, the FMCG, Pharmaceutical, Technology, Healthcare and Shared Service Centres have seen demand for accounting professionals increase. This has largely been due to continued investment in Ireland by many of these companies as a European hub for their expansion. We also saw that hiring activity increased within the SME and mid-sized indigenous business sector.

There continues to be strong demand for 'Big 4' trained qualified accountants. Candidates who are recently qualified, with up to 5 years PQE and at salary levels of €45k to €70k are in particularly high demand by Multinationals and PLC's alike. Candidates are benefiting from competitive remuneration packages and frequently have a range of desirable opportunities to choose from. These areas include Group Accounting, Internal Audit, FP&A and Commercial Finance roles.

As the demand for candidates continues to increase, employers have begun to consider candidates who are returning to Ireland from the UK, EU, Canadian and Australian markets in order to source talented qualified individuals.



In the part qualified accountants and accounts staff market there continues to be a high demand for candidates as the volume of transactions for companies increase with an ever growing economy. These roles include Accounts Payable, Accounts Receivable, Payroll Executives and Assistant Accountants. There has also been a significant increase in graduate accounting opportunities.

The majority of positions available in 2015 tended to be in Dublin. However we have begun to see a significant increase in positions in regional areas such as Kildare, Kilkenny, Wexford, Cork, Galway and Kerry. As a result there is an increased focus from our clients to source accounting professionals in Dublin that may consider returning home to regional areas.

## Expectations for 2016

We expect to see a sustained rise in activity within the Accountancy & Finance permanent market in 2016. Salaries, bonuses and overall remuneration packages will increase throughout 2016 as companies focus on employee retention. Employers will continue to place a heavy emphasis on cultural fit as well as strong technical ability, commerciality and interpersonal skills.

## About Abrivia Accountancy Industry & Commerce

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

*Start by doing what's necessary; then do what's possible; and suddenly you are doing the impossible.*

*Francis of Assisi*

## LARGE COMPANIES (500+ EMPLOYEES)

Sector	Dublin 2015	Dublin 2016	Regional 2015	Regional 2016
	€	€	€	€
<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 - 120K	70K - 100K	70K - 100K
Group Financial Controller	85K - 120K	85K - 120K	75K - 85K	75K - 85K
Head of Financial Reporting	70K - 80K	70K - 85K	60K - 70K	60K - 70K
<b>MID – SENIOR LEVEL</b>				
Group Treasury Manager	80K - 110K	80K - 130K	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	65K - 85K	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	45K - 60K	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 - 52K	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 2015	Dublin 2016	Regional 2015	Regional 2016
	€	€	€	€
<b>INTERNAL AUDIT</b>				
Head of Internal Audit	100K - 150K	100K - 150K	80K - 130K	80K - 130K
Internal Audit Manager	65K - 85K	65K - 85K	58K - 70K	58K - 70K
Internal Auditor	45K - 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 - 34K
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 - 70K	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 2015	Dublin 2016	Regional 2015	Regional 2016
	€	€	€	€
<b>EXECUTIVE</b>				
Finance Director	80K - 120K	80K - 140K	70K - 100K	70K - 100K
Financial Controller	70K - 90K	70K - 90K	65K - 85K	65K - 85K
<b>MID – SENIOR LEVEL</b>				
Finance Manager	60K - 80K	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	45K - 60K	45K - 60K	40K - 45K	40K - 55K
Multilingual Qualified Accountant	40K - 60K	45K - 60K	35K - 45K	35K - 45K
Management Accountant	40K - 60K	40K - 60K	40K - 45K	40K - 55K
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	28K - 38K	28K - 38K	30K - 40K	30K - 40K
Trainee Accountant (P/Q 2+ years)	28K - 35K	28K - 35K	30K - 35K	30K - 35K
Trainee Accountant (P/Q 1-2 years)	25K - 28K	25K - 28K	25K - 28K	25K - 28K
Graduate / Trainee Accountant	22K - 26K	22K - 26K	20K - 25K	20K - 25K
<b>ACCOUNTS STAFF</b>				
Payroll Manager	40K - 60K	40K - 60K	40K - 50K	40K - 50K
Payroll Clerk	30K - 35K	30K - 35K	30K - 35K	30K - 35K
AR/Credit Control Manager	40K - 60K	40K - 60K	38K - 50K	38K - 50K
AP Manager	40K - 60K	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

## SHARED SERVICES CENTRE

Sector	Dublin 2015	Dublin 2016	Regional 2015	Regional 2016
	€	€	€	€
<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	60K - 100K	60K - 100K	70K - 90K	70K - 90K
Supervisor	52K - 65K	52K - 65K	55K - 70K	55K - 70K
Accountant	42K - 52K	45K - 55K	40K - 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	35K - 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 - 60K	45K - 60K	45K - 55K	45K - 55K
Team Leader	35K - 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

# With an increase in permanent opportunities the availability of temporary accountants is diminishing.

*With a noticeable improvement in the economy most finance teams have been increasing their headcount. The majority of finance positions available in 2015 were permanent opportunities, this has led to a 15% downturn in the volume of temporary and contract positions.*



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# ACCOUNTANCY TEMPORARY & CONTRACT

## 2015 in Review

With a noticeable improvement in the economy most finance teams have been increasing their headcount. The majority of finance positions available in 2015 were permanent opportunities, this has led to a 15% downturn in the volume of temporary and contract positions. Opportunities are still becoming available, though the average length of contracts increased and now range from 4 month to 12 months. The majority of these roles are offering contractors permanent positions at the end of the contract period. With the increase in permanent opportunities the availability of temporary accountants is steadily diminishing. Also with the increased availability of permanent roles, a lot of accountants are opting to take full time opportunities.

There is strong demand for temporary contract accountant's right across all sectors. There was a particularly high demand for 'Big 4' qualified accountants with multinational and PLC clients. The majority of these roles have been necessitated by increased workload for finance functions as a result of growing businesses. We also saw an increase in the number of project roles created for temporary and contract accountants as a result of new capital expenditure projects started by companies with more cash to reinvest in critical projects that were shelved during the downturn.

The candidates that were in most demand in 2015 were Financial Accountants, Financial Analysts, Management Accountants and Commercial Analysts. These roles offer candidates excellent experience and the opportunity to "cut their teeth" in an industry position. Employers continue to hire temporary and contract professionals to support the business with seasonal peaks and troughs, projects and for maternity leave.

At a more junior level, we have seen an increase in the need for Accounts Staff. These include roles such as Accounts Payable, Accounts Receivable, and Assistant Accountants, which indicates a more positive shift in the market.

## Expectations for 2016

We are expecting an increase in temporary contract rates in 2016 to meet the high demand for candidates. Companies will place a greater emphasis on resource planning for the year ahead. We are also witnessing completion and performance related bonuses being offered, in particular for long term contracts. These are in place to ensure that candidates see out the duration of their contracts.

## About Abrivia Accountancy Industry & Commerce

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

## TEMPORARY &amp; CONTRACT SALARIES

Sector	Dublin 2015	Dublin 2016	Regional 2015	Regional 2016
	Rate € P/H	Rate € P/H	Rate € P/H	Rate € P/H
<b>EXECUTIVE</b>				
Finance Director	€51 - €56P/H	€53 - €57P/H	€46 - €51P/H	€50 - €52P/H
<b>QUALIFIED</b>				
Financial Controller	€36 - €41P/H	€41 - €42P/H	€31 - €36P/H	€36 - €38P/H
Finance Manager	€31 - €33P/H	€31 - €33P/H	€28 - €31P/H	€28 - €31P/H
Project Accountant	€26 - €33P/H	€26 - €33P/H	€26 - €31P/H	€26 - €31P/H
Cost Accountant	€26 - €33P/H	€26 - €33P/H	€23 - €28P/H	€23 - €28P/H
Commercial Accountant	€28 - €31P/H	€28 - €31P/H	€26 - €28P/H	€26 - €28P/H
Management Accountant	€28 - €31P/H	€28 - €31P/H	€26 - €28P/H	€26 - €28P/H
Financial Accountant	€21 - €23P/H	€21 - €23P/H	€20 - €23P/H	€20 - €23P/H
Systems Accountant	€28 - €33P/H	€28 - €33P/H	€26 - €31P/H	€26 - €31P/H
Financial Analyst	€21 - €23P/H	€21 - €23P/H	€20 - €23P/H	€20 - €23P/H
<b>ACCOUNTS STAFF</b>				
Assistant Accountant	€15 - €20P/H	€15 - €20P/H	€14 - €18P/H	€14 - €18P/H
Accounts Clerk	€11 - €15P/H	€11 - €15P/H	€10 - €13P/H	€10 - €15P/H
Accounts Payable Manager	€23 - €28P/H	€23 - €28P/H	€20 - €23P/H	€20 - €23P/H
Accounts Payable Clerk	€13 - €18P/H	€13 - €18P/H	€13 - €15P/H	€13 - €15P/H
Accounts Receivable Manager	€23 - €28P/H	€23 - €28P/H	€20 - €23P/H	€20 - €23P/H
Accounts Receivable Clerk	€13 - €18P/H	€13 - €18P/H	€13 - €15P/H	€13 - €15P/H
Credit Control Clerk	€14 - €18P/H	€14 - €18P/H	€12 - €16P/H	€12 - €16P/H
Credit Control Manager	€17 - €21P/H	€17 - €21P/H	€16 - €20P/H	€16 - €20P/H
Payroll Clerk	€16 - €17P/H	€16 - €17P/H	€15 - €16P/H	€15 - €16P/H
Payroll Manager	€20 - €26P/H	€20 - €26P/H	€17 - €21P/H	€17 - €21P/H

**This is an excellent time to work in Public Practice. This is evidenced by the volume and breadth of opportunities available.**

*The Public Practice market has continued its incremental upward curve in 2015. We have seen increased demand from Big 4 and Top 20 Accountancy Firms looking to hire into all major practice service lines. Consequently this is an excellent time to be working in Public Practice in Ireland as evidenced by the volume and breadth of opportunities available.*



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# ACCOUNTANCY PUBLIC PRACTICE

## 2015 in Review

The Public Practice market has continued its incremental upward curve in 2015. We have seen increased demand from Big 4 and Top 20 Accountancy Firms looking to hire into all major practice service lines. Consequently this is an excellent time to be working in Public Practice in Ireland as evidenced by the volume and breadth of opportunities available.

Key events in 2015 for the Public Practice Market included the merger of FGS / Grant Thornton and the appointment of a new Managing Partner in PwC. Deloitte opened new offices in Galway and 2015 witnessed the release of EY's FY15 results showing revenue growth of 14.3% and an increased headcount at 14.9%. In Abrivia, the overall number of practice vacancies among the Big 4, the Top 20 and smaller firms increased significantly on previous years.

Key positions that our clients were hiring for included Audit Senior to Audit Manager (FS and Non FS), with FS Asset Management and Banking in high demand. Within Big 4 firms there has been a consistent need for Audit staff in the Tech, Pharma and Retail spaces. Other areas within practice that continued to show a strong demand included Financial Accounting Advisory Services, Forensics, Corporate Finance and Transaction Services. In Advisory, there has been demand for People & Change, SSC Advisory and Customer Experience. IT Security and IT Audit continue to be significant growth areas for a lot of practices.

There continues to be talent shortages in a number of sectors in the Irish Public Practice market. This is still very much a symptom of the downturn which saw a significant reduction in graduate intake programmes amongst many of the firms. The knock on effect is that there has been less Chartered Accountants in particular qualifying through the practice firms in recent years. This has resulted in the increased need to source talent both within Europe and beyond.

With a shortage of practice candidates in the Irish market retention has become a big issue for most firms. Practices are seeing a return on the investment in people engagement projects, as the movement of talent between the firms is significantly reduced. Those that leave practice are generally looking for a move to industry. The trend in practice has always seen the majority of accountants' once qualified move to either Industry or Banking & FS roles.

Where candidates move between practices, the most common trend is for them to move from smaller to larger firms where they can develop their experience working generally with larger clients. Another consideration for candidates who are looking at new roles in practice is the opportunity to be able to move into a new service lines like Consulting, Corporate Finance, Transaction Services and Internal Audit/ Risk in order to further develop their careers.

To assist the growing demand for candidates, the Top 10 practices continue to look to supplement their teams with accounting professionals coming from the international markets. Firms have registered as a Trusted Partner under the Trusted Partner Initiative which was launched by the Department of Jobs, Enterprise and Innovation earlier this summer. A lot of employers are commenting on the reduced turnaround time on visa applications, demonstrating again the increased need to source talent outside of Europe.

## Expectations for 2016

2016 looks like being another busy year in the Public Practice market in Ireland. It is going to offer great opportunities particularly at the newly qualified and manager levels. The focus on people engagement and retention has never been more evident. Firms have already invested heavily in flexible working arrangements. They may need to offer greater flexibility over the forthcoming years, and the adaption of new ways of working will be at the forefront of a lot of resource and planning meetings.

## About Abrivia Accountancy Industry & Commerce

Georgina Kirwan heads up our Public Practice & Tax division at Abrivia. Georgina has over 10 years' recruitment experience, 5 years recruiting within the Big 4, the remainder being in-house within 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.

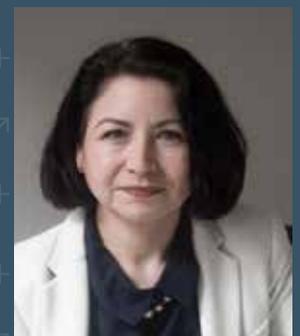
## PUBLIC PRACTICE SALARIES

Sector	Dublin 2015	Dublin 2016	Regional 2015	Regional 2016
	€	€	€	€
<b>PUBLIC PRACTICE</b>				
Partner	150K - 250K	160K - 250K	110K - 250K	110K - 250K
Director	80K - 120K	80K - 140K	70K - 120K	70K - 120K
Senior Manager	65K - 85K	67K - 85K	60K - 70K	60K - 70K
Manager	50K - 65K	55K - 68K	48K - 60K	48K - 60K
Assistant Manager	48K - 53K	42K - 55K	43K - 50K	43K - 50K
Senior	37K - 47K	35K - 48K	33K - 43K	33K - 43K
Semi-Senior	26K - 36K	23K - 38K	23K - 38K	23K - 38K
Grad	18K - 24K	21K - 24K	16K - 20K	16K - 20K

It is worth noting that for Managers & above there is a trend towards greater flexibility regarding bonus as opposed to base salaries, reflecting the on-going growth in business in the sector.

## 2015 has been the busiest year for Tax recruitment since the height of the boom with no let-up envisaged for 2016.

*The Public Practice and Tax team have witnessed a significant increase in the volume of Tax vacancies throughout 2015. This has been the busiest year for Tax recruitment since 2006/2007. The increase was equally prevalent both within Public Practice and the In-House market. We have seen a particularly high demand for tax professionals within the following sectors: Multinationals, Technology & Financial Services companies.*



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# TAXATION

## 2015 in Review

The Public Practice and Tax team have witnessed a significant increase in the volume of tax vacancies throughout 2015. This has been the busiest year for tax recruitment since 2006/2007. The increase was equally prevalent both within Public Practice and the In-House market. We have seen a particularly high demand for tax professionals within the following sectors: Multinationals, Technology & Financial Services companies.

Within practice we saw a high demand for FS and non FS Corporate Tax Seniors and Managers. The busiest sectors within FS Tax were Aviation Leasing, Asset Management and Real Estate.

Interestingly we noted that within Corporate Tax at a more senior level there was an increased focus on tax planning work and a greater emphasis on M&A assignments. There was also a steady demand for Income Tax professionals. We noted that the Big 4 firms were in particular looking for candidates at Senior and Manager Level to add to their Private Wealth Departments. We would view this as a strong indicator of the continued recovery of the Irish economy.

Firms will always consider good Transfer Pricing Specialists at all levels however these roles remain some of the most difficult to fill owing to the shortage of talent with this skillset in the market. Finally there were a number of new Indirect Tax roles during the year within VAT at Manager level.

There is a continued trend towards dual qualifications of AITI's with the ACA or ACCA, particularly in Big 4 firms but also for certain In-House positions.

Unsurprisingly the majority of Industry roles require a proficiency in Corporate Tax. There has been an upward trend in human capital and global mobility requirements, as larger multinationals continue to bring this work In-House. There continues to be ongoing requirements for specific Indirect Tax experience with industry clients. Candidates with additional language skills are also in high demand. In the Non FS Space, there has been a big push, particularly amongst the Plc's for candidates with international tax exposure. Clients are especially looking for candidates who have either US or European International Tax experience.

The main levels at which people are moving are at the Newly Qualified and Manager level. Interestingly this year we saw a rise in the number of opportunities available at the Senior Manager and Director levels. In particular there were increased opportunities for senior level candidates to move from practice to industry.

## Expectations for 2016

We anticipate that 2016 is going to be a year that will continue to offer candidates an increased number of opportunities with the Tax market both In-House and in Practice.

## About Abrivia Accountancy Industry & Commerce

Georgina Kirwan heads up our Public Practice & Tax division at Abrivia. Georgina 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 2015	Dublin 2016	Regional 2015	Regional 2016
	€	€	€	€
<b>TAX</b>				
Partner	150K - 250K	150K - 250K	100K - 250K	100K - 250K
Head of Tax (Industry/Financial Services)	100K - 250K	110K - 250K	100K - 150K	100K - 150K
Director	80K - 140K	82K - 150K	70K - 120K	80K - 130K
Senior Manager	65K - 85K	68K - 90K	60K - 70K	65K - 84K
Tax Manager (Industry/Financial Services)	55K - 75K	58K - 80K	60K - 70K	60K - 75K
Manager	50K - 65K	56K - 69K	50K - 60K	52K - 67K
Tax Accountant (Industry/Financial Services)	38K - 55K	56K - 58K	42K - 48K	42K - 55K
Assistant Manager	48K - 53K	45K - 57K	43K - 50K	40K - 52K
Senior	37K - 47K	37K - 50K	33K - 43K	33K - 48K
Semi-Senior/Finalist	26K - 36K	26K - 38K	24K - 32K	24K - 36K
Graduate	18K - 24K	22K - 25K	16K - 20K	18K - 23K

## **Demand continues to soar for Qualified Accountants with 0-3 years PQE within a financial services environment, with the highest demand being for ACA's.**

*The financial services market in 2015 went through a great deal of change. The positives include the banking and funds sector, with Ireland's leading banks and international fund services companies continuing to increase head count for permanent and contract finance positions. 2015 saw a 25% increase in positions in this sector. This growth is forecast to continue in 2016.*



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# ACCOUNTANCY FINANCIAL SERVICES

## 2015 in Review

The financial services market in 2015 went through a great deal of change. The positives include the banking and funds sector, with Ireland's leading banks and international fund services companies continuing to increase head count for permanent and contract finance positions. 2015 saw a 25% increase in positions in this sector. This growth is forecast to continue in 2016.

The insurance market, incorporating life insurance, general insurance and reinsurance, has seen a lot of change. Some of Ireland's leading insurance employers are continuing to grow. However, there has been a great deal of change in the market with multiple company mergers and companies withdrawing their international operations from Ireland. This has led to redundancies in the Insurance sector, so competition for new positions is tough and there is also a lack of senior opportunities coming on-stream.

The Aviation sector in Ireland continues to witness strong growth. There has been a significant increase in new entrants to the Aviation market, and 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 level to 5 years PQE, with the highest demand being for ACA's. This is not surprising owing to the amount of 'Big 4' trained Chartered Accountants who work specifically within Funds, Banking and Insurance. Demand is also high for Part Qualified accountants and accounts staff roles with a number of clients looking to grow their finance teams in 2015.

The positions that were in most demand from our clients in 2015 included: Internal Audit, Financial Accounting, FP&A and Investment Accounting. Fund accountants at all levels continue to be in high demand.

## Expectations for 2016

The leading banks and international fund companies will continue to increase head count in 2016. The Insurance market will be mixed as there are still a number of mergers and redundancies to happen. Salaries will tend to remain constant or even move slightly upwards on 2015 rates. Expect to see an increase in difficult to fill opportunities as competition for key talent intensifies. Companies are also beginning to focus strongly on employee retention and reviewing benefits and bonus packages. Employers will continue to place a heavy emphasis on cultural fit as well as strong technical ability, commerciality and exceptional interpersonal skills.

## About Abrivia Accountancy Industry & Commerce

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## FINANCIAL SERVICES SALARIES

Sector	Dublin 2015	Dublin 2016	Regional 2015	Regional 2016
	€	€	€	€
<b>EXECUTIVE</b>				
CFO / Finance Director	100K - 160K	100K - 175K	90K - 130K	90K - 145K
Head of Finance / Financial Controller	75K - 120K	75K - 130K	65K - 100K	65K - 120K
<b>RECENTLY QUALIFIED – MID SENIOR LEVEL</b>				
Finance Manager	60K - 80K	60K - 80K	55K - 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

# 2015 has seen an increase in shift work with leading funds employers to accommodate international clients and markets.

*Some of the major Irish banks have returned to profitability in the last 12 months. This has led to a positive impact in the recruitment market with leading Irish banks, financial services, funds, investment management and debt & credit management companies seeing a significant increase in positions available.*



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# BANKING & FINANCIAL SERVICES

## 2015 in Review

Some of the major Irish banks have returned to profitability in the last 12 months. This has led to a positive impact in the recruitment market with leading Irish banks, financial services, funds, investment management and debt & credit management companies seeing a significant increase in positions available. The commercial and residential property markets within Ireland is continuing to see significant growth. This is having a positive impact with the leading Irish banks and specialised investment management companies as they are now hiring in large volumes from graduate level upwards to meet the demands of increased business volumes.

The leading international hedge and mutual fund companies have seen significant increase in recruitment at all levels from fund accountant to Vice President. This is happening across most departments including risk, compliance, transfer agency, investor services, middle office, shareholder services, custody, fund accounting, fund administration and client services. 2015 has seen an increase in shift work with leading funds employers in order to accommodate international clients and markets. Shifts vary from early morning to late evening, offering varying levels of shift allowances with premiums of 15% to 20% and other additional fringe benefits.

Recruitment within the Irish Asset Management sector continues to be limited due to company mergers. Salaries for experienced staff within banking and funds sectors have been increasing. As competition for talented and experienced candidates continues, candidates are getting multiple offers and counter offers. Employers are placing an increased emphasis on employee retention and development.

## Expectations for 2016

Expectations in the Banking and Financial Services sector are extremely positive, with most organisations forecasting growth for 2016, with an increase in permanent, contract and temporary positions. The banking sector will continue to see significant change due to technology, new payments platforms, changes to regulations and review of interest rates continues. 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 & Financial Services

Abrivia Banking and Financial Services has provided recruitment solutions for 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.

## BANKING &amp; FINANCIAL SERVICES SALARIES

Sector	Dublin 2015	Dublin 2016	Regional 2015	Regional 2016
	€	€	€	€
<b>EXECUTIVE</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>				
Senior 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 - 130K	75K - 140K	70K - 95K	70K - 95K
Treasury Manager	55K - 80K	55K - 90K	50K - 75K	50K - 75K
Dealer	30K - 45K	30K - 55K	30K - 55K	30K - 55K
Settlements Supervisor	25K - 35K	25K - 35K	30K - 32K	30K - 32K
Treasury Administrator	25K - 40K	25K - 40K	23K - 40K	23K - 40K
<b>FUND SERVICES</b>				
VP Fund Accounting	85K - 115K	85K - 130K	70K - 80K	70K - 80K
Fund Accounting Manager	50K - 77K	50K - 85K	50K - 70K	50K - 75K
Senior Fund Accountant	32K - 46K	32K - 48K	33K - 40K	33K - 45K
Fund Accountant	27K - 34K	27K - 34K	22K - 34K	22K - 35K
<b>SHAREHOLDER SERVICES</b>				
Head of SS	85K - 110K	85K - 120K	NA	NA
SS Manager	55K - 75K	55K - 85K	NA	NA
SS Administrator	25K - 35K	24K - 40K	24K - 33K	24K - 33K

**There was a significant increase in HR job opportunities across all levels and industry sectors in 2015 and further jobs growth in HR is expected throughout 2016 with 72% of HR professionals seeking a job move.**

*2015 was by far the best year for the HR job market since pre-recession times with a significant increase in activity across all specialities and levels.*



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## 2015 in Review

2015 was by far the best year for the HR job market since pre-recession times with a significant increase in activity across all specialities and levels. The most notable rise was at the junior to mid-level (€28,000 to €75,000) with only a slight increase in the number of opportunities at Head of Function/Director level. However, this is to be expected given that even in the 'Celtic Tiger' days the number of roles in HR at a senior level were limited in the Irish market.

We noticed specifically that HR Administrators were in high demand in 2015, with an increase of 62% in the number of these junior level roles. However there was a distinct lack of availability of candidates at the 1-3 years' post graduate experience level. This is likely to be because HR graduates really struggled to secure an entry level HR job in the last couple of years and therefore were either forced into a different career route or emigrated, hence leaving behind a very small pool of junior HR candidates.

Also there has been strong demand for HR Business Partners with experience in strategically partnering with senior management teams (as opposed to more operationally focused Senior HR Generalists & Managers). In particular HRBPs with experience in the tech multinational sector are highly sought after. This has led to a noticeable increase in the number of HRBPs in these sectors being offered or currently earning at the top end of the salary range for these roles.

As observed in 2014, the number of permanent jobs available is much improved with an increase of 46% year on year (2015 V 2014). Whilst the number of contract roles in the market has not decreased, the pool of candidates willing to consider such work has greatly reduced leading to demand outweighing supply for these candidates. Many organisations are now forced to offer premium salaries and contract completion bonuses to secure candidates for contract jobs.

Recruitment Specialists with 2+ years' in-house experience and with tech multinational and start up experience are in high demand. There has also been a welcome shift from predominantly contract jobs in 2013/2014 to more permanent roles in 2015 which is offering In-house Recruiters more job security.

Other HR specialisms which were in demand in 2015 were Reward/Compensation & Benefits, Learning & Development and HRIS. Also, the majority of the large HR consulting houses had recruitment drives in 2015 therefore creating demand with candidates with consulting skills.

## Expectations for 2016

We envisage the steady recovery in the HR job market witnessed in 2015 will be maintained as the wider Irish economy continues to grow. We would expect that the pool of candidates available for contract roles will continue to shrink therefore forcing some employers to offer permanent contracts to attract the best talent. Also, salaries for those willing to commit to a contract jobs will need to increase further.

The anticipated HR specialist skills that are likely to be in demand in 2016 are Recruitment, as most employers plan to increase their headcount. Also Talent Management and L&D specialists are expected to be sought after as organisations have larger budgets to invest in developing and retaining their best people. Investment in upgrading HR systems is expected in 2016, leading to demand for those with HRIS implementation skills.

In respect of HR salaries for 2016, as demand for talent increases we anticipate a shift upwards across the board as generally HR salaries have remained fairly static in the last 5 years (with some exceptions to the rule being for Reward and Recruitment Specialists).

## HUMAN RESOURCES SALARIES

Sector	Dublin 2015	Dublin 2016	Regional 2015	Regional 2016
	€	€	€	€
<b>GENERALIST HR</b>				
HR Director (10 years +)	100K - 150K	100K - 150K	90K - 130K	90K - 130K
HR Manager (8-12 years)	65K - 90K	65K - 90K	55K - 80K	55K - 80K
HR Business Partner (8 – 12 years)	60K - 85K	60K - 85K	55K - 75K	55K - 75K
HR Generalist (4-8 years)	45K - 55K	45K - 55K	40K - 50K	40K - 55K
HR Officer (2-4 years)	30K - 40K	30K - 40K	30K - 38K	30K - 40K
HR Administrator (0-2 years)	22K - 27K	24K - 30K	22K - 26K	24K - 27K
<b>TALENT ACQUISITION</b>				
Director (10 years +)	80K - 110K	80K - 110K	80K - 100K	80K - 100K
Manager (8 years +)	55K - 85K	60K - 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>				
Head of Reward (10 years +)	90K - 120K	90K - 120K	90K - 120K	90K - 120K
Manager (8 years +)	65K - 90K	70K - 95K	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

**In 2015 the brokerage and pensions sectors prospered and increased employee headcount whilst the general insurers jostled for market share resulting in some job losses.**

*2015 has definitely been a turbulent year in insurance. We saw the brokerage market go from strength to strength while general insurance has experienced widespread redundancies.*



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# INSURANCE, COMPLIANCE & RISK

## 2015 in Review

2015 has definitely been a turbulent year in insurance. We saw the brokerage market go from strength to strength while general insurance has experienced widespread redundancies.

Small and large brokers saw a big increase in headcount across such positions as Account Handlers and Sales Executives which points to significant improvement in the wider market. Experienced Account Executives continue to be in demand. The Life and Pensions industry continued to grow with Pension Administrators, particularly those with Defined Benefit experience, being widely sought after.

There has been a clear focus on recruitment in data analytics and pricing which is a response to an increasingly competitive marketplace. There were relatively few openings in underwriting and claims particularly during the second half of the year, a decrease of 34% from the first half of 2015, as the general insurance market was impacted by aforementioned redundancies.

The actuarial market continued to be candidate driven, demonstrated by the ever present demand for qualified Actuaries and continuing significant skills shortage. We observed many companies filling the void of candidates in the Irish market with candidates moving from overseas. Also there was a particular focus on compliance with Solvency II due to be implemented in January 2016. As a result there has been recruitment drives by the big multinationals to prepare for its implementation.

Salary increases have been relatively static in the general insurance market due to the influx of highly qualified candidates available because of redundancies. Brokers have bucked this trend with commercial brokers seeing an increase particularly in the Dublin market. As mentioned above, skilled compliance, risk, pension and commercial brokering job numbers increased and salaries reflected this with an average uplift of 3% in base salaries across these sectors. The growth in the broker market definitely points to future recovery throughout the rest of the industry.

*The biggest risk is  
not taking any risk...  
In a world that is  
changing really  
quickly, the only  
strategy that is  
guaranteed to fail is  
not taking risks.*

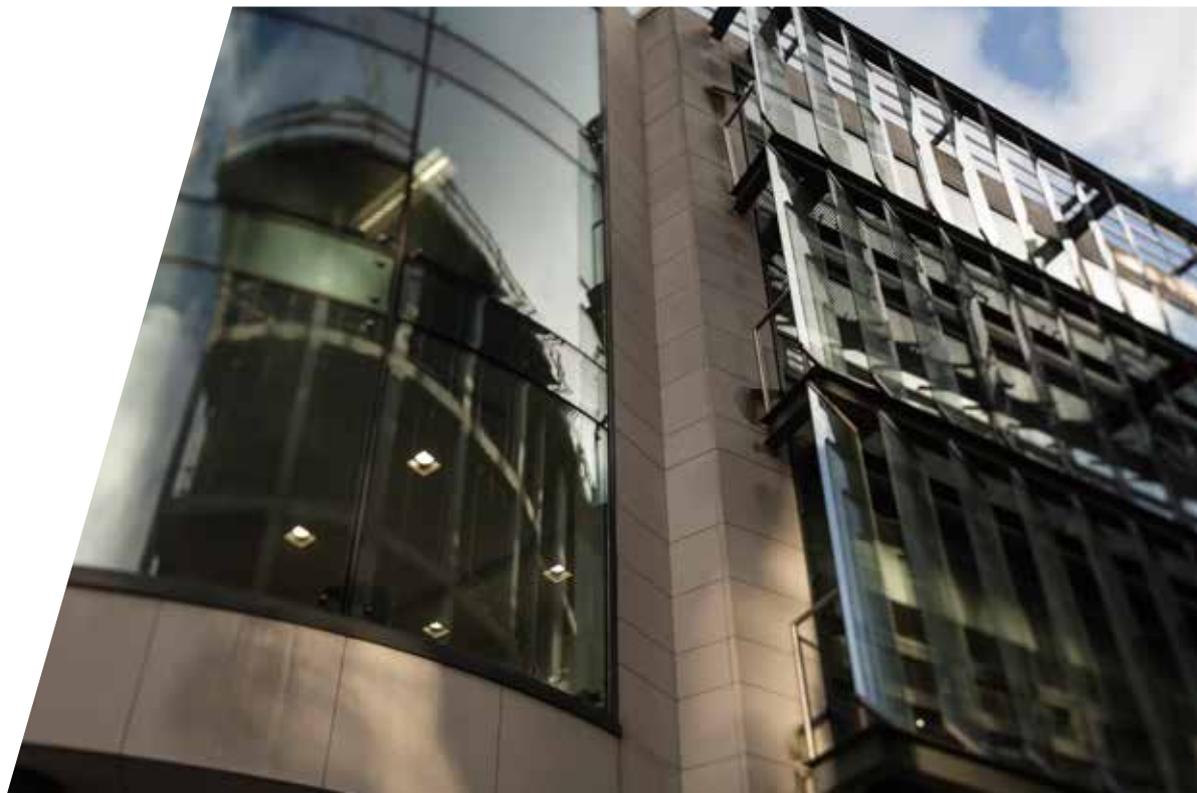
*Mark Zuckerberg*

## Expectations for 2016

With a number of big mergers recently, it remains to be seen exactly how this restructuring will impact the market. Initial signs have been good with a number of our major clients indicating the need for an increase in headcount. Small and medium brokers continue to increase their staff numbers and this is set to continue for 2016. As seen in 2015, skilled data analytics and compliance candidates look set to continue to be in high demand. Overall the general insurance market is struggling to find its feet with the rest of the sector experiencing strong growth.

## About Insurance Compliance and Risk

Abrivia's Insurance, Compliance and Risk division is headed up by Stephen McManus. Stephen is CIP qualified, having attended the University of Limerick. Stephen holds a Bachelor of Business, Honours Degree, specialising in Risk Management and Insurance. Stephen has worked for a number of years in the Insurance and financial services industry. Stephen works with many of the major multinationals and brokerages in the Irish market.



## INSURANCE, COMPLIANCE &amp; RISK SALARIES

Sector	Dublin 2015	Dublin 2016	Regional 2015	Regional 2016
	€	€	€	€
<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	70K - 125K	70K - 125K	60K - 110K	60K - 110K
Underwriter	30K - 65K	30K - 65K	25K - 60K	25K - 60K
Claims Handler	30K - 40K	30K - 40K	25K - 40K	25K - 40K
Loss Adjuster	28K - 45K	28K - 45K	26K - 40K	26K - 40K
Senior Account Executive	55K - 75K	55K - 75K	50K - 70K	50K - 70K
Account Handler	28K - 45K	28K - 45K	24K - 40K	24K - 40K
Account Executive	35K - 50K	35K - 50K	28K - 45K	28K - 45K
Personal Line Broker	28K - 42K	28K - 42K	25K - 38K	25K - 38K
Corporate Broker	30K - 55K	30K - 55K	28K - 45K	28K - 45K
Development Executive	45K - 65K	45K - 67K	40K - 55K	40K - 55K
<b>LIFE AND PENSIONS</b>				
Pensions Consultant	45K - 55K	45K - 57K	40K - 50K	40K - 50K
Pensions Administrator	28K - 37K	28K - 38K	27K - 35K	27K - 35K
Senior Pensions Administrator	37K - 47K	38K - 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
<b>ACTUARIAL</b>				
Chief Actuary	125K - 195K	125K - 195K	118K - 185K	118K - 185K
Actuarial Manager	105K - 135K	105K - 135K	100K - 129K	100K - 129K
Qualified Actuary	90K - 115K	90K - 115K	75K - 100K	75K - 100K
NQ Actuary	77K - 100K	77K - 100K	60K - 84K	60K - 84K
Trainee Actuary	30 - 45K	30 - 45K	30K - 45K	30K - 45K
Pricing Specialist	90K - 110K	90K - 110K	85K - 105K	85K - 105K

Sector	Dublin 2015	Dublin 2016	Regional 2015	Regional 2016
	€	€	€	€
<b>COMPLIANCE</b>				
Head of Compliance	95K - 172K	95K - 172K	80K - 105K	80K - 105K
Senior Compliance Manager	85K - 98K	85K - 98K	60K - 80K	60K - 80K
Compliance Manager	60K - 85K	60K - 85K	56K - 74K	56K - 74K
Compliance Specialist	45K - 67K	45K - 67K	40K - 53K	40K - 53K
Compliance Executive	32K - 45K	32K - 45K	30K - 35K	30K - 35K
AML Specialist	38K - 60K	38K - 60K	30K - 45K	30K - 45K
<b>RISK</b>				
Chief Risk Officer	115K - 194K	115K - 194K	80K - 140K	80K - 140K
Senior Risk Manager	88K - 112K	88K - 112K	60K - 90K	60K - 90K
Risk Manager	72K - 88K	72K - 88K	50K - 70K	50K - 70K
Risk Specialist	43K - 55K	43K - 55K	30K - 42K	30K - 42K
Risk Executive	35K - 48K	35K - 48K	30K - 38K	30K - 38K

**Hiring challenges remained in 2015 for skillsets such as Java, .Net and UI/UX. In 2016 we will see more demand for other languages such as Ruby, PHP and C++.**

*2015 was another stellar year for the IT industry. Contracting opportunities rose yet again with many IT professionals favouring this financially more lucrative option over the security of permanent employment and companies realising the best chance in filling roles promptly is through the contracting model.*



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PARK PLACE



# TECHNOLOGY

## 2015 in Review

2015 was another stellar year for the IT industry. Contracting opportunities rose yet again with many IT professionals favouring this financially more lucrative option over the security of permanent employment and companies realising the best chance in filling roles promptly is through the contracting model.

In 2015 there was a marked increase in the instances of counter offers as well as multiple offers for IT job seekers, very reminiscent of the Celtic Tiger days, even for roles with a high candidate to job ratio historically such as technical support roles.

Realising the need to act quickly in order to fill their open vacancies, many of Abrivia's clients introduced processes and strategies in 2015 to dramatically speed up their timeframes from job opening to job filled. For those that didn't act promptly, suitable candidates passed them by with many openings remaining unfilled as the year closes.

Another noticeable feature of the IT jobs market in 2015 was the increased readiness of companies to provide employment for non-EU citizens who require work permits. With the EU well of talent drying up considerably, many organisations felt compelled to look further afield to source candidates for highly skilled roles.

Hiring challenges remained in 2015 for skillsets such as Java, .Net and UI/UX as has been the case for many years now. QA/Test and BI/Data professionals were also sought after in great numbers. We particularly saw a huge increase in demand for IT security and IT audit professionals. As witnessed through high profile global data breaches throughout the year, there is now an increased risk to commercial IT environments. 2015 also saw BYOD (bring your own device) to work become more commonplace whilst more and more companies migrated to the cloud, factors presenting further potential cyber security threats and with them an unprecedented demand for IT security professionals.

*Any sufficiently advanced technology is equivalent to magic.*

*Arthur C. Clarke*

## Expectations for 2016

2016 promises to be another strong year for the IT industry given its premium status within the Irish economy. Salaries and daily rates are likely to see an upward curve again and there are indications that IT professionals will become more mobile and more open to explore opportunities given the strength of the industry.

## About Abrivia Technology

Abrivia Technology is managed by Chris Jennings, a specialist in the IT recruitment market.

Chris has over 10 years' experience in IT/Telco Sales and Recruitment space. As an IT Recruiter, Chris has established strong relationships with some of Ireland's leading technology companies and professionals and consistently takes a proactive and consultative approach to his job. Chris specialises in the recruitment of Software and web developers

Abrivia Technology is an industry leader in the placement of permanent and contract Technology professionals across the public and private sectors with many of Ireland's leading companies. Abrivia Technology has an unrivalled reputation in working with IT professionals at all levels in helping to secure their next career move.



## TECHNOLOGY SALARIES

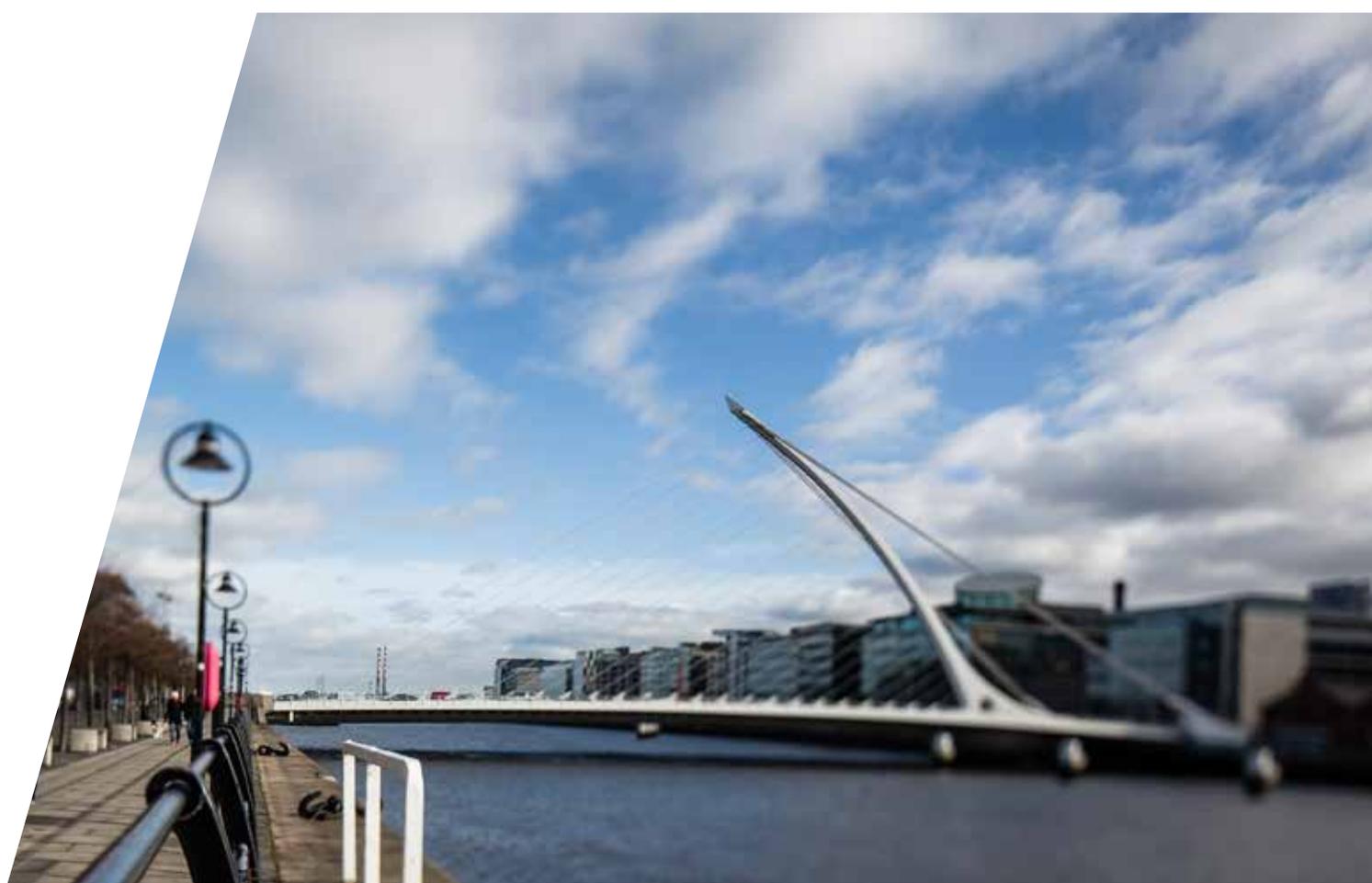
Sector	Dublin 2015	Dublin 2016	Regional 2015	Regional 2016
	€	€	€	€
<b>SENIOR APPOINTMENTS</b>				
CTO	120K - 160K	120K - 180K	100K - 150K	110K - 160K
Software Development Manager	90K - 140K	90K - 150K	80K - 130K	80K - 135K
Programme Manager	80K - 120K	80K - 125K	75K - 110K	75K - 120K
Project Manager	60K - 100K	65K - 105K	55K - 90K	60K - 100K
Infrastructure/Support Manager	50K - 90K	55K - 95K	45K - 90K	50K - 90K
<b>DEVELOPMENT &amp; DESIGN ROLES</b>				
Oracle/SQL	40K - 80K	40K - 85K	35K - 75K	35K - 80K
Data warehousing/ Business Intelligence	40K - 100K	45K - 100K	35K - 90K	40K - 95K
Technical Architect	60K - 115K	65K - 120K	55K - 105K	60K - 110K
Java/J2EE	35K - 95K	40K - 95K	30K - 85K	35K - 85K
VB/.NET/C#	35K - 95K	40K - 95K	30K - 85K	35K - 85K
C/C++	30K - 75K	35K - 80K	30K - 65K	35K - 70K
Web/PHP Development	30K - 75K	35K - 80K	30K - 70K	30K - 75K
UI/UX Designer	35K - 90K	40K - 95K	30K - 80K	35K - 85K
Mobile Developer	30K - 75K	35K - 80K	30K - 70K	35K - 75K
Mainframe	30K - 60K	30K - 60K	25K - 50K	25K - 50K
<b>ERP/CRM</b>				
SAP Functional Consultant	45K - 85K	45K - 90K	40K - 80K	40K - 85K
SAP ABAP Programmer	40K - 85K	45K - 90K	35K - 75K	40K - 80K
Oracle Financials Business Analyst	45K - 85K	45K - 90K	35K - 80K	40K - 85K
Oracle Financials Technical Consultant	40K - 85K	45K - 90K	35K - 75K	40K - 80K
ERP (Other) Consultant	40K - 75K	40K - 80K	35K - 70K	35K - 75K
Navision Consultant	45K - 80K	45K - 85K	35K - 75K	40K - 80K
CRM Consultant	40K - 80K	45K - 85K	35K - 75K	40K - 80K

Sector	Dublin 2015	Dublin 2016	Regional 2015	Regional 2016
	€	€	€	€
<b>INFRASTRUCTURE / SUPPORT</b>				
Helpdesk/Desktop Support	25K - 45K	30K - 50K	22K - 40K	25K - 45K
Systems Administrator	35K - 55K	40K - 60K	30K - 50K	35K - 55K
UNIX/Linux Administrator	35K - 70K	40K - 75K	30K - 65K	35K - 70K
Network Specialist	35K - 80K	40K - 85K	30K - 75K	35K - 80K
Security Specialist	35K - 80K	40K - 90K	30K - 75K	35K - 80K
Virtualisation Specialist	35K - 80K	40K - 85K	30K - 75K	35K - 80K
Database Administrator	35K - 75K	40K - 80K	30K - 70K	35K - 75K
<b>QA / TESTING / LOCALISATION</b>				
Test/QA Manager	50K - 70K	55K - 80K	45K - 65K	50K - 70K
Test/QA Team Leader	45K - 60K	50K - 70K	40K - 55K	45K - 60K
QA Engineer	30K - 55K	35K - 60K	25K - 50K	30K - 55K
Localisation Engineer	22K - 40K	22K - 40K	22K - 40K	22K - 40K

## TECHNOLOGY CONTRACT RATES

Sector	Dublin 2015	Dublin 2016	Regional 2015	Regional 2016
	Rate € p/d	Rate € p/d	Rate € p/d	Rate € p/d
<b>SENIOR APPOINTMENTS</b>				
CTO	€650 - €1,300	€700 - €1,400	€600 - €1,100	€650 - €1,200
Software Development Manager	€600 - €1,100	€650 - €1,100	€500 - €1000	€550 - €1000
Programme Manager	€500 - €1000	€550 - €1,100	€450 - €900	€500 - €950
Project Manager	€400 - €800	€450 - €850	€350 - €800	€400 - €800
Infrastructure/Support Manager	€350 - €800	€350 - €800	€300 - €750	€300 - €750
<b>DEVELOPMENT &amp; DESIGN ROLES</b>				
Oracle/SQL	€350 - €750	€400 - €800	€300 - €650	€350 - €700
Data warehousing/ Business Intelligence	€350 - €800	€400 - €850	€300 - €700	€350 - €750
Technical Architect	€450 - €850	€500 - €900	€450 - €750	€450 - €800
Java/J2EE	€300 - €750	€350 - €800	€250 - €650	€300 - €700
VB/.NET/C#	€300 - €750	€350 - €800	€250 - €650	€250 - €700
C/C++	€300 - €650	€350 - €700	€250 - €600	€300 - €650
Web/PHP Development	€300 - €600	€300 - €650	€200 - €500	€250 - €550
UI/UX Designer	€300 - €750	€350 - €800	€250 - €650	€300 - €700
Mobile Developer	€300 - €650	€350 - €700	€250 - €600	€300 - €650
Mainframe	€200 - €400	€200 - €400	€200 - €350	€200 - €350
<b>ERP/CRM</b>				
SAP Functional Consultant	€350 - €800	€350 - €850	€300 - €700	€350 - €750
SAP ABAP Programmer	€350 - €750	€350 - €800	€300 - €700	€350 - €750
Oracle Financials Business Analyst	€350 - €800	€350 - €850	€300 - €700	€350 - €750
Oracle Financials Technical Consultant	€350 - €750	€350 - €800	€300 - €700	€350 - €750
ERP (Other) Consultant	€350 - €700	€350 - €750	€300 - €650	€350 - €700
Navision Consultant	€350 - €750	€350 - €800	€300 - €700	€350 - €750
CRM Consultant	€350 - €750	€350 - €800	€300 - €650	€350 - €700

Sector	Dublin 2015	Dublin 2016	Regional 2015	Regional 2016
	Rate € p/d	Rate € p/d	Rate € p/d	Rate € p/d
<b>INFRASTRUCTURE / SUPPORT</b>				
Helpdesk/Desktop Support	€150 - €300	€175 - €350	€120 - €250	€150 - €300
Systems Administrator	€250 - €400	€250 - €450	€200 - €350	€200 - €400
UNIX/Linux Administrator	€250 - €450	€300 - €500	€250 - €400	€250 - €450
Network Specialist	€250 - €550	€300 - €600	€250 - €500	€300 - €550
Security Specialist	€250 - €550	€300 - €600	€250 - €500	€250 - €550
Virtualisation Specialist	€250 - €550	€300 - €600	€250 - €500	€250 - €550
Database Administrator	€250 - €550	€300 - €600	€250 - €500	€250 - €550
<b>QA / TESTING / LOCALISATION</b>				
Test/QA Manager	€300 - €550	€350 - €600	€250 - €500	€300 - €550
Test/QA Team Leader	€250 - €450	€300 - €500	€200 - €400	€250 - €450
QA Engineer	€200 - €400	€250 - €450	€150 - €300	€200 - €400
Localisation Engineer	€100 - €250	€100 - €250	€100 - €220	€100 - €220



**Demand for qualified lawyers with 1-3 year PQE with specific specialised legal skill sets including corporate, IP/IT, data protection, commercial, banking & finance and real estate continues to rise.**

*2015 continued with a strong hiring trend throughout the year which has put the Irish legal market on the front foot for continued growth in 2016.*



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## 2015 in Review

2015 continued with a strong hiring trend throughout the year which has put the Irish legal market on the front foot for continued growth in 2016. The usual suspects continued their post recessionary return; commercial and residential property, construction and corporate M&A (Mergers and Acquisitions). The demand for qualified lawyers with 1-3 year PQE and a specific specialised legal skill sets (corporate, IP/IT, data protection, commercial, banking & finance and real estate) continues to rise.

There is a definite increase in competition to attract the top talent including the best of the graduates, this is set to grow significantly in 2016. In addition, predicted growth in commercial litigation and international arbitration will drive hiring increases in mid-level recruitment. At the junior end, more paralegals and document review roles will provide new career options for those starting their legal careers. At the top end, partners and senior associates were more active in pushing for promotions after several years of low expectations.

## Expectations for 2016

2016 will see an anticipated rise in workload at many of the larger Dublin law firms which will lead to a greater demand for associates as they create better balanced transactional teams. However, this may cause acute shortages of talent in banking, debt capital markets, property and corporate teams.

The increase in M&A activity, in addition to an increasingly complex regulatory environment, is leading Irish multinationals to increase staff for their own in-house legal teams. This can be witnessed most notably within the Financial Services sector.

Salary is one of the most important motivators for professionals considering a career move within the legal sector. Additionally, career progression and a move from private practice to a top tier or boutique firm are important considerations. These factors are most pronounced at the senior end of the market.

## PRIVATE PRACTICE

Sector	Dublin 2015	Dublin 2016	Regional 2015	Regional 2016
	€	€	€	€
<b>DUBLIN TOP 10 FIRMS REGIONAL UPPER TIER</b>				
Salaried Partner	180K - 355K	180K - 400K	135K - 190K	135K - 190K
Salaried Partner (entry level)	110K - 160K	110K - 185K	85K - 124K	85K - 124K
8PQE+	95K - 115K	100K - 124K	75K - 96K	75K - 96K
7PQE	80K - 92K	80K - 110K	70K - 85K	70K - 85K
5PQE	60K - 98K	60K - 100K	65K - 74K	65K - 74K
3PQE	60K - 75K	60K - 82K	40K - 55K	40K - 55K
2PQE	50K - 65K	48K - 71K	35K - 48K	35K - 48K
1PQE	48K - 62K	48K - 67K	35K - 45K	35K - 45K
NQ	48K - 56K	44K - 56K	30K - 40K	30K - 40K
Legal Exec [3 - 5]	35K - 37K	33K - 37K	27K - 35K	27K - 35K
Legal Exec [1 - 3]	30K - 32K	26K - 32K	23K - 28K	23K - 28K
Company Secretary Mngr	30K - 48K	36K - 55K	35K - 55K	35K - 55K
Company Secretary 2PQE	30K - 38K	32K - 44K	27K - 35K	27K - 35K
Company Secretary Qual	25K - 33K	26K - 35K	23K - 28K	23K - 28K
Company Secretary Trainee	25K - 27K	25K - 27K	25K - 25K	25K - 25K

## PRIVATE PRACTICE

Sector	Dublin 2015	Dublin 2016	Regional 2015	Regional 2016
	€	€	€	€
<b>DUBLIN 10 – 20 FIRMS REGIONAL SMALL TO MEDIUM</b>				
Salaried Partner	90K - 140K	90K - 130K	80K - 90K	80K - 90K
8PQE+	90K - 115K	90K - 115K	60K - 86K	60K - 86K
7PQE	70K - 88K	80K - 95K	55K - 80K	55K - 80K
5PQE	55K - 85K	55K - 85K	55K - 75K	55K - 75K
3PQE	40K - 75K	40K - 75K	40K - 55K	40K - 55K
2PQE	40K - 60K	38K - 64K	38K - 45K	38K - 45K
1PQE	45K - 52K	45K - 55K	32K - 45K	32K - 45K
NQ	38K - 46K	38K - 48K	32K - 42K	32K - 42K
Legal Exec	30K - 45K	30K - 48K	29K - 37K	29K - 37K
Legal Exec	22K - 35K	26K - 30K	23K - 28K	23K - 28K
Company Secretary Mngr	30K - 45K	36K - 50K	35K - 50K	35K - 50K
Company Secretary 2PQE	30K - 35K	32K - 35K	27K - 35K	27K - 35K
Company Secretary Qual	24K - 33K	26K - 33K	23K - 28K	23K - 28K
Company Secretary Trainee	25K - 27K	24K - 27K	23K - 25K	23K - 25K

*The law is reason,  
free from passion.*

*Aristotle*

## IN HOUSE

Sector	Dublin 2015	Dublin 2016	Regional 2015	Regional 2016
	€	€	€	€
<b>IN HOUSE</b>				
Head of Legal	110K - 180K	110K - 180K	85K - 150K	85K - 150K
General Counsel	80K - 140K	72K - 132K	60K - 95K	60K - 95K
Senior Legal Advisor	70K - 90K	70K - 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



**Following a busy year in office support  
we anticipate further growth in 2016,  
in particular legal secretarial, PA and  
Executive Assistant roles.**

*2015 has been a very busy year overall for the office support sector. Temporary and contract roles have remained consistent and there has been a noticeable increase in the number of permanent roles on the market. Experienced legal secretaries continue to be sought after particularly those with conveyancing and corporate experience.*



**Michelle Earley**  
Head of Office Support

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# OFFICE SUPPORT

## 2015 in Review

2015 has been a very busy year overall for the office support sector. Temporary and contract roles have remained consistent and there has been a noticeable increase in the number of permanent roles on the market. Experienced legal secretaries continue to be sought after particularly those with conveyancing and corporate experience.

Office support professionals who have a wide range of administration, reception and secretarial/typing experience are also in demand. Experienced office support professionals such as PAs and Executive Assistants continued to be sought in 2015. What is notable is that many organisations are now seeking PAs/Executive Assistants with strong commercial experience.

With the increased demand in many legal firms for experienced legal professionals, this has in turn created many new permanent legal secretarial roles. The legal secretarial market in Dublin is thriving with a constant need for strong secretaries/Legal PAs particularly with conveyancing and corporate experience. Salaries have remained relatively consistent over the past 12 months with only small increases observed for Executive Assistant/PAs and Legal Secretaries. Temp hourly rates remain unchanged. The sectors offering the most attractive remuneration packages are Pharmaceutical, IT, FMCG/Retail and the larger legal firms.

The temp and contract market has remained steady throughout 2015, with an increase in demand in Q3. Many businesses choose this as a viable and cost effective option to cover maternity leave, sick leave and additional project work. 2015 also saw an increase in temporary to permanent hires.

## Expectations for 2016

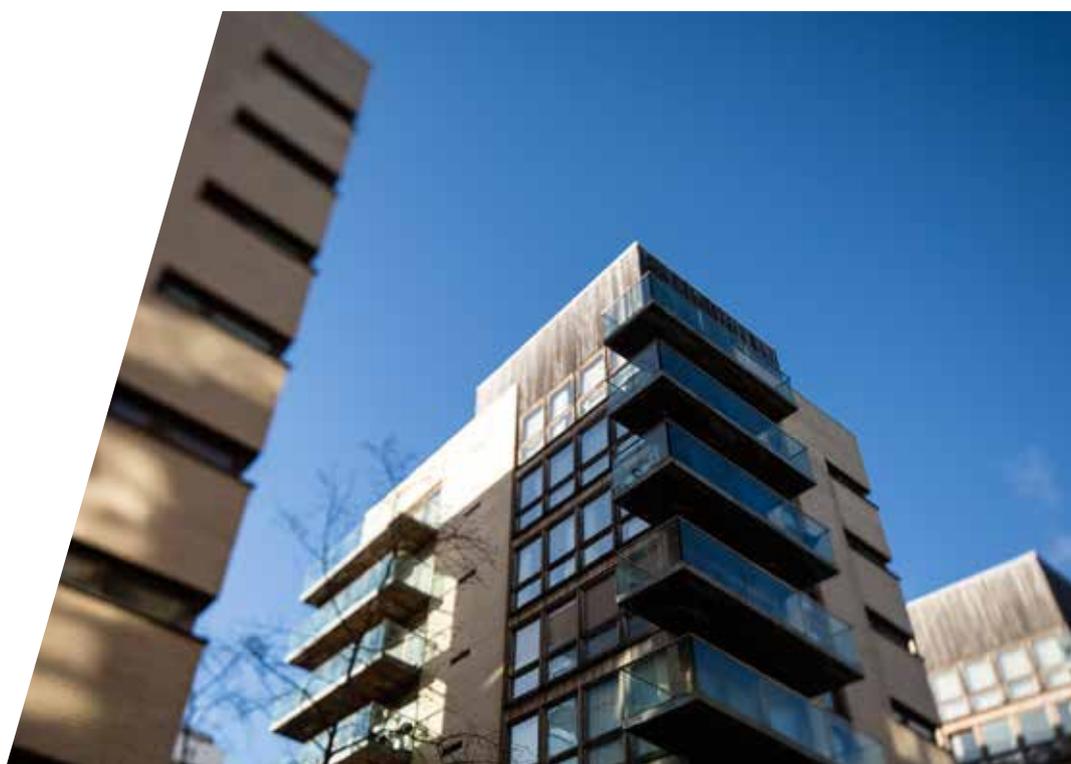
The outlook for 2016 is positive with increasing confidence in many industry sectors. We expect to see salaries remain fairly stable but an improvement in benefits packages for support staff is expected.

## About Abrivia Office Support

Michelle Earley manages Abrivia's Office Support Division, with over ten year's recruitment experience, eight of these within the Office Support area. Abrivia's Office Support division recruits for PAs, Legal Secretaries, Office Managers, Administrators, Secretaries, Receptionists and Data Entry Clerks across all industry sectors.

## OFFICE SUPPORT SALARIES

Sector	Dublin 2015	Dublin 2016	Regional 2015	Regional 2016
	€	€	€	€
<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 - 50K	30K - 45K	26K - 40K	26K - 40K
Legal Secretary (3+yrs)	33K - 45K	33K - 46K	25K - 38K	25K - 38K
Legal Secretary (0-3yrs)	22K - 33K	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 - 32K
Receptionist (0-3yrs)	20K - 26K	21K - 26K	20K - 24K	20K - 24K
Administrator (3+yrs)	26K - 38K	26K - 38K	22K - 30K	22K - 30K
Administrator (0-3yrs)	20K - 30K	20K - 30K	20K - 25K	20K - 25K
Data Entry Clerk	20K - 27K	20K - 27K	20K - 23K	20K - 23K



**The last quarter of 2015 saw a surge of activity across all levels within sales and marketing. Demand was most pronounced within the FMCG sector and this is set to continue for 2016.**

*According to economic forecasts, the Irish Economy is set to grow by up to 4% in 2016 and certainly the increased level in activity has been reflected in the past year with an increase in demand for strong sales and marketing candidates.*



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Head of Sales and Marketing

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# SALES AND MARKETING

## 2015 in Review

According to economic forecasts, the Irish Economy is set to grow by up to 4% in 2016 and certainly the increased level in activity has been reflected in the past year with an increase in demand for strong sales and marketing candidates. There has been consistent growth throughout the year but in the 3rd Quarter of 2015 there has been a real drive for strong sales candidates across all sectors, in particular within the FMCG, manufacturing and IT sectors.

There has been increased economic confidence across all industry sectors, even the Construction sector, which had been dormant for a couple of years. It is now experiencing growth, with companies in this sector looking to recruit again, particularly within their sales teams.

There is continued demand for experienced professionals within the IT and Manufacturing sectors. In the FMCG sector, a lot of SME's and multinationals are continuing to recruit and are struggling to attract strong Key Account Managers and Middle/Senior National Account Managers.

The strong demand for sales professionals within the FMCG market and also within the Financial Services sectors has resulted in companies paying higher On Target Earnings (OTE) to attract and to retain talent. Whilst companies are looking to recruit, they are being very selective and more patient prior to hiring. It has become commonplace for companies to map the marketplace and to have a strong shortlist before moving ahead with the interview process.

The Marketing sector has also experienced strong growth throughout the year. Within the Marketing sector, there is a clear demand for Marketing and Digital Marketing Specialists across all industries. These changes have meant that traditional and even the not so traditional marketeers are having to upskill at an ever increasing rate to keep up to date with industry trends.

As marketing becomes increasingly digitised, organisations are challenged to remain competitive by finding new, creative ways to acquire and retain customers. Big Data makes it cheaper and easier to test concepts but marketing is still about coming up with big ideas. There has been a real demand for strong candidates at a senior level in particular within the Financial Services and Banking sectors. Within the FMCG sector, there was a drive to recruit at Brand and Marketing Manager levels.

*The aim of marketing is to know and understand the customer so well the product or service fits him and sells itself.*

*Peter Drucker*

There is a shortage of Category Managers within the FMCG sector and some companies are looking to take on graduate to junior level candidates and train them up.

## Expectations for 2016

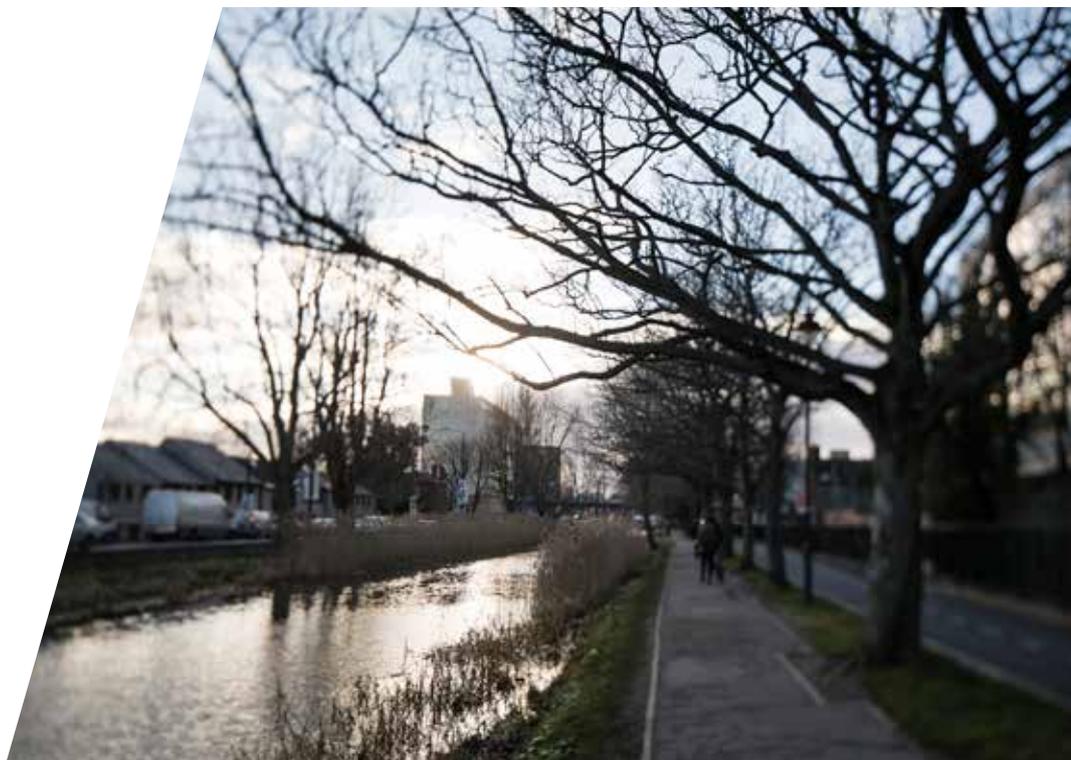
There was a definite increase in salaries, albeit a small increase throughout 2015. However, predictions are that we will see salary increases across more sectors throughout 2016.

A lot of FMCG companies are specific in what they are looking for and this has become a real issue for some with vacancies taking months to fill. The biggest obstacle is the shortage of skilled professionals on the move at all levels when seeking direct industry experience. The demand for ambitious, highly motivated candidates is set to continue in to 2016. The indicators are that strong sales candidates will be in demand for 2016 with companies now having the budget to attract the talent available. Also those with languages will again be in demand for the year ahead.

Marketeers armed with a strong knowledge of traditional marketing and who are skilled in digital marketing will continue to be in-demand. Following the lead of the big corporates, SMEs are recognising the need to adapt to a competitive market where e-commerce is the growing global trend. With increased economic confidence, companies are re-investing in marketing and looking to grow their marketing teams, which is a positive indicator for 2016.

## About Abrivia Sales & Marketing

Abrivia Sales and Marketing is managed by Denis Mac Sweeney with nine years recruitment experience in the sales and marketing sector. The Sales and Marketing team offer bespoke recruitment solutions to a range of indigenous and multinational clients.



## SALES &amp; MARKETING SALARIES

Sector	Dublin 2015	Dublin 2016	Regional 2015	Regional 2016
	€	€	€	€
<b>SALES ICT</b>				
Sales Director	90K - 150K	100 - 160K	80K - 120K	85K - 130K
Sales Account Director	70K - 110K	75K - 120K	75K - 100K	80K - 110K
Sales Manager	55K - 85K	60K - 90K	60K - 70K	65K - 75K
Corporate Account Manager	45K - 70K	50K - 80K	40K - 60K	45K - 65K
Account Manager	30K - 60K	30K - 65K	25K - 40K	25K - 50K
Business Development Manager	30K - 60K	35K - 70K	30K - 45K	35K - 50K
Internal Account Manager	25K - 35K	25K - 45K	20K - 30K	20K - 45K
Telesales – Outbound	20K - 35K	25K - 40K	20K - 30K	25K - 35K
Telesales – Inbound	20K - 28K	25K - 40K	20K - 30K	25K - 35K
<b>MARKETING ICT</b>				
Marketing Director	80K - 110K	85K - 120K	70K - 85K	75K - 90K
Marketing Manager	70K - 85K	70K - 90K	60K - 70K	65K - 75K
PR / Communications Manager	55K - 70K	65K - 75K	50K - 60K	55K - 65K
Product / Brand Manager	50K - 70K	55K - 70K	45K - 55K	50K - 60K
Marketing Executive	35K - 50K	35K - 55K	30K - 40K	35K - 50K
<b>SALES SERVICES / B2B</b>				
Sales Director	100K - 160K	100K - 180K	90K - 120K	95K - 130K
National Sales Manager	70K - 100K	70K - 100K	60K - 75K	60K - 80K
Regional Sales Manager	50K - 80K	55K - 85K	45K - 55K	50K - 60K
Key Account Manager	45K - 60K	45K - 65K	40K - 50K	45K - 55K
Business Development Manager	40K - 50K	45K - 60K	35K - 45K	40K - 55K
Telesales – Outbound	20K - 30K	25 - 35K	18K - 25K	20K - 30K
Telesales – Inbound	20K - 30K	25K - 35K	18K - 25K	20K - 30K
<b>MARKETING SERVICES / B2B</b>				
Marketing Director	80K - 110K	90K - 120K	75K - 90K	75K - 100K
Marketing Manager	60K - 90K	65K - 90K	55K - 75K	60K - 80K
PR / Communications Manager	60K - 70K	65K - 75K	50K - 65K	55K - 70K
Product / Brand Manager	50K - 65K	55K - 70K	50K - 65K	55K - 70K
Marketing Executive	30K - 45K	35 - 50K	25K - 35K	30K - 40K

Sector	Dublin 2015	Dublin 2016	Regional 2015	Regional 2016
	€	€	€	€
<b>SALES FMCG</b>				
Sales Director	60K - 85K	65K - 100K	55K - 75K	60K - 80K
National Sales Manager	50K - 80K	55K - 90K	45K - 60K	50K - 60K
Regional Sales Manager	50K - 65K	55K - 70K	40K - 55K	45K - 55K
Key Account Manager	45K - 65K	50K - 70K	45K - 60K	45K - 65K
Territory Manager	35K - 50K	40K - 60K	30K - 45K	35K - 55K
Sales Representative	25K - 40K	30K - 45K	25K - 35K	30K - 40K
Van Sales	30K - 40K	30K - 45K	30K - 35K	30K - 40K
Merchandiser	20K - 30K	25K - 35K	18K - 30K	20K - 35K
Telesales	20K - 30K	25K - 35K	20K - 30K	25K - 40K
<b>MARKETING FMCG</b>				
Marketing Director	85K - 100K	90K - 120K	70K - 80K	75K - 90K
Marketing Manager	60K - 75K	65K - 80K	50K - 60K	55K - 65K
Brand Manager	50K - 65K	55K - 70K	40K - 50K	45K - 55K
Assistant Brand Manager	35K - 50K	40K - 55K	30K - 40K	35K - 45K
Category Analyst	35 - 45K	35K - 50K	25K - 35K	25K - 40K
<b>SALES MEDICAL / PHARMA</b>				
Sales Director	60K - 100K	70K - 110K	60K - 80K	65K - 90K
National Sales Manager	45K - 70K	50K - 80K	45K - 60K	50K - 70K
Account Manager	45K - 55K	50K - 65K	40K - 50K	45K - 60K
Business Development Manager	40K - 50K	45K - 60K	35K - 45K	40K - 55K
Sales Representative	20K - 30K	25K - 40K	18K - 30K	20K - 30K
Telesales	25K - 35K	25K - 40K	20K - 30K	25K - 35K
<b>MARKETING MEDICAL / PHARMA</b>				
Marketing Director	80K - 100K	80K - 120K	70K - 90K	75K - 100K
Marketing Manager	60K - 70K	65K - 75K	55K - 75K	60K - 80K
Brand Manager	50K - 65K	55K - 65K	45K - 60K	50K - 65K
Product Manager	50K - 65K	55K - 70K	55K - 65K	55K - 70K
<b>SALES FS / INSURANCE</b>				
Account Manager / Director	100K - 120K	110K - 140K	80K - 100K	90K - 120K
Area Sales Manager	60K - 85K	65K - 90K	60K - 70K	65K - 75K
Sales Manager	55K - 80K	60K - 90K	45K - 55K	50K - 60K
Business Development Manager	50K - 80K	55K - 85K	40K - 50K	44K - 60K
Sales Representative	35K - 45K	40 - 50K	45K - 50K	50K - 60K
Telesales	20K - 30K	25K - 35K	18K - 25K	20K - 30K



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