

# Salary Survey 2018

**ABRIVIA**  
Futures Secured



**Trinity College Dublin**  
Coláiste na Tríonóide, Baile Átha Cliath  
The University of Dublin

Abrivia is a specialist recruitment consultancy based in the heart of Dublin. We have successfully established a reputation as one of the leading recruitment firms in the Irish marketplace, achieved by *developing* close partnerships with many of the largest and most prestigious indigenous and multinational organisations.

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# SALARY SURVEY & ECONOMIC COMMENTARY 2018 INTRODUCTION

## WELCOME

We are delighted to welcome you to the Abrivia 2018 Annual Salary Survey and Economic Analysis in partnership with Trinity College Dublin. This is our eighth 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 45,000 candidates from our CRM database.

Again, this year we are delighted this year to have economist, Dr. Brian Lucey, Dr. Charles Larkin and Dr. Na Fu of Trinity Business School provide the main economic and HR related commentary. Our team of experts at Abrivia and Trinity Business School have provided rich and comprehensive insights into the Irish employment market against the background of the current economic landscape.

As an award-winning business (previous winners of the NRF Best Recruitment Firm and shortlisted for Recruitment Company of the year 2017), each year we have looked to improve on the previous surveys and this year is no different.

Brexit negotiations, preparation for GDPR, a housing crisis and an impending election averted at the last minute are just some of the headlines from 2017. Despite some uncertainty, the Irish economy continues to thrive. In 2017, GDP will grow by 5% (Source: ESRI), which represents the highest growth rate in the European Union.

### ABRIVIA RECRUITMENT

2017 was a historic year for Abrivia Recruitment. The first Abrivia Salary Survey Breakfast Briefing took place in the lavish surrounds of the Dining Hall in Trinity College on Thursday, January 19th. Over 140 clients attended the Breakfast Briefing and received fascinating insights from our three keynote speakers, Dr. Charles Larkin, Dr. Na Fu, and Dr. Brian Lucey. Topics covered included Brexit, the housing crisis and its effect on recruitment, managing millennials and psychological contracts.

In October, we hosted our second seminar in conjunction with Trinity College on “How to Instil a High Performing Culture” where a gathering of over 60 HR and management professionals were treated to very thought-provoking presentations by Dr. Amanda Shantz (Associate Professor of HRM TCD), Dr. Na Fu (Associate Professor of HRM, TCD) and Dr. Claire Hayes (author and clinical psychologist).

In November, we were notified that Abrivia was once again shortlisted for Best Recruitment Company and Best Online Offering by the National Recruitment Federation.

During the past 11 years in business we have never deviated from our mission. This mission has been to source and engage with incredible talent, people who can make a difference in your business and our various awards are testament to this.



**Donal O'Brien**  
Managing Director

## THOUGHT LEADERHIP

### Positive Outlook from the Abrivia Salary Survey Breakfast Briefing



L-R Dr. Charles Larkin (Trinity College), Dr. Brian Lucey (Trinity College), Donal O'Brien (Abrivia Recruitment), Ruaidhri Horan (Abrivia Recruitment) Dr. Andrew Burke (Trinity College)

The first Abrivia Salary Survey Breakfast Briefing took place in the lavish surrounds of the Dining Hall in Trinity College on Thursday, January 19th. Over 140 clients attended the Breakfast Briefing and received fascinating insights from our three keynote speakers. Dean of Trinity Business School, Dr. Andrew Burke, opened proceedings and was quickly followed by Dr. Charles Larkin. Dr. Larkin spoke of how “England’s disadvantage is Ireland’s opportunity”, especially in the financial services space, regarding Brexit. However, we need to be careful as one-fifth of employees are spending more than they can afford on rent. In regards the marginal rate of tax, our taxes are “more punitive than the French”. He stressed that we shouldn’t “give into fear” and that “we are not living in an era of change, we are living in a change of era”.

Dr. Na Fu was next up and spoke of specific HR challenges, including managing millennials, diversity management, psychological contracts, line managers implementing HR policies and reasons people leave organisations.

In regards millennials, most employers found millennials the most difficult to manage. On the other side of the coin, millennials perceive that their workload as highest but also perceive their job impact as lowest when compared to Baby Boomers and members of Generation X. Perhaps this is an opportunity to provide more clarity to millennial workers on their actual positive impact on the organisations they belong to.

Dr. Na Fu also stressed that “real HR is HR implemented by line managers” and found that the survey produced an interesting finding that “line managers are highly motivated but lack the ability to enact HR”. Therefore, empowering line managers to enact HR policies is an important strategy for organisations to consider.

Dr. Brian Lucey concluded proceedings by taking a macro look at the Irish economy. He stressed that Ireland is very much an open economy and that “chips manufactured in Leixlip are used in computers in

## INTRODUCTION

Lesotho” and that “Ireland is already the Singapore of the North Sea”. Dr. Lucey emphasised that Ireland is a trade nation and only becoming more so with time. In regards Brexit, he reminded us that Ireland trades more with Belgium than the UK and that we need to be exploring the possibility of trading partners beyond Britain. The global economy grew by 3.4% in 2016 and is expected to grow by 3.6% in 2017. Dr. Lucey stressed that this growth is regional with “incredible growth projections in parts of Africa”, similarly in India. Even though Brexit is “incredibly destabilising”, opportunities are plentiful. Even if growth projections are sluggish among our immediate neighbours, prospects for Eastern European countries are much stronger. Undoubtedly, the outlook is positive for the Irish economy in a global context.

### Positive Outlook from the Abrivia Salary Survey Breakfast Briefing



L-R Dr. Na Fu, Donal O’ Brien, Dr. Amanda Shantz, Dr. Claire Hayes

Abrivia, in conjunction with Trinity College and Dr. Claire Hayes, hosted a HR and Management Breakfast Seminar in the newly refurbished Alexander Hotel, Dublin, on October 19th. The gathering of over 60 HR and management professionals were treated with three very thought-provoking presentations by Dr. Amanda Shantz (Associate Professor of HRM TCD), Dr. Na Fu (Associate Professor of TCD, HRM) and Dr. Claire Hayes (author and clinical psychologist).

MD of Abrivia, Donal O’Brien, commenced proceedings by discussing how getting the right cultural fit is essential for high performing companies and studies have shown that companies who source employees who are culturally compatible to their organisations witness more than 144% increase to their bottom line.

Dr. Amanda Shantz discussed the “why” of human resource management. How can HR and line managers partner to lead people to understand events in the same way to become true HR architects and create a high-performance culture?

HR needs to ask employees “why are we doing this” to prevent misinterpretation. Also, line managers need to be consulted to ensure HR initiatives are implemented as intended and they are also clear and consistent in communicating how HR practices will produce positives outcomes for the employee so everyone clearly understands the “why of human resource management”.

Dr. Na Fu discussed how line managers need to be motivated to achieve high performing teams. Many line managers are not aware of the benefits of effective HR practices and have a different interpretation of the corporate culture/values of the organisation.

Dr. Claire Hayes talked about how a high-performance sales culture may cause employee anxiety. She posed the pertinent question “if the culture is to stay to 8-9pm at night, how much is actually being done?”. Many line managers do not feel equipped to deal with employee’s mental health issues.

The seminar concluded with an excellent Questions and Answers session and a brief speech from Drew Flood of Aware, emphasising the range of services Aware volunteers provide for people suffering from anxiety and/or depression.

## CORPORATE SOCIAL RESPONSIBILITY

### Abrivia makes Eggs-tra special delivery to Temple Street and Crumlin Children’s Hospitals



Pictured having the ‘craic’ with the Temple Street Easter bunny (aka head porter John Doyle) are Donal O’Brien, managing director, Abrivia Recruitment with Siofra Kelly, corporate fundraising executive, Temple Street Hospital.

Abrivia organised an eggs-tra special delivery of over 900 Easter eggs, donated by ourselves, our clients and our suppliers, to the children in Temple Street and Crumlin Children’s Hospitals.

We cannot express our gratitude enough to all of our fantastic clients and suppliers for their eggs-ceptional generosity and support for this very worthy cause: Aergen, Bullhorn, Dublin Chamber of Commerce, BOI Payment Acceptance, Fleetmatics, Galvanic, Iconic Offices, IFAC, Irish Jobs, Jobs.ie, Magnet, Monster, MyTaxi, Pedersen Consultants, SEB Life, Seetec, Stafford Lynch, Tolteca, Xpert Office Supplies and Zurich Insurance. The number of eggs we received massively exceeded all expectations and the target of 300 was actually exceeded by 600 eggs. We cannot imagine more deserving recipients than the wonderful children in Temple St and Crumlin children’s hospitals. The target for 2018 is to collect more than 1,000 eggs for the main children’s hospitals.

## Women's Refuge Service Day a Huge Success



L-R Derek Cleary (Localise), Lorraine Donohoe (Assistant Manager Women's Refuge) & Donal O'Brien (MD Abrivia Recruitment Specialists)

In June the Abrivia team visited a women's refuge in Dublin where they organised and painted wooden storage boxes for current and future residents. The team also gave the outdoor children's play area a complete make over in addition to collecting clothes and toys for the residents. The refuge was delighted with the overall outcome and were very impressed by how everyone came together and pulled up their sleeves to ensure the project was completed on time.

A huge thank you to Balfour Beatty, who supplied a sandpit which was welcomed with great enthusiasm and to Tolteca, who supplied play materials for the indoor play area. Also we would like to thank the Localise team who organised and facilitated this great opportunity not to mention the Abrivia team who volunteered their time and energy to ensure the project was delivered on time and exceeded the expectations of staff and residents alike.

Derek Cleary of Localise said:

*"It was a pleasure to work with the staff of Abrivia as they came together to give back to the women's refuge facility in Rathmines – they are an excellent example of how businesses can make a real difference in the community."*



### THOUGHT LEADERSHIP

In partnership with Trinity College we produce the most authoritative Salary Survey, Economic Commentary and analysis of the recruitment landscape in Ireland. We publish this document a in a 100-page document that is released to the National newspapers in January each year.

## THANK YOU

Thank you to the whole Abridia management team who spend numerous hours compiling the 2018 Salary Survey. A special thanks to the overall project manager, Ruaidhri Horan, our management team of Tadhg Kearney, Andrew Meehan, Denis Mac Sweeney, Emily Mason, Andrea O'Reilly, Lydia O'Donnell and Michelle Earley.

A huge thanks to Trinity Business School for their input in making this year's survey the most authoritative and comprehensive document on the Irish recruitment market.

A special note of thanks to the following people in Trinity Business School:

- Professor Andrew Burke - Dean of Trinity Business School
- Dr. Brian Lucey - Professor of Finance at the School of Business
- Dr. Charles J Larkin - Research Associate/Adjunct Lecturer at Trinity Business School
- Dr. Na Fu - Associate Professor in Human Resource Management

Finally, thanks to all our clients and candidates who responded to our surveys and were so forthright and comprehensive in their responses.

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



In economic terms 2018 is going to be a very interesting year for Ireland. We will finally see the extent to which the United Kingdom is willing to concede the existence of reality, negotiated seriously around an exit agreement from the European Union that preserves economic common sense. This will not be possible of course until the Tory Party Civil War finishes and as it has lasted for at least 40 years, we shouldn't hold our breath. Without a shadow of a doubt Brexit remains the largest single cloud on the economic horizon. We're exposed in two ways to a downturn.

The first is that very many of Ireland's small to medium enterprises export disproportionately more to the United Kingdom than they do elsewhere. Any barriers to free trade will impact upon them very severely. Secondly, we are exposed by the fact that the United Kingdom, having chosen to make itself poorer, becomes a less attractive market and in consequence there will be less sales than otherwise would be the case. Combine this with the fact that Sterling is on a downward trajectory and this will mean imports from the UK displacing indigenous production. So, the calendar horizon has very little in the way of silver linings. But to ignore its reality, as many companies have been prone to do, is simply not an option.

Aside from that, we see a smooth path. The Irish economy is growing solidly, and, except for house prices, there is little in the way of bubbles evident. We need to be vigilant that the growth in the domestic economy, a large part of which is coming from investment, and a large part of that of that which is coming from investment in housing capital, does not become unbalanced. To some extent we are still playing catch up, a consequence of the banking crisis. But we are moving towards a situation where we have effectively full employment.

Even allowing for the fact that we may have become used to the provision of state services, in the early years of the millennium, which were not sustainable, we still see an underperformance relative to reasonable expectations. Significant real barriers exist into the provision of housing services, hospital services, provision of school places etc. Public transport remains strangled, and broadband provision is spotty at best. These shortcomings make it unlikely that we will obtain the full benefits that is available from the decision of United Kingdom to disengage from the modern world. The government remains committed to a policy of running down the national debt, and significant investment in the form of additional capital or current spending will be constrained, lifted only when the prospect of an election becomes real.

Beyond Ireland, the global economic outlook is reasonably rosy. In the absence of a global thermonuclear war caused by the ambitions and insults of Donald Trump and Kim, we should continue to see robust economic growth across a wide range of countries. Within Europe the Eurozone is growing solidly, if not strongly, with the consequence that interest rates are likely to face downward pressure. Bearing in mind that there is still a high level of indebtedness in Irish households and that interest rates for household and small-business loans are amongst the highest in Europe, this has the potential to destabilize Irish economic growth. There is very little we can do about the decisions of the European Central bank, but there is everything that government can do about investigating the competitive environment within which Irish banking operates, or more accurately does not operate.

**DR. BRIAN LUCEY** is a professor of Finance, with 21 years' experience as an academic; previous experience as a central bank economist and civil servant.



Dr. Brian Lucey

# BREXIT

Those surveyed this year do **not seem overly concerned** about Brexit and its implications

However, **42% of firms** agree that their supply chain will be disrupted due to Brexit

**ICT employers** are becoming increasingly concerned about the implications of Brexit with mobility being a major worry

The **sales sector** is the sector which is most worried about firm profitability post Brexit

Ireland exports around **17% of GDP** to the UK. €39 Bn.

The **Beef sector** employs 120,00 people in Ireland and exports 50% of all production to the UK

Ireland exports **270k tonnes of beef** to the UK, 50% of all production, representing €2.5bn per annum.

**Cheddar cheese** exports to the UK are at 78,000 tonnes and represent 2/3 of all production

Northern Ireland voted **56% remain**

Brexit Cost to the UK household is estimated between **£2,200 and £5,000**

If the EU has no deal with the UK, then **Ireland has no deal with the UK**

The preservation of the Good Friday Agreement and the **Northern Irish border** are yet to be decided

Ireland would face a **GDP decrease of 3.4%** to 9.4% over a decade due to a Hard Brexit

The UK cannot drop **tariffs to 0%** without litigation

The only solution is for Britain to offer 0% tariffs to all **WTO members** simultaneously

Sheep meat exports are equally focused with **21%** going to the UK

At present **50% of all international mail** comes via the UK

## The Reality of Brexit

As any student of Irish economic history will highlight, the period of 1922-2016 was defined more by economic crisis and mismanagement than success but the window of growth from the 1990s and early 2000s was hard won and the crash that followed was met with a surprising level of economic and political resilience. The peculiarities of the Irish economy as a small open economy, where 52% of value added is provided by the multinational sector explains much of the success and the limitations of that reaching all of society. The Global Financial Crisis impacted on Ireland in a particularly deep way, with substantial wage cuts and reductions in much of the social safety net. As was highlighted many times, Ireland is a country of families and communities, not abstract interest groups. The reality of difficulty making ends meet, job loss, emigration, mortgage arrears, eviction and distress were felt in every extended family. In this context Brexit happened. Brexit was not a product of analytical geometry or sophisticated polling techniques gone awry.

### BREXIT THE FACTS

- **The challenges of Brexit will be about food: exporting, importing and the subsequent compensation for that sector as a result of the negative impact.**
- **Long-standing realities are not as simple as they appear. The Common Travel Area and the Good Friday Agreement are very complex arrangements.**
- **Most employees and employers are not excessively concerned about the future of Brexit overall but the pharmaceutical sector and sales and marketing are very worried about the impact on their business models. Overall all firms are coming to grips with the implications for staff mobility.**

Some basic facts need to be established. The negotiations for Brexit formally began with the triggering of Article 50 of the TFEU. The political situation has been determined by a mix of domestic and international affairs. It is important to note that while Brexit was supported by the UK, the regional responses were not homogenous. England was 53% leave, Wales was 52.5% leave, Northern Ireland was 56% remain and Scotland was 62% remain. That still means that around 16m people wanted to leave the EU. The economic cost of Brexit as estimated by the OECD is between -3.3% of GDP to -7.7%. Somewhere between £2,200 and £5,000 per household. While the UK situation is a matter of concern due to economic spill overs, what are the direct effects to Ireland. What happens after March 2019?

The South Wall of Dublin Port provides a good starting point. A product of 18th Century engineering, it was built by large quantities of Portland limestone. Many of the neoclassical buildings in Dublin are built of such material. Cattle is part of the answer. Ireland, since before the Act of Union, has had an active trade in agricultural products with the UK. Stone came in on ships as ballast and livestock on the hoof left as exports. The Cattle Market in Stoneybatter and fair in Smithfield existed to support this longstanding industry. It will ultimately be this now small area of the Irish economy that will determine the overall impact of Brexit on Ireland. Agriculture employs a little over 5.5% of those in employment, around 158,000 people. Phytosanitary regulations are the nuts and bolts of the Common Agricultural Policy and European Union rules with respect to agricultural output and trade. These regulations are very complex and in constant flux. One is either compliant or not. One is either part of CAP and the EU or not. Much of the effort on the Canadian free trade agreement and on the failed US free trade agreement related to phytosanitary regulations.



Dr. Charles Larkin

#### IRELAND EXPORTS AROUND 17% OF GDP TO THE UK. €39BN.

- 50% of beef production is exported to the UK, a sector which employs 120,000 people
- 2/3 of all cheddar cheese production is exported to the UK
- 40% of “Irish fish are caught in UK waters”
- If the EU has no deal with the UK, then Ireland has no deal with the UK
- In NI, 38% of services trade and 25% of manufacturing trade is with the Republic

The UK, if it fully leaves the customs union of the European Union, will become a third country. This will place it outside of the normal structure of compliance with Phytosanitary rules. This will mean that British beef and stilton will be as alien to Ireland as if it arrived from Peru and vice versa. As a customs union Ireland does not negotiate independent trade policy, but as part of the club of 27 countries in the EU. If the EU has no deal with the UK, then Ireland has no deal with the UK. This brings us back to cattle. Beef employs 120,000 people in Ireland. Ireland exports 270k tonnes of beef to the UK, 50% of all production, representing €2.5bn per annum.

WTO tariffs on milk are 50%. Ireland exports massive amounts of milk products to the UK. Cheddar cheese exports to the UK are at 78,000 tonnes and represent 2/3 of all production. Most Irish cheddar is consumed in the UK and Ireland with a limited scope to outside markets and requires expensive capital machinery to produce, representing a sunk cost for producers if new markets are not found. Sheep meat exports are equally focused with 21% going to the UK. Overall 37% of total food production exports go to the UK. Even the fishing industry would be impacted, with 40% of “Irish fish” being caught in UK waters.

The picture becomes more worrying with respect to Northern Ireland. In Northern Ireland, 1.8% of Irish exports go to NI. The complication is that for NI, a significant proportion of their trade is with the Republic. 38% of services trade and 25% of manufacturing trade if from NI into the Republic. The European Union currently provides 87% of farm income. Northern Ireland. The EU PEACE II programme has provided €531m in peace funds to support the NI peace process. A typical food web in the island of Ireland has had agricultural produce from raw to processed to retail states moves across the ROI:NI:UK borders at least five times.

#### TRADE

- The divorce bill for the UK is currently in the region of £57bn
- As a result of a hard Brexit, Ireland could face a GDP decrease of 3.4% to 9.4% over a decade
- The UK cannot drop tariffs to 0% without litigation

The challenge is that traditional economy theory has a long-standing model of trade called the “gravity model”. In layman’s terms it dictates that countries, cities, trade with their neighbours. It will mean that despite the protestations of London and Brussels, the EU and the UK will have to find a way to trade with one another or both would face significant negative effects. Ireland would feel this most acutely due to similar tastes and preferences and a mere 60 miles between Dublin and Holyhead, which can be seen on a clear day from Dublin Bay.

As quoted by Tony Connelly from one of the officials in the Brexit Task Force in Brussels:

*“This is not political. It’s technical! You want to know what your technical solutions are for phyto-sanitary issues and animal welfare. Otherwise the potential for fraud is huge!”*

The ultimate problem is that at the present time there is limited understanding as to what the full effects will be on the Irish economy since the negotiations are not progressing smoothly. Article 50 sets out a sequence and rules to allow for negotiations within those rules. The UK negotiators have yet to accept that negotiation can only take place within those structures, hence the stalled progress. As of writing, the “divorce bill” of around £57bn has been agreed but the sticking points of the European Court of Justice having jurisdiction for EU citizens and in Northern Ireland to preserve the Good Friday Agreement and the Northern Irish border are yet to be decided.

As it stands, the opportunities to progress on an Irish solution to an Irish problem were lost prior to the triggering of Article 50, despite the existence of Strands 2 and 3 of the Agreement allowing for bilateral negotiations on matters of mutual concern between Dublin and Belfast and Dublin and London. Solutions that are satisfactory to both the UK government and the Irish government are difficult to discern, especially since the current positions of both governments are anathemas to their counterparts.

Given the uncertainty most of the estimates vary wildly between the different economists responsible for the calculations. The European Parliament’s research service informed the Agricultural Committee of the European Parliament that Ireland would face a GDP decrease of 3.4% to 9.4% over a decade. To place this in context, 7.1% was the overall loss estimated during the recent crisis. Oxford Economics says that the economy will lose 1% of GDP by 2020. The reality of Brexit is that we are not sure what exactly it will do the Irish economy but it most likely will not be positive in the short and medium term. The Irish economy doesn’t behave in the same fashion as other European economies due to its structure, hence the differing economic performance of Ireland and Portugal despite similar bailout programmes.

What are some of the scenarios of post Brexit trade. The UK could attempt to engage in pre-emptive action but that would violate the MFN (most-favoured nation) rules of the World Trade Organization (WTO). The only solution would be a bilateral agreement with the US, as one with the EU would take years. So, the UK cannot drop tariffs to 0% without litigation. The UK needs the cooperation of other WTO members in splitting off the EU’s existing commitments on food import quotas and a UK-WTO government procurement agreement which gives its companies the right to bid for public tenders abroad.

The only solution is to offer 0% tariffs to all WTO members simultaneously but UK agriculture would be unable to survive that competitive pressure and add more complications to the status of Northern Ireland as a “Trojan Horse”. This idea of Northern Ireland as a secret back door for trade on the part of the UK is keenly understood by the EU negotiation team.

Despite some of these real considerations geopolitically, those surveyed this year do not seem overly concerned about Brexit and its implications.

## PERCEPTIONS

The results from the 2018 survey reflects indecision on the question of Brexit having impact, with most of the concern coming from sales and marketing and little from the legal profession. Now, as the possibility of a soft-Brexit settlement continues to recede into the distance, more concern on sectoral level is in evidence, including from the legal profession. The overall lack of concern is driven by the ICT sector and finance not being concerned about the impact on many aspects of their business models, exclusive of staff mobility. The only area that all agree there is cause for concern is staff mobility, but that varies in severity depending on the type of firm.

**OVERALL EMPLOYEE PERCEPTIONS OF BREXIT:**

The dial reading indicates how adversely affected each sector feels they will be effected by Brexit under five headings where a reading of 1 is a negligible effect and a reading of 10 is catastrophic.

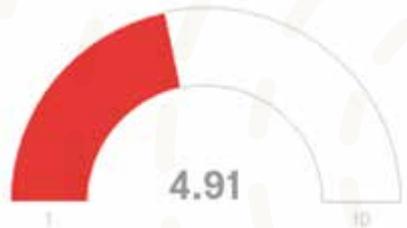
**SALARY PROSPECTS IN IRELAND**



**FIRM PROFITABILITY IN IRELAND**



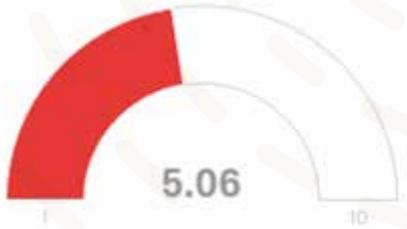
**MOBILITY PROSPECTS BETWEEN IRELAND AND THE UK**



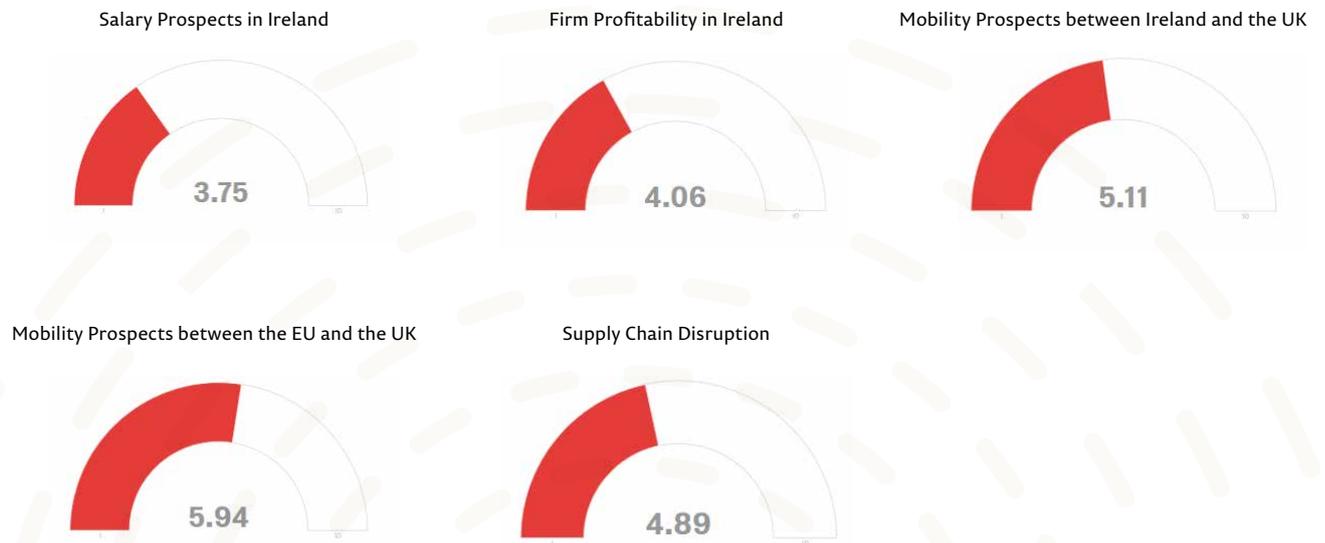
**MOBILITY PROSPECTS BETWEEN THE EU AND THE UK**



**SUPPLY CHAIN DISRUPTION**

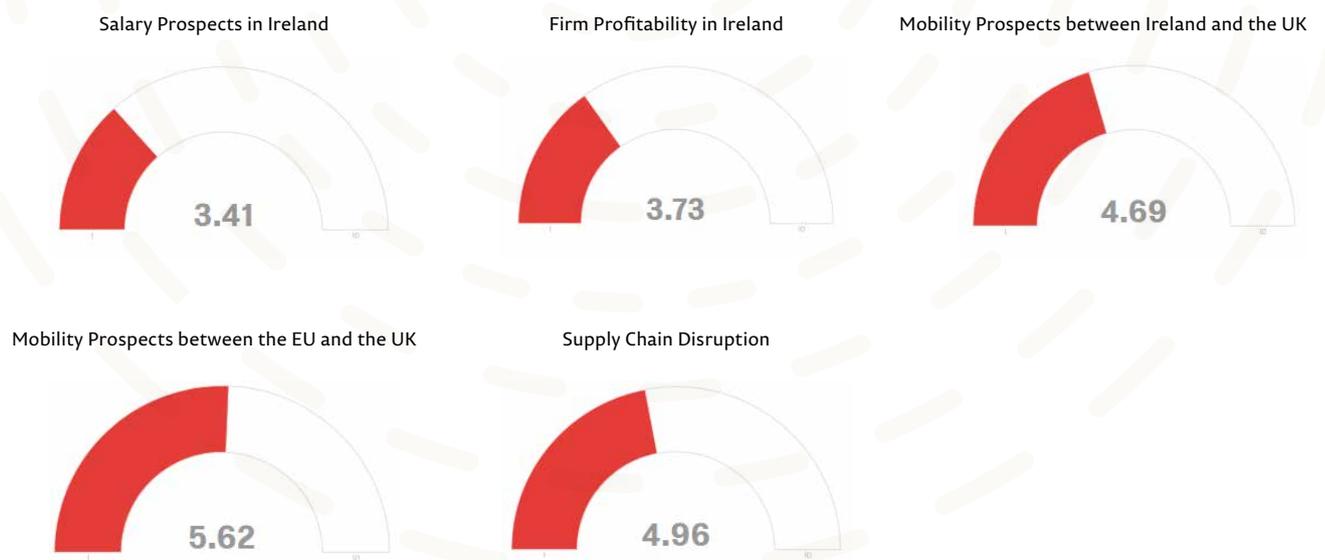


**LEGAL EMPLOYEES PERCEPTION OF BREXIT:  
“Legal employees are becoming more concerned about Brexit”**



The dial reading indicates how adversely affected each sector feels they will be effected by Brexit under four headings where a reading of 1 is a negligible effect and a reading of 10 is catastrophic.

**ICT EMPLOYEES PERCEPTION OF BREXIT:  
“ICT employees remain positive despite Brexit”**



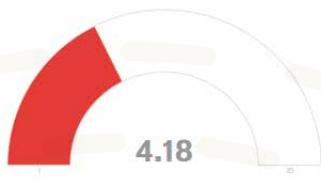
The dial reading indicates how adversely affected each sector feels they will be effected by Brexit under four headings where a reading of 1 is a negligible effect and a reading of 10 is catastrophic.

**FINANCE AND BANKING EMPLOYEES PERCEPTION OF BREXIT:  
“Finance and Banking Employees feel relatively insulated from Brexit”**

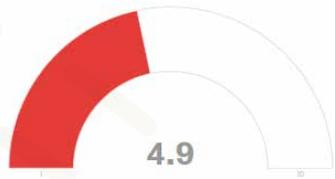
Salary Prospects in Ireland



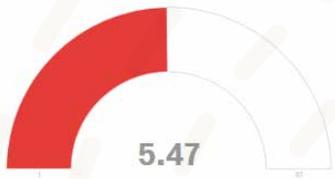
Firm Profitability in Ireland



Mobility Prospects between Ireland and the UK



Mobility Prospects between the EU and the UK

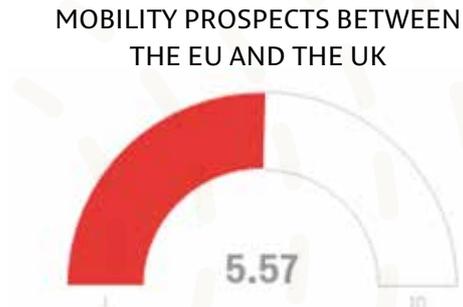


Supply Chain Disruption



**EMPLOYER PERCEPTIONS OF BREXIT:**

The dial reading indicates how adversely affected each sector feels they will be effected by Brexit under four headings where a reading of 1 is a negligible effect and a reading of 10 is catastrophic.



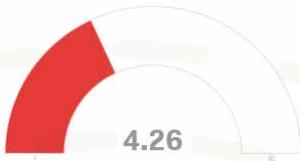
**ICT EMPLOYERS PERCEPTION OF BREXIT:**

**“ICT employers are becoming increasingly concerned about the implications of Brexit with mobility being a major worry”**

Salary Prospects in Ireland



Firm Profitability in Ireland



Mobility Prospects between Ireland and the UK



Mobility Prospects between the EU and the UK



Supply Chain Logistics



**SALES SECTOR EMPLOYERS PERCEPTION OF BREXIT:**

**“The sales sector is the sector which is most worried about firm profitability and Brexit”**

Salary Prospects in Ireland



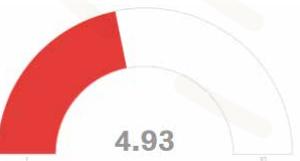
Firm Profitability in Ireland



Mobility Prospects between Ireland and the UK



Mobility Prospects between the EU and the UK

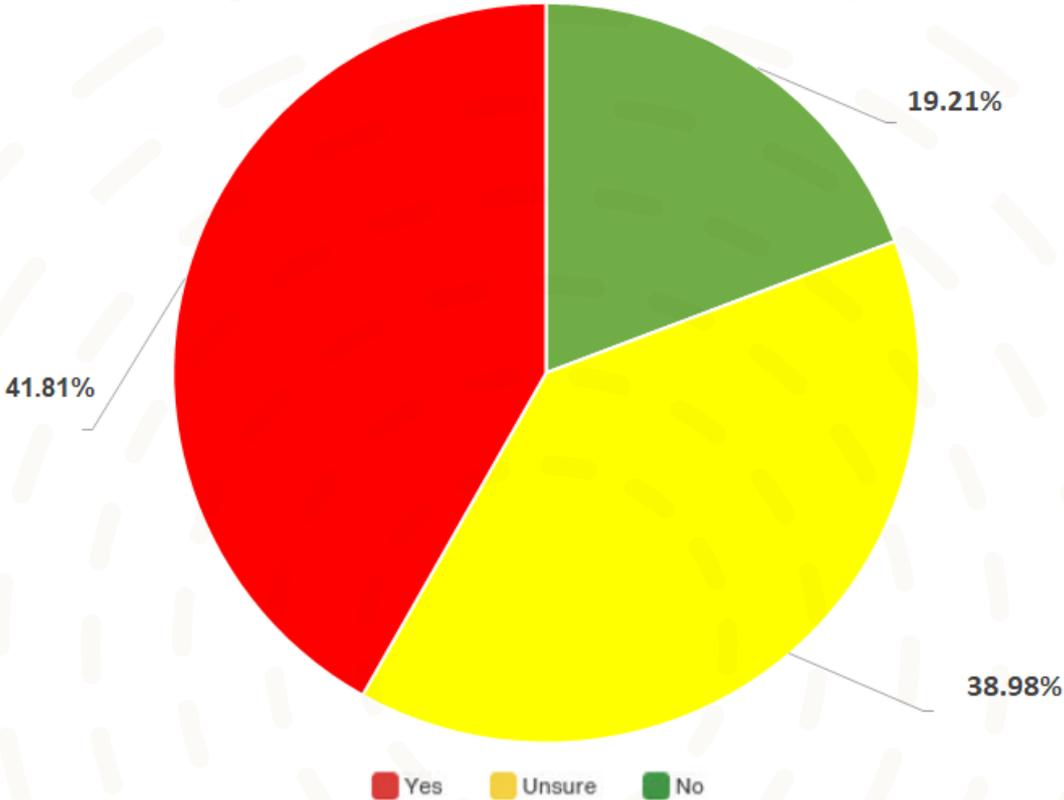


Supply Chain Logistics

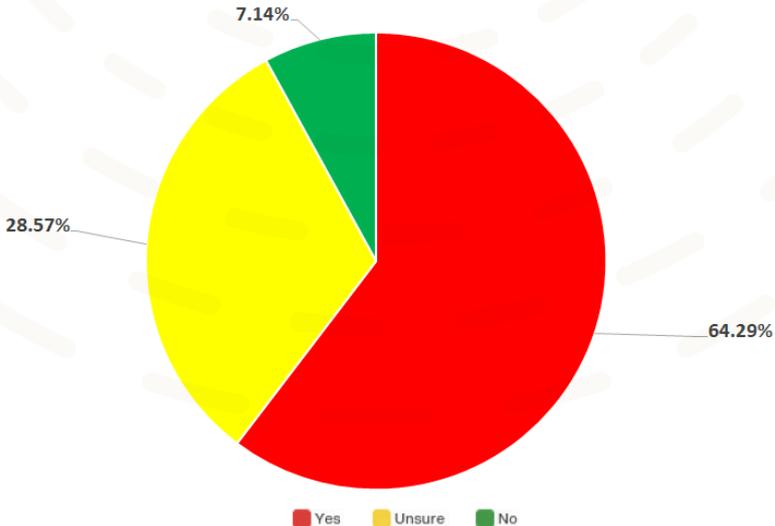


**WILL BREXIT DISRUPT YOUR SUPPLY CHAIN?**

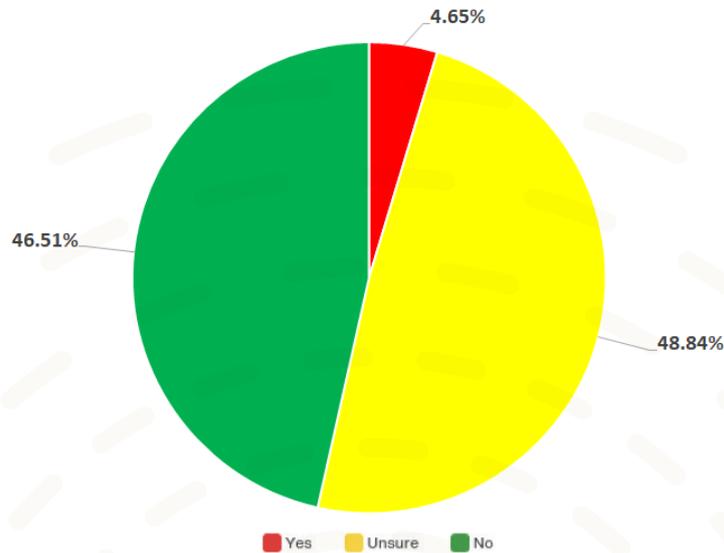
- 42% of companies believe that Brexit will disrupt the supply chain
- 64% of employers in the Sales sector believe that Brexit will affect their supply chain
- The ICT sector feel most insulated from the supply chain ramifications of Brexit



Sales Sector and Supply Chain Disruption



ICT sector and Supply Chain disruption



WHAT PREPARATIONS ARE YOU MAKING FOR BREXIT?



Excluding the pharmaceutical industry, the results for this year’s survey align once again to the outsized fear of Brexit from the people in the sales and marketing sectors, who have the most disruption to experience. This is not surprising given the long-standing Northern Irish linkages to the Republic of Ireland in pharmaceuticals. Ireland is an extension of the UK market by many global firms and links the marketing and sales materials to the UK-Ireland anglophone market. Given language and tastes and preferences between the two jurisdictions, it is not unreasonable to assume that global firms for consumer goods will at least in the initial period after Brexit continue to treat the markets as one. This transition has already raised negotiating concerns.

## A BORDER?

As it stands the PSNI has made it clear that the creation of such border posts are out of the question on security grounds. Current Irish customs officers would need to be increased 10-fold to address the requirements of a tariff border with the UK. At present 50% of all international mail comes via the UK. The ports of Dublin and Rosslare alone handle 46.7m tonnes of goods on an annual basis.

## COMMON TRAVEL AREA

### ■ What are the important bilateral agreements between Ireland and the UK?

It is important to note that the Common Travel Area is a product of not treaties but synchronisation of regimes between Ireland and the UK. The CTA never existed until 1953. The period of 1939-1946 saw the complete suspension of the CTA. The major articulation of the CTA in EU law is in Protocols 19 and 20 of the Lisbon Treaty and even there it is ill defined. Ultimately the question will be who will be let or not let into the country and that has not been articulated by the UK. The simple reality of the CTA is that the design of the border with Northern Ireland is impossible to police, consisting of 280 miles of border with 180 roads that cross it. The existing treaties of the EU envision a unification of Northern Ireland and the Republic at some point in the future, with the Irish authorities in the past providing provisions in the treaties for German re-unification style treatment of a newly united Ireland.

In part reflecting Ireland's and the UK's common law system, many of the arrangements and rights relating to the CTA are implicit, deriving from the status of Irish citizens in the UK and UK citizens in Ireland, and therefore have not been the subject of specific legislation or of an international agreement.

The CTA is recognised in EU law by Protocol No. 20 to the Treaty on European Union and Treaty on the Functioning of the EU stating: "The United Kingdom and Ireland may continue to make arrangements between themselves relating to the movement of persons between their territories ('the Common Travel Area') ..." This is further complicated by the fact that the Good Friday Agreement (GFA) recognises "the birthright of all the people of Northern Ireland to identify themselves and be accepted as Irish or British, or both, as they may so choose, and accordingly confirm that their right to hold both British and Irish citizenship is accepted by both Governments and would not be affected by any future change in the status of Northern Ireland". Therefore, the CTA is necessary to keep the GFA operational.

Ireland and the UK are not part of the Schengen area and Ireland will continue to fully uphold its obligations as an EU Member State subject to Protocols 19, 20 and 21 of the EU Treaties, which encompass this status outside Schengen.

The 1922 definition of an Irish citizen did not encompass most UK citizens, UK citizens in Ireland were not treated as 'aliens' under Irish law. It was only with the introduction of the Irish Nationality and Citizenship Act 1935 that provision was made to allow for the granting of statutory reciprocity. This was eventually provided for by the Citizens of the United Kingdom and Colonies (Irish Citizenship Rights) Order 1949, which provided that UK citizens would enjoy in Ireland similar rights and privileges to those enjoyed by Irish citizens in the UK.

In 1948 Ireland declared itself a republic and revoked any role for the British monarch. Ireland was then regarded under British law as having left the Commonwealth. However, wishing to maintain the Common Travel Area arrangements, the British Parliament enacted the Ireland Act 1949. Section 2 (1) of that Act provides.

*“It is hereby declared that, notwithstanding that the Republic of Ireland is not part of His Majesty’s dominions, the Republic of Ireland is not a foreign country for the purposes of any law in force in any part of the United Kingdom ...”*

The status of Irish nationals was maintained under the Immigration Act 1971 and the British Nationality Act 1981.

It is important to note that only World War II interrupted this arrangement between the two countries.

What does this arrangement include? The CTA includes arrangements for Irish and UK nationals to travel ‘passport free’ between the two jurisdictions. As part of this, the CTA operates, to some degree, similar to the Schengen zone, where immigration authorities in both jurisdictions cooperate to protect the borders of the CTA and prevent its abuse. Information is also shared on visa applicants, asylum seekers, citizenship applications and police watch lists. There is also a joint British Irish Visa scheme for certain countries and joint operations to target abuses of the CTA.

The CTA provided Irish and UK nationals with broadly reciprocal rights on the freedom to reside, work and access services, including social security, health and education. Both countries generally provide for recognition of the other’s professional and academic qualifications.

Various reciprocal bilateral arrangements governing access to:

■ **social welfare benefits**

■ **the health systems in both the UK and Ireland.**

- There are no restrictions on residence of UK and Irish nationals in the other jurisdiction. A UK citizen resident in Ireland has access to public health services on a similar basis to an Irish citizen resident in Ireland. Reciprocal arrangements in respect of Irish citizens apply in the UK.
- There is extensive co-operation on a number of all-island and cross-border health care services due to the mobility of people on the island, the size of populations and the unique geography. This encompasses both emergency and non-emergency care, including planned treatment and emergency transfers on the island of Ireland and between Ireland and Great Britain. This may involve health professionals working in the other jurisdiction. There are also other arrangements for health co-operation.
- The North/South Ministerial Council on Health makes decisions on common policies and approaches in areas such as accident and emergency planning, co-operation on high technology equipment, cancer research and health promotion. One tangible outcome of health sector cooperation under this rubric is the new Radiotherapy Unit at Altnagelvin Area Hospital in Derry in Northern Ireland which opened on 28 November 2016. When fully operational it will have the capacity to treat just over 1500 new patients, including patients from the north west of Ireland who would otherwise have to travel to Galway for radiotherapy. This is a £66 million sterling capital development project that has been funded on a North/South basis, with €19 million capital funding provided by the Irish Government. Health co-operation has also given access to cross-border and all-island health services, such as GP out-of-hours and paediatric cardiology services, with all children with congenital heart disease from across the island having their emergency surgery carried out in Our Lady’s Children’s Hospital Crumlin in Dublin.

## FURTHER GOOD FRIDAY AGREEMENT COMPLICATIONS

The sunk costs of the Northern Ireland peace process are clear to the European Union. Support under the PEACE and INTERREG programmes and the UK-Ireland partnerships in three EU-funded cross-border Cooperation Programmes have a total value of €650 million over the period 2014-2020.

The GFA does not expressly require either Ireland or the UK to retain membership of the EU, but the Agreement clearly assumes continuing membership of the Union by both countries. The preamble of the agreement between the two Governments states that they “develop still further the unique relationship between their peoples and the close co-operation between their countries as friendly neighbours and as partners in the European Union.”

The GFA also provides that one of the tasks of the North/South Ministerial Council is to “consider the European Union dimension of relevant matters” and to make arrangements “to ensure that the views of the Council are taken into account and represented appropriately at relevant EU meetings.”

There are also EU-related functions for a number of the North/South implementation bodies under the GFA.

The citizenship provision applies to approximately 1.8 million people born in Northern Ireland. Those born in Northern Ireland who currently hold, or in the future choose to exercise their entitlement to, Irish citizenship under the GFA are therefore also EU citizens. The exercise by Irish citizens in Northern Ireland of these EU rights are an important component of the citizenship provision of the GFA. Under the GFA, the British Government committed and is under a continuing obligation to provide for the “incorporation into Northern Ireland law of the European Convention on Human Rights, with direct access to the courts and remedies for breach of the Convention, including power for the courts to overrule Assembly legislation on grounds of inconsistency.” This human rights requirement extends to the creation of North-South human rights commissions and a declaration of human rights for Northern Ireland (year to be completed). All of this is protected and enforced by connection to the wider framework of the European Union, ECJ and the ECHR.

Ireland, with the support of the European Union, achieved a diplomatic victory on the 8th of December 2017, which indicated a "regulatory alignment" as opposed to "no regulatory divergence". This statement has been a victory for Dublin and Brussels but creates complications for the Brexit supporters within the May Cabinet. While Dublin and Brussels see this as a settlement on the matter, recent statements by Brexit Minister David Davis has led credibility to the possibility of enshrining this position in a separate treaty to prevent it being rolled back upon later in the negotiating process.

## IRELAND

- **The GDP problem and the new intangible multinational corporation**
- **Ireland's corporate taxation situation post Apple.**
- **Ireland continues to be a good place to do business.**
- **The Housing Crisis and property pressures won't dramatically change people's decision to focus their working lives on Dublin.**

Ireland's multinationals provide 52% of the gross value added to the Irish economy, 24% of the employment and only 1.2% of the registered companies. The top 50 companies in Ireland make up 54% of the corporate income tax income and that can be further refined to show that only 10 companies make up between 35-

40% of corporate income tax income on an annual basis. The multinational company portfolio in Ireland is dominated by firms headquartered in the United States.

The interest taken in the Irish GDP statistics and the development of the GNI\* measure has been a by-product of this slightly uneven economic model and changes to the regulations for calculating national income.<sup>1</sup> The result was the infamous “Leprechaun Economics” incident where GDP growth figures were inflated by the inclusion of intellectual property and multinational profits. Since that incident, the problems of the Irish macroeconomic statistics have been accepted and work undertaken by the CSO, Central Bank of Ireland, ESRI and the Department of Finance to come up with a statistic that accurately assesses that economic conditions of Ireland. This is important since GDP figures feed into the national assessment by the European Commission of Irish compliance with the EU Fiscal Rules and ensuring a medium-term structural budget balance.

*Recent developments in the National Accounts have presented difficulties in interpreting the Balance of Payments. Therefore, along with the publication of the new output concept (GNI\*), the CSO has also published a corresponding modified current account balance measure, known as the Current Account\*. Similar to the output concept, the adjustment to the current account balance focusses on the treatment of the factor income of redomiciled companies and the depreciation of foreign-owned domestic capital (such as IP and aircraft leasing). In the unadjusted measure of the current account, the retained income of redomiciled PLCs is recorded as a direct investment inflow. It is only when a dividend is paid to the foreign shareholders that the corresponding outflow is recorded, resulting in a decline in the current account balance at that time. In the modified current account balance, the incomes of these redomiciled plcs are treated as factor income outflows regardless of whether they are distributed as dividends or retained.*

...

*In June the CSO published an adjusted indicator for domestic economic activity, GNI\*, which is a modified measure of Gross National Income. The measure, which was recommended by the Economic Statistics Review Group (ESRG), seeks to remove from estimates of national income large and volatile items such as depreciation on foreign-owned domestic capital assets and retained earnings of redomiciled companies. GNI\* was identical to GNI until 2000 and remained highly correlated up to 2009. Post-2009 a significant divergence emerged due to increases in factor income of redomiciled companies and the substantial rise in depreciation on IP imports in 2015 and 2016. For example, in 2015 and 2016, depreciation on IP imports accounts for over 70 per cent of the gap between GNI and GNI\*.<sup>2</sup>*

Part of the dramatic inflow of intangibles in the form of modifications made to the treatment of income derived from research and develop and intellectual property. Ireland’s participation in the OECD Base Erosion and Profit Shifting programme resulted in the development of the Knowledge Development Box and closed certain domicile loopholes that were availed by multinationals in the past. As a result of these changes a large proportion of profits and intellectual property was “on-shored” to Ireland. In addition, Ireland was briefly an attractive location for corporate inversions, which allowed mostly US-based firms to take advantage of tax strategies that were effective at avoiding tax. While tax avoidance is not illegal, it is coming under increasing political and public scrutiny following the Senator Carl Levin

<sup>1</sup>GNI\* (pronounced GNI-Star) is a modified version of gross national income.

Modified GNI (or GNI\*) is defined as GNI less the effects of the profits of re-domiciled companies and the depreciation of intellectual property products and aircraft leasing companies. This new indicator of the level of the Irish economy will be a useful additional input to debt ratio analysis.

Modified Total Domestic Demand is defined as Total Domestic Demand less the effects of the trade in aircraft by aircraft leasing companies and the imports of intellectual property. This modified indicator gives insight into the activity within the domestic economy and is designed to be more closely related to employment growth as it focuses on the physical capital used to produce domestic output.

<http://www.cso.ie/en/csolatestnews/pressreleases/2017pressreleases/pressstatementmacroeconomicreleasesyear2016andquarter12017/>

US Senate hearings, the European Commission's rulings on the Irish taxation arrangements for Apple and the publication by the International Consortium of Investigative Journalists of the Panama and Paradise Papers. Ireland, under the now closed loophole in Section 110, also allowed for near tax-free profits for real estate investment trusts operating in Ireland.

Ultimately, despite the focus on the Irish taxation practices, the situation in Ireland is one of following and not leading. Ireland does have a long-standing policy of export-encouraging taxation policies going back to 1956 but the reputational impact of Ireland being placed in the same category as countries that are genuine tax havens must cause some time for reconsideration of Irish economic policy. Part of the longevity of the Irish policy has been due to the dysfunction of the US tax code. Without the many loopholes and the high headline rate of tax in the US the attraction of the Irish taxation structures would be limited. Multinational firms are aware that the political capital required to reform the US tax code is absent as it requires a large investment of time and bipartisanship, with the last reform taking place in the early 1980s.

Statements by President Macron of France has indicated a continued interest in the Financial Transactions Tax, the Common Consolidated Corporate Tax Base and a new digital transactions tax. All these would require the EU to reach a level of consensus to avoid using qualified majority voting. It has been a given of European Union policymaking that the Franco-German alliance sits at the heart of progressing further integration. The already waning political support for President Macron and the recent failure of the CDU leader Angela Merkel in forming a government with the centre-right FDP party, the ability for the German government to act beyond a caretaker capacity and the French to lead will be limited. The breaking point of the negotiations was the extension of the European Stabilisation Mechanism, indicating that the non-CDU German appetite for "ever closer union" may be beginning to wane. The main challenge for the European Union will remain finalising and managing Brexit.

According to the Minister for Business, Enterprise and Innovation Ireland is a success story for business. The World Bank's Doing Business report (published on October 31, 2017) shows Ireland has achieved an overall ease of doing business ranking of 17th out of 190 economies, an improvement of one place on last year. Ireland is 4th in the Euro Area and performs strongly, in 7th position, in the EU behind Denmark (3rd), UK (7th), Sweden (10th), Estonia (12th), Finland (13th) and Lithuania (16th). Ireland ranks ahead of key competitors such as Switzerland, Netherlands, Luxembourg and Israel. New Zealand is ranked 1st and Singapore is ranked 2nd. Ireland's ranking on starting a business has improved by 2 places to 8th.

As benchmarked by the World Bank, Ireland is in the top ten in the world in terms of Ease of starting a business, paying taxes and protecting minority investors.

The Institute for Management Development measure of competitiveness ranks Ireland 6th most competitive out of 63 economies. Most importantly, the strong performance of clients supported by the enterprise agencies in winning exports, market share and job creation in the face of intense global competition reflects the competitiveness of the environment in which to do business in Ireland.

The Minister for Finance has stated for the public sector the average pay increase of 3.1% will take place in 2018 and pay costs will grow by 3.3% per annum subsequently. The Minister is keen to ensure that wage pressures do not expand beyond that point as it would erode the overall competitiveness of the Irish economy. The Department of Finance working paper *Quantification of the economic impacts of selected structural reform in Ireland*,<sup>3</sup> indicates that a 1% wage shock which is not offset by a corresponding rise in productivity, would reduce real GDP (inflation adjusted) by 0.25% within 7 years, add 1% to the rate of unemployment, and reduce the number of people employed by some 0.4%.

## ARE THE DROIDS TAKING OUR JOBS<sup>4</sup>

- Digitisation is beginning to impact on the jobs done by the lower middle and professional classes
- 40% of educated young professionals believe that automation would threaten their current job because there would be less demand for their skills
- The legal profession is already being disrupted by digitisation
- There will still be employment opportunities in certain growth areas

The Susskinds in their book *The Future of the Professions*, point out that while the major impact so far of the digitisation and automation of tasks has been on unskilled, low skilled workers and low wage occupations but it now is beginning to impact on the jobs done by the lower middle and professional classes. They conclude that “increasingly capable non-thinking machines will displace much of the work of human professionals.” A survey conducted by Deloitte of 8,000 college educated young professionals from 30 countries revealed that 51% thought they would need to be retrained to stay relevant in their positions, and 40% thought that automation would threaten their current job because there would be less demand for their skills, while 53% said automation would make the workplace more impersonal.<sup>5</sup>

The Susskinds see the professions melting away over time with fewer and fewer positions, and mostly in areas where humans still have a comparative advantage. One step in this direction is the development of co-robotics in which individuals and robots work together in situations where the individual holds the comparative advantage. This appears to be a solution but has already begun to disrupt the legal profession, most especially in discovery, typically a reliable place to situate junior solicitors. The implications for the legal profession have already been highlighted as part of the papers presented at the 2017 Burren Law School.

David Autor is one of the positive outlook economists in this area.<sup>6</sup> Brynjolfsson and McAfee in their 2011 book *Race Against the Machine* argued that while jobs are being destroyed new jobs are being created for which new skills are required but they caution, “*There’s never been worse time to be a worker with only ‘ordinary’ skills and abilities to offer because computers, robots, and other digital technologies are acquiring these skills and abilities at an extraordinary rate.*”<sup>7</sup>

Mark Matthews, the editor of *American Society for Engineering Education Prism* wrote in the November 2011 editorial: “*more than jobs is at risk if the United States continues to bleed manufacturing operations ... loss of manufacturing could also diminish the American capacity for innovation. ... Advanced manufacturing, if it succeeds, offers a bright future for engineers ... Laid-off industrial workers will not fare so well, since part of what makes the new techniques attractive is greater productivity.*”

<sup>3</sup>[www.finance.gov.ie/updates/quantification-of-the-economic-impacts-of-selected-structural-reforms-in-ireland/](http://www.finance.gov.ie/updates/quantification-of-the-economic-impacts-of-selected-structural-reforms-in-ireland/)

<sup>4</sup>Much of this work is the product of work with TCD Professor Emeritus John Heywood, Fellow of the Institute of Electronic and Electrical Engineers for the June 2018 American Society for Engineering Education conference.

<sup>5</sup>Patel, P (2017). Millennials are concerned automation will reduce their job prospects the Institute (The IEEE news Source) 10th May 2017. IEEE.org (<http://iee.org>). cites Deloitte Millennial Survey (<https://www2.deloitte.com/global/en/pages/about-deloitte/articles/millennialsurvey.html>). See also - automation(<http://theinstitute.ieee.org/ieee-roundup/blogs/blog/will-automation-kill-or-create-jobs>)

<sup>6</sup>Autor, D. H (2015) Why are there still so many jobs? The history and future of workplace automation. *Journal of Economic Perspectives*, 29(3), 3-30.

<sup>7</sup>Brynjolfsson, E and A. McAfee (2011). *Race Against the Machine*. Lexington MA. Digital Frontier Press. p.11.

According to the President of the Illinois Community College Trustees Association Barbara Oilschlager 41% of jobs will be at the middle level requiring more education than high school but less than a bachelor's degree. In the US "New Middle-Skill Jobs" that provide the new skill sets have been estimated to provide one third of new job openings between 2010 and 2020 according to the US Bureau of Labor Statistics Occupational Outlook Handbook. U.S. *Fast growing Occupations* (17th December 2015). Interestingly, the most common educational routes to success are via associate degrees and post-secondary certificates in Community Colleges. This is in keeping with recent policy proposals by Chicago Mayor Rahm Emmanuel, which outline the need for all Chicago school leavers to attend community college unless they have a job, are attending another college or university or enlisted in the military.

### TOP EMPLOYMENT GROWTH AREAS

- Taking care of people
- Making computers work
- Taking care of business
- Building and maintaining our Infrastructure
- Teaching children
- Designing things: solving problems
- Keeping businesses running
- Selling goods and providing basic services

Source: Top areas of job growth in the next six years simplified but ranked in order of demand from Waldock, C. Closing America's job gap. US Bureau of Labor Statistics. Cited in Sparks, E and M. J. Waits (2011). Degrees for What Jobs? Raising Expectations for Universities and Colleges in a Global Economy. National Governors Association.

A finding that distinguishes Ireland from other nations is the youthfulness of its population. Daron Acemoglu and Pascual Restrepo at MIT show that countries that are ageing rapidly are those that have been at the forefront of the development and utilization of industrial robots (fully autonomous machines that do not require a human operator), and have also been responsible for the growth these countries have experienced. Simultaneously these authors find the effects of robots in the US "are most pronounced in manufacturing, and in industries most exposed to robots; in routine manual, blue collar, assembly and related occupations, and for workers with less educational qualifications."<sup>8</sup>

The National Governors Association in 2011 published a study led by Erin Sparks and Mary Jo Waits that argued that government should take much more notice of the comments of employers than they had in the past. More dramatically they proposed to the National Governors Association that the Governors' should redirect their support away from traditional four-year programmes of general education toward the provision of courses that would "*better prepare students for high paying, high demand jobs*".

As Yogi Berra said: *The future ain't what it used to be.*

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<sup>8</sup>Acemoglu, D and P. Restrepo (2017). "Secular stagnation? The effect of aging on economic growth in the age of automation." NBER Working Paper 23077. <http://www.nber.org/papers/w23077>. Cambridge, MA. National Bureau of Economic Research.

## HOUSING

- 44% of employees would endure a cut between 4 and 10% if they were to relocate jobs to live outside of Dublin
- 20% of those living in the family home do so to save a deposit on a house and an additional 13% do so due to not being able to afford rent
- Overall, firms don't see the housing crisis as a major impediment to their hiring and staff retention requirements

According to the Central Bank of Ireland median borrower deposits (first time buyers) are approximately €35,000 nationally. In Dublin that figure rises to €52,800. This rises to €125,038 for mover-purchasers in Dublin.

The Taoiseach told the Dail that someone on the average wage should be able to afford a home. The average annual wage €37,500 (CSO). The standard mortgage borrowing limit is €131,250. The national average 3 bedroom semi-detached house is €215,000 (REA) based on a standard deposit of €21,500 and loan of €193,500.

The impact of the housing crisis is clearly seen in the responses by potential employees. 41.5% are part of the rental market. 44% of employees would endure a cut between 4 and 10% if they were to relocate jobs to live outside of Dublin. Those that are offered the prospect of relocating to Dublin for employment find the prospect much more unappealing, with 12% outright refusing and 46% looking for a pay increase of more than 20% to relocate. The price of working in the capital is considered very high.

8% of respondents are still residing in the family home. 20% of those living in the family home do so to save a deposit on a house and an additional 13% do so due to not being able to afford rent, but 69% contribute to the family household while residing there, with 52% of that number paying €200 or more a week.

Those paying rent experienced an average increase of 14% since 2016. In terms of the impact on their disposable income, the average is 31%, which is at the outside of what is considered affordable. The standard deviations are very large, reflecting a wide range of increases (50% to 1%) and affordability (consuming 100% to 1% of disposable income). It is not surprising in such a mixed environment that 77% of respondents are not intending to buy a house in the next 12 months, with 64% citing house prices as the reason. Despite that, the economic attraction of Dublin remains, with 72% being unwilling to relocate to afford a house. Surprisingly, 85% of respondents are not seeking new employment in order to afford a home.

Despite the clear problems in the housing market, firms don't see it as a major impediment to their hiring and staff retention requirements overall. On a sector basis this changes dramatically, with accounting, education, aviation, consulting, healthcare, legal, pharmaceuticals and sales all reporting staff hiring and retention difficulties due to the cost of accommodation. The high earning potential in ICT, insurance and finance insulates these sectors.

The increasing number of cranes seen in Dublin relate to the expansion of office accommodation in the capital. Firms surveyed 72% responded that they do not require further office space in 2018, with healthcare being the only outlier sector.

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Acemoglu, D and P. Restrepo (2017). "Robots and jobs: evidence from US labor markets." NBER Working paper 23285. <http://www.nber.org/papers/w23285>. Cambridge, MA. National Bureau of Economic Research.

Ireland remains an attractive place for people to relocate on the basis of career advancement and salary prospects, with only 23% citing family connections. Those that remain in Ireland do so for family, with 66% seeing that as the main reason for staying in the Republic.

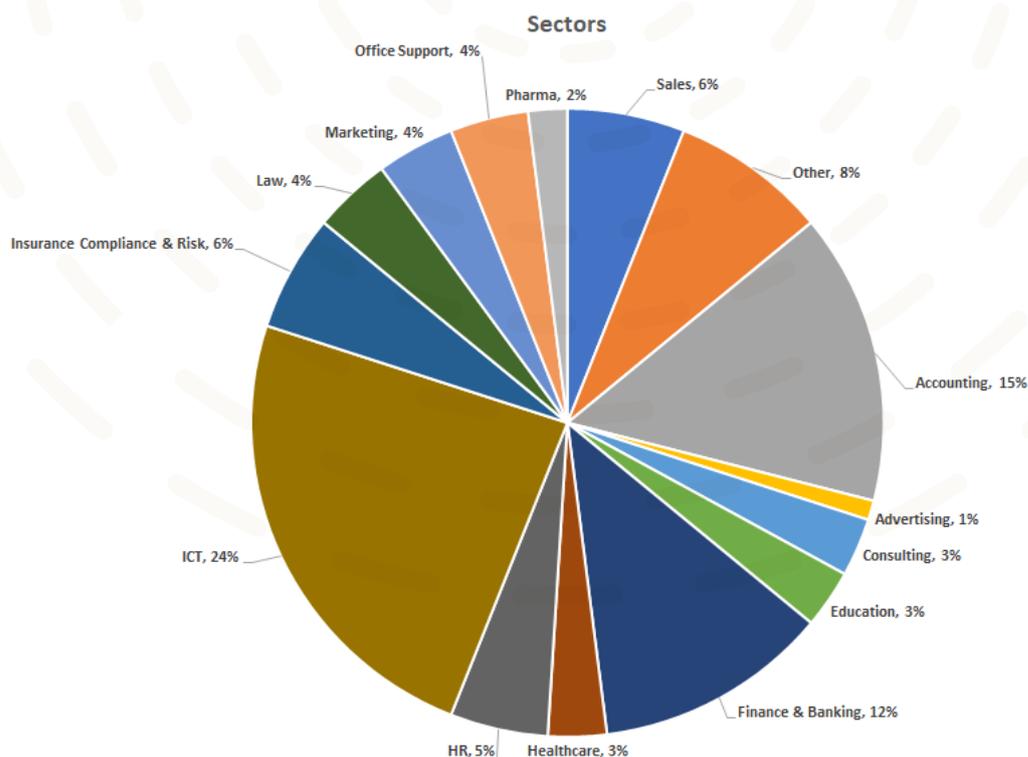
Still, the Economist in their December 2nd, 2017 edition highlights that a recent survey of 13,000 professionals living abroad, placed Dublin as fifth from the bottom of 51 global cities. This was entirely the product of the cost of living in Dublin. Rents are now 23% higher than they were at the height of the property bubble in 2008. Estimated need for housing stock stands at 50,000 units, with only around 5,400 being completed. Given problems with the counting of completed units and the rate of dilapidation, those completion statistics are often disputed. Construction costs, regulation, cartel pricing, land hoarding, unwise tax breaks and excessively expensive professional costs all are cited as reasons for the present predicament. One thing is clear, the situation is making Dublin, and as a result Ireland, less competitive.

### THE 2018 SURVEY

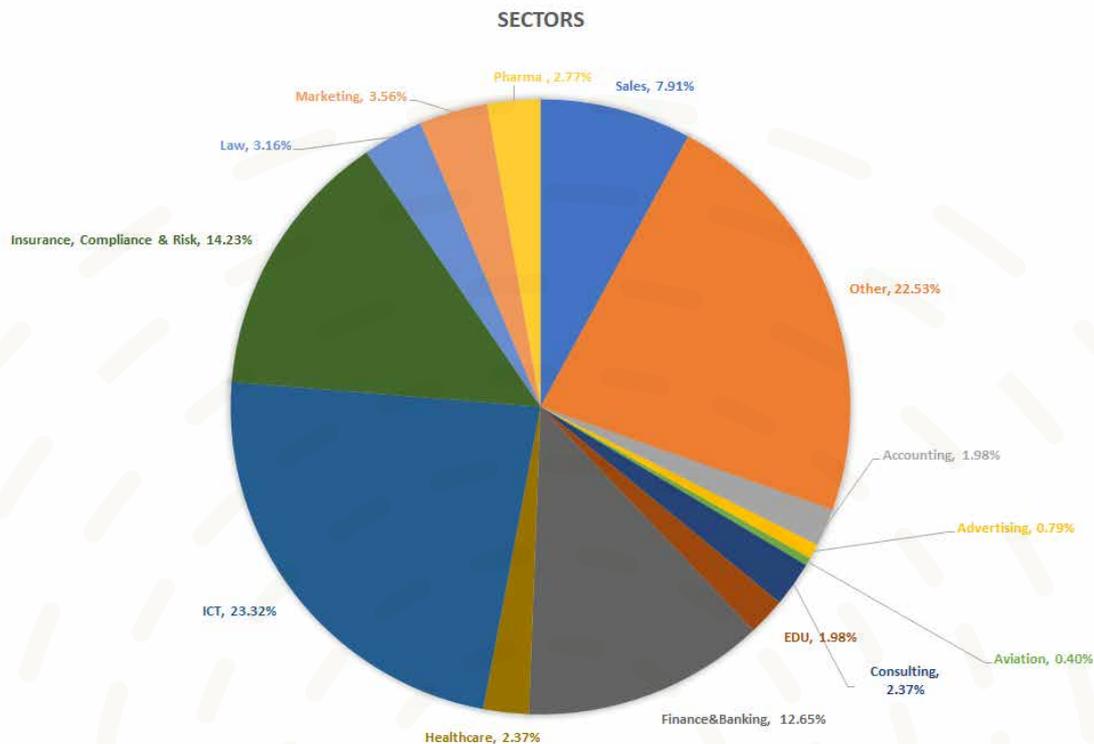
- Largest Abrivia salary survey response to date
- Most people received modest ( $\leq 5\%$ ) raises in 2017 and expect to receive or give raises of approximately 3%.
- Wages in ICT and finance pull far ahead of wages in other areas.
- Some interesting initial results on the question of education, extracurricular activities and success.
- Millennials still cause their managers the most distress and look for a challenging and fulfilling environment rather than just a wage from their employer.

This survey was conducted over the months of October and November 2017. Response rates were n=2,431 for the potential employees and n=256 for the potential employers.

### EMPLOYEES:



**EMPLOYERS:**



Those in employment, 87% are in the private sector. Similarly, 84% of employer respondents are from the private sector.

In the Irish economy, there are currently around 2,045,000 people at work. That represents a labour force participation rate of approximately 59%. The public service, including the semi-state sector employs 392,600 of that number, or 19% of those in employment. In the wider pool of those in employment, approximately 155,100 are earning minimum wage or less. According to the CSO in 2016 average annual earnings increased by 1.1% to €36,919 in 2016, from €36,519 in 2015. This compares to an annual increase of 1.2% in 2015 from €36,090 in 2014. Average annual earnings for full-time employees in 2016 were €45,611 (up 1.2% on 2015) while the average for part-time employees were €16,597 (an increase of 1.6%). The wider civil and public service and the semi-state sector enjoy average annual earnings of €49,012. The average of our survey sample was €56,300, which is substantially higher than the national average of that from the wider public sector. In terms of the range of salaries, there is wide spread with salaries as high at €250,000 and as low as €10,000 with 231 respondents earning €100,000 or more per annum. Despite these high salaries, most of our respondents are not senior or upper management. 37% are front-line employees and 43% are line/middle management.

The age profile of the respondents, 25% are between the ages of 20 and 30, 44% are between 30 and 40 and the remainder are over 40 years of age. As such most respondents fall into the late Gen-X, Xennial and Millennial demographic categories, with the majority remembering a world where computing and smartphones were not ubiquitous.

Only 5.6% are unemployed and 95% of those in employment are in full-time jobs. A surprisingly high proportion, 81%, are in permanent/contract of indefinite duration positions. This runs contrary to the

stated concerns about “bogus self-employment” and precariate. 57% of respondents are employed by large firms with over 250 employees. This again, is different with respect to the wider Irish economy, where most of the employment exists within the SME sector and large employers are rare.

Respondents leave their jobs for a variety of reasons. One of the most common reason for people leaving is for career advancement (19%), followed quickly by higher pay (17%).

### EDUCATIONAL ACHIEVEMENT AND SALARY ATTAINMENT

- Finance, sales, accounting and ICT dominate the top points earners
- All those respondents that have earnings at or in-excess-of €100,000 have been the areas of ICT, finance and accounting.
- Despite the fixation on the achievement of 600 points on the leaving certificate, only 2% of respondents earning more than €100,000
- Education is clearly not the sole indicator of success

In terms of education, those of an age where the Leaving Certificate’s top score was 32 (1978-1992) 55% received a 23-29 with an additional 11% falling into the 30-32 bracket. Those that took the leaving certificate after 1992, 31% fall into the HEA’s “high points” category, having received a score above 450 points. In the general population for 2017, 24% of the student population earned 450 or more points from the Leaving Certificate. Further research will be conducted by a team at Trinity College to look at the linkages between points and career earnings.

### UNDERSTANDING THE LEAVING CERT POINTS SYSTEM:

#### Pre-1992 Higher Level Subjects:

A: 5; B: 4; C: 3; D: 2 and for Mathematics a higher scale with A: 7; B:5; C: 4; D: 2. This allowed for maximum points level of 32 if one received an “A” in all subjects.

The 1992-2016 model added 25 additional bonus points have been awarded for those taking higher level mathematics in the system in place until 2017, where the new high point is 360 points.

**Table 1: 1992-2016 System**

| 1992 to 2016 LC Grade | New Points Awarded Higher Level | New Points Awarded Ordinary Level |
|-----------------------|---------------------------------|-----------------------------------|
| A1                    | 100                             | 56                                |
| A2                    | 88                              | 46                                |
| B1                    | 88                              | 46                                |
| B2                    | 77                              | 37                                |
| B3                    | 77                              | 37                                |
| C1                    | 66                              | 28                                |
| C2                    | 66                              | 28                                |
| C3                    | 56                              | 20                                |
| D1                    | 56                              | 20                                |
| D2                    | 46                              | 12                                |
| D3                    | 46                              | 12                                |
| E                     | 33                              | 0                                 |
| F                     | 0                               | 0                                 |
| NG                    | 0                               | 0                                 |

**Table 2: 1985-1991**

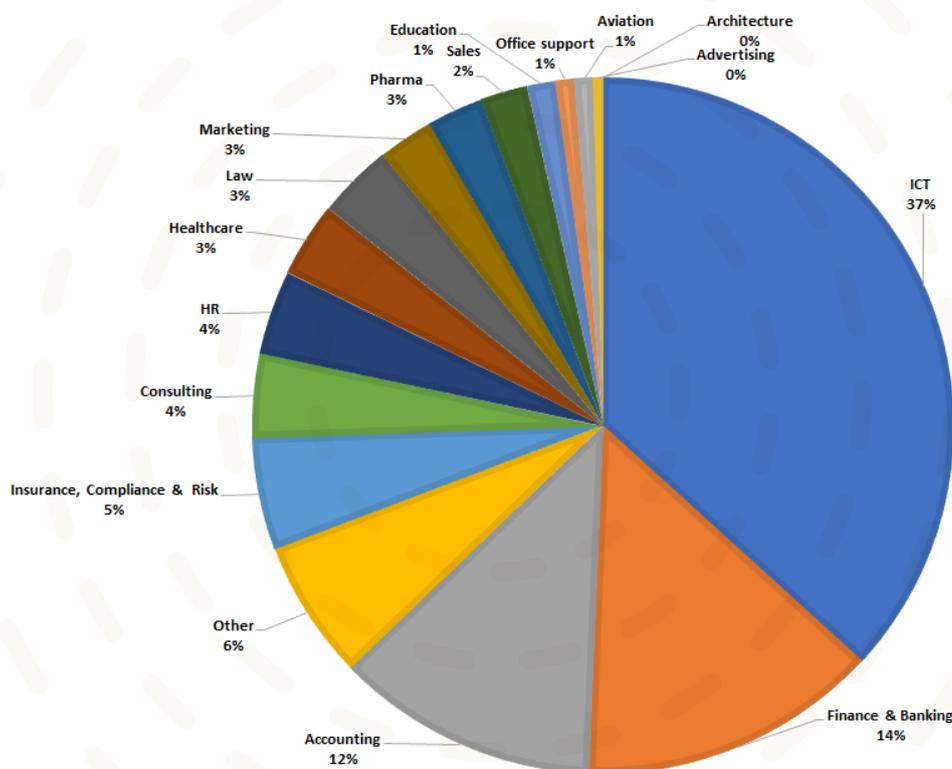
| 1985 to 1991 LC Grade | New Points Awarded Higher Level | New Points Awarded Ordinary Level |
|-----------------------|---------------------------------|-----------------------------------|
| A                     | 100                             | 56                                |
| B                     | 77                              | 37                                |
| C                     | 66                              | 28                                |
| D                     | 46                              | 12                                |
| E                     | 33                              | 0                                 |
| F                     | 0                               | 0                                 |
| NG                    | 0                               | 0                                 |

**Table 3: The New Points system:**

| Higher Level | Points | Ordinary Level | Points |
|--------------|--------|----------------|--------|
| H1           | 100    |                |        |
| H2           | 88     |                |        |
| H3           | 77     |                |        |
| H4           | 66     |                |        |
| H5           | 56     | O1             | 56     |
| H6           | 46     | O2             | 46     |
| H7           | 37     | O3             | 37     |
| H8           | 0      | O4             | 28     |
|              |        | O5             | 20     |
|              |        | O6             | 12     |
|              |        | O7             | 0      |
|              |        | O8             | 0      |

There is a distinction with respect to the level of secondary attainment and employment sector. Whereas nearly one-third of the respondents with high points (>23) in the 1978-1992 system were employed in the public sector, the high points grouping in the 1992-2016 system has approximately 22% working in the public sector with above 450 points. This in part reflects the improved prospects of the labour market but also highlight the potential talent attraction in the Irish public sector.

In terms of comparison, overall, about 30-35% of the student cohort score between 400 and 600 points on the Leaving Certificate. Overall the sample roughly aligns to the profile of all the students sitting the leaving certificate under the post-1992 system. The pre-1992 system has a much higher points profile of students than the average cohort, with two-thirds being high points. Interestingly, those from the pre-1992 system were much more likely to attend an Institute of Technology than their equivalent post-1992 counterpart.



In terms of sectors and education, healthcare and education consume the highest points earners overall, followed closely by ICT in the pre-1992 system. This shifts in the post 1992 system to having finance, sales, accounting and ICT dominate the top points earners. Most respondents were in the upper 50% of those taking the leaving certificate. All those respondents that have earnings at or in-excess-of €100,000 have been the areas of ICT, finance and accounting. These areas, in more recent times have attracted higher points person but overall only about 55% of those responding with points information would come from the higher points cohort. In fact, despite the fixation on the achievement of 600 points on the leaving certificate, only 2% of respondents earning more than €100,000 achieved such an academic distinction. This lends more credibility to the idea that there is something more to success than academic ability. In some academic work, this was described as emotional intelligence and in others as some element of transferable skills that exist outside the normal academic context. While education may result in the improvement of average incomes, it is clearly not the sole indicator of success with respect to very high

incomes. It is important to note that certain professions, such as teaching and medicine would have very high academic requirements but mid-level salary expectations, especially in education, but come with high social standing within the community.

96% of respondents attended an Irish higher education establishment, with 50% attending an Irish university. UCD is the dominant institution, at 27% of university attending respondents, followed by TCD and DCU (both at 15%) and then Galway and Cork (both at 12%). 48% of respondents studied business and management at university, with 27% studying STEM. 75% of respondents have received a third level qualification. Despite conversations in the media about the undervaluing of education, 74% of respondents felt that their education was very to extremely important to their career success.

Interestingly, we asked if the respondents supported the existing “free fees” system paid out of general taxation. 69% responded “yes”.

While the profile was dominated by the Irish, EU (non-UK) respondents made up 16% of the responses.

## WAGES

- **73% expect their wages to increase in 2018**
- **46% are expecting to change employer in 2018**
- **81% of respondents are not willing to work for a company with negative reviews**
- **85% of firms expect to hire new employees in 2018**
- **Almost all firms are impacted by new GDPR requirements**
- **The role of GAA/sport was cited by 36% of employers as a major harbinger of success**

17% of employees received a better than expected increase in wages, while 25% had their wages stay the same between 2016 and 2017. Possibly reflecting the move towards full employment in the Irish economy, only 8% experienced a reduction in wages in 2017 and 73% expect their wages to increase in 2018. 48% of those anticipating a rise in 2018 are expecting one of less than 5%. 37% are looking forward to a pay increase of between 5 and 10% on 2017.

Despite the near full employment conditions, only a slight majority, 46%, will be expecting to change employer in 2018. This is not an indication of an unwillingness to change employers. Average number of employers the respondents had over their careers were 6. Respondents also don’t associate changing employers with a lack of loyalty.

About a third of respondents felt that age was considered as part of their interview process, but two-thirds of those who found it to be a factor stated it was considered a positive effect. This may be the result of the large number of ICT respondents, where knowledge of the latest technology is considered a positive factor.

People are generally cautious about employers, with 81% not willing to work for a firm with a negative review. Most reviews of firms are sourced from Glassdoor and Irishjobs. In terms of motivations, the most important was positive team dynamics, followed by satisfaction in taking on challenges. A large motivator is also the impact that people feel they have on others through their work. Salary, though important, does not appear to be the primary motive for respondents once in employment. Salary though remains the main

reason for accepting a position, followed closely by the possibility of interesting work. Employees value being chosen and considered as an individual by their managers. Overall satisfaction levels remain high, with 50% or more expressing being somewhat satisfied or extremely satisfied with their employment situation.

59% of respondents have a private pension, which is higher than that of the general population. Those without private pensions, only 47% intend on acquiring one in the next year. Despite this, 52% believe in pension autoenrollment. Such schemes have already been successfully introduced in other small open economies, such as New Zealand.

Looking more closely at the responses of the employers we find that 58% are multinationals, with only an additional 9% being domestically-based export-orientated firms. The structure of the Irish economy is such that multinational and export-orientated firms are essential to the performance of Ireland. The average age of a firm is 37 years but this is skewed by some very long-established firms. The median age is 18 years.

As in the case of the employees, the main reasons for turnover are driven by career advancement and pay, both of which account for 20% of reasons for departure. Most employees of these firms have been with their employer for 5-10 years. Most firms responding were medium-sized, with more than 50 employees but less than 250. This is in contrast to the employees, who are mostly located in firms with over 250 employees. Similar to the employees, these firms are largely located in the finance and ICT sectors. These firms are somewhat unusual in that 72% offer all employees some form of pension.

70% of firms expanded their staff numbers in 2017. While some firms had dramatic expansions, most increased their numbers by 10-20% on 2017. 85% of firms expect to hire new employees in 2018, across all levels of the firm. Similar to 2017, the expansion is to be between 10 and 20% of the overall size of the firm, with many hires addressing the need to backfill empty posts and address natural attrition. The largest growth areas being in ICT and sales and marketing. Firms declared ICT to be the most difficult sector to find staff. ICT continues to be the area of greatest interest to returning Irish from abroad.

Firms confirm the evidence from employers, with 84% providing salary increases in 2017. 47% increasing salaries by less than 3% and an additional 41% increasing them between 3% and 5%. 89% of firms expect to increase salaries in 2018 with a similar distribution to 2017, with 51% by less than 3% and 41% by between 3-5%.

The firms, largely reflecting their orientation towards the private sector, not unsurprisingly pay bonuses, with 79% doing so. 61% are done as a form of staff reward. Despite changes to the law, only 6% of firms have been impacted by the new Central Bank of Ireland regulations.

As discussions on the future of the Common Travel Area and Brexit, firms are nearly equally divided on their willingness to provide visa sponsorship for potential employees, with 47% responding negatively. Those that looking abroad, consulting, healthcare and ICT have the greatest demand for non-EU employees. ICT having 13% of firms acquiring more than quarter of their employees from outside the EU. Those employers that are willing to investigate overseas employees find that 51% look for the same salary as their Irish counterparts. Those that are willing to be paid less, about a third will be 6-10% cheaper than domestic candidates.

While there are significant hurdles to have a firm hire a non-EU national, they are much lower for EU nationals. Overall, 56% of non-Irish employees that firms hire are from the non-UK European Union. Still 24% come from the UK, which will create challenges given the current negotiating stance of the UK Brexit team on the free movement of persons. Two-thirds of firms have hired a non-Irish national over the last year. Typically, these non-nationals from within in the EU will take a lower salary relative to their Irish counterparts. Visa requirements are generally not seen as a problem but cause concern to the education, advertising and marketing sectors. Applicants from India being the most commonly impacted upon.

Employers take their equality obligations very seriously and communicate the policies of the firm to their employees clearly.

Almost all firms are impacted by the EU GDPR requirements (83%) but only a third of firms feel it will significantly disrupt their business. Advertising and healthcare state they are going to be the most impacted by the new legislation.

Taxation generally doesn't impact on the recruitment of employees but it has dramatically different results across sectors. Marketing, education, finance, consulting, aviation, advertising and accounting see it as an impediment to recruitment.

Additional questions were included on the question of the national minimum wage. Equal numbers highlight and increase and retention at the current level of €9.25 per hour. The national living wage movement places the Irish minimum living wage at €11.70 per hour. On a sector basis this changes dramatically, with strong advocacy for higher minimum wages in sales, marketing, the law, ICT and consulting.

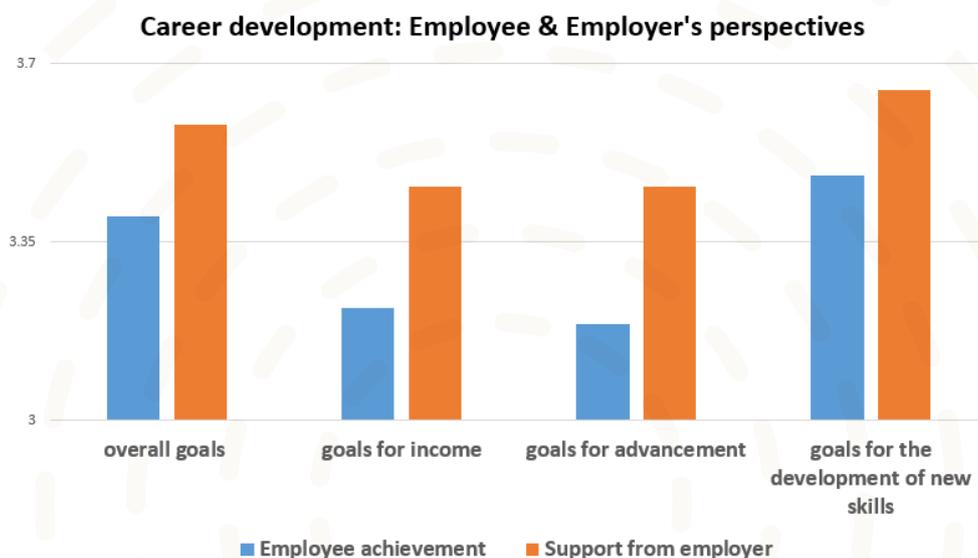
As in the 2016 salary survey, this edition continues the tradition of Millennials being seen as the most difficult to manage.

A new question this year was looking at what contributed to success outside of academic studies. The role of GAA/sport was cited by 36% of employers as a major harbinger of success, followed by helping others.

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### MAJORITY CHANGE JOBS FOR CAREER ADVANCEMENT

Both employers and employees rate the most important reason for changing jobs is “career advancement” which is followed by higher pay. Employees and employers have different opinions on the third top reason for changing jobs where employees’ response is more interesting work while employers think is about work-life balance. In relation to the top reason for changing jobs, we asked questions on career advancement where employees answer these questions based on their satisfaction level and employers answer the questions on their support to these goals. Again, gaps are found for all aspects of career advancement where employers perceive higher than employees. Given the significant impact of career advancement on driving employees’ leaving organisations, it is time for employers to do more to retain their top talent.

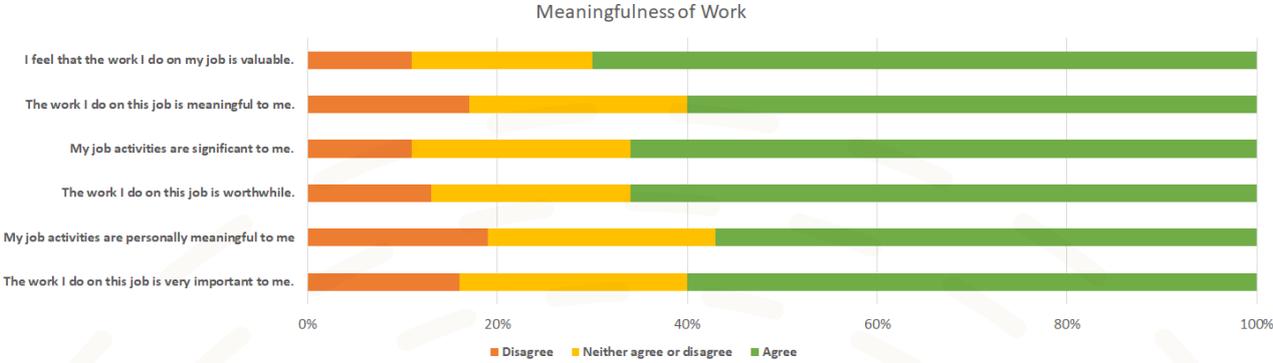


### WORK MEANINGFULNESS

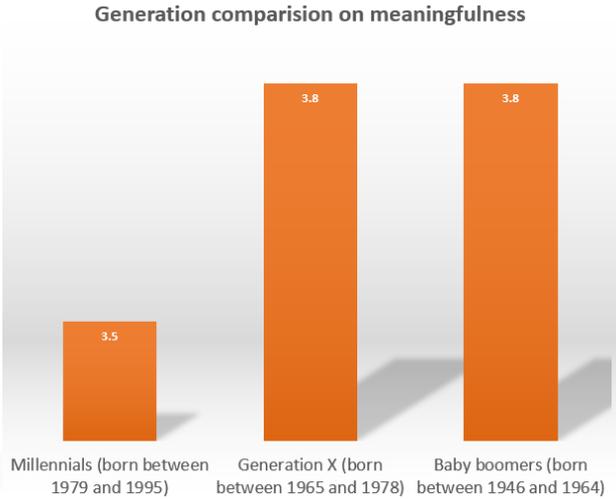
If the work is meaningful or not has a major impact of employee’s work engagement and performance (Carton, Administrative Science Quarterly, 2017). Employees who feel their work is meaningful have stronger connection with the organisation and are more motivated. Results show that two thirds of employees feel their work is meaningful. However, about one fifth of employees disagree their work is meaningful, leaving room for organisations to reflect how to improve the meaningfulness of work for their employees.



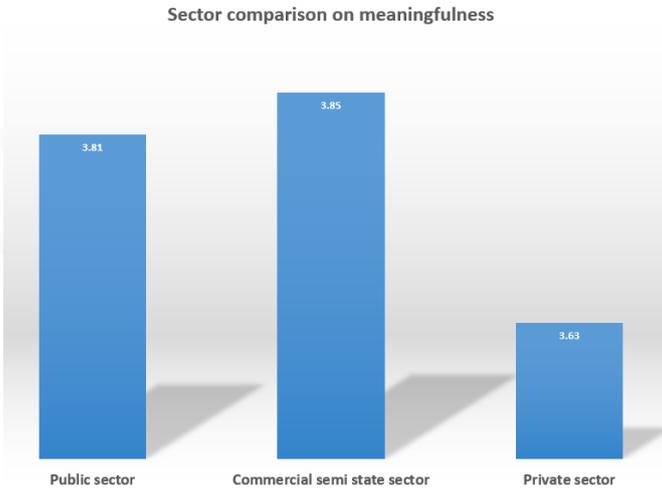
Dr. Na Fu



There is highly significant difference on meaningfulness of work across generations where Generation X (born between 1965 and 1979) and Baby boomers (born between 1946 and 1964) experience higher level of work meaningfulness than the Millennials (born between 1979 and 1995).

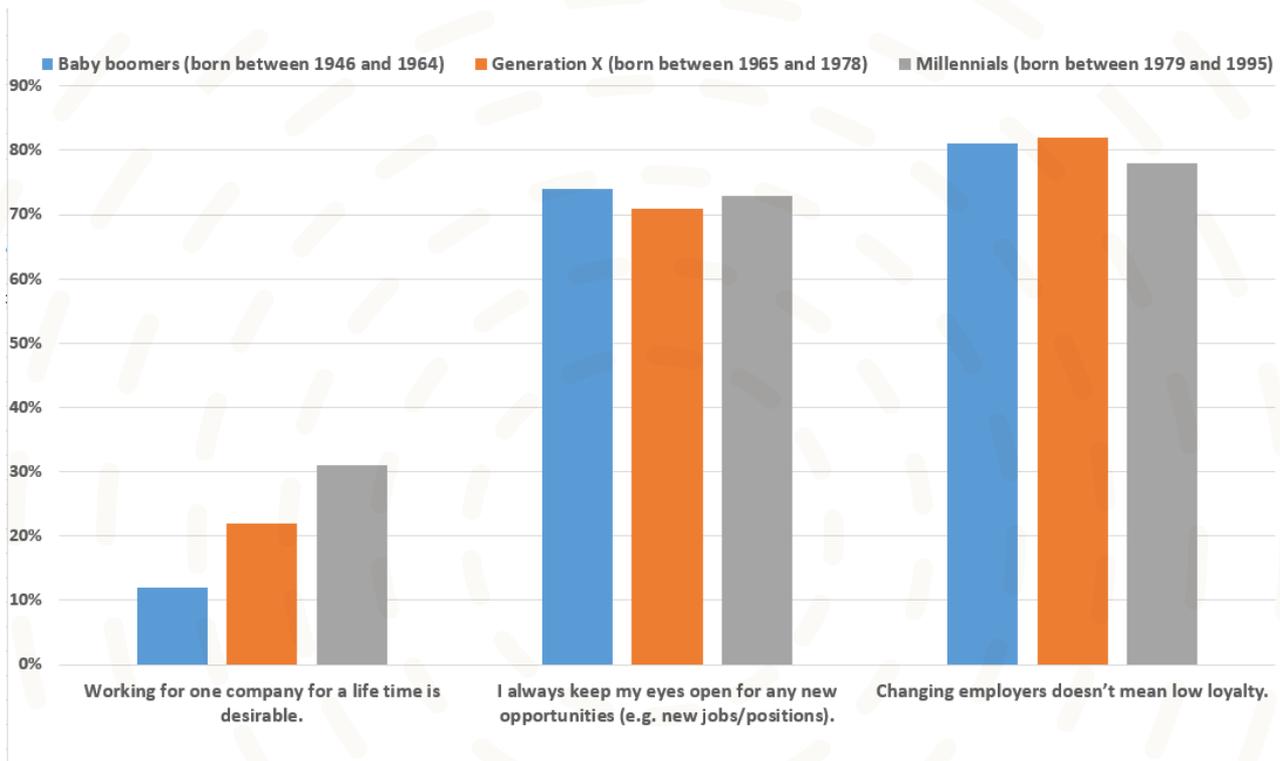


Significant difference is also found across public, private and commercial semi-state sectors where private sector perceive lowest level of meaningfulness.



### NEW DEFINITION OF COMMITMENT

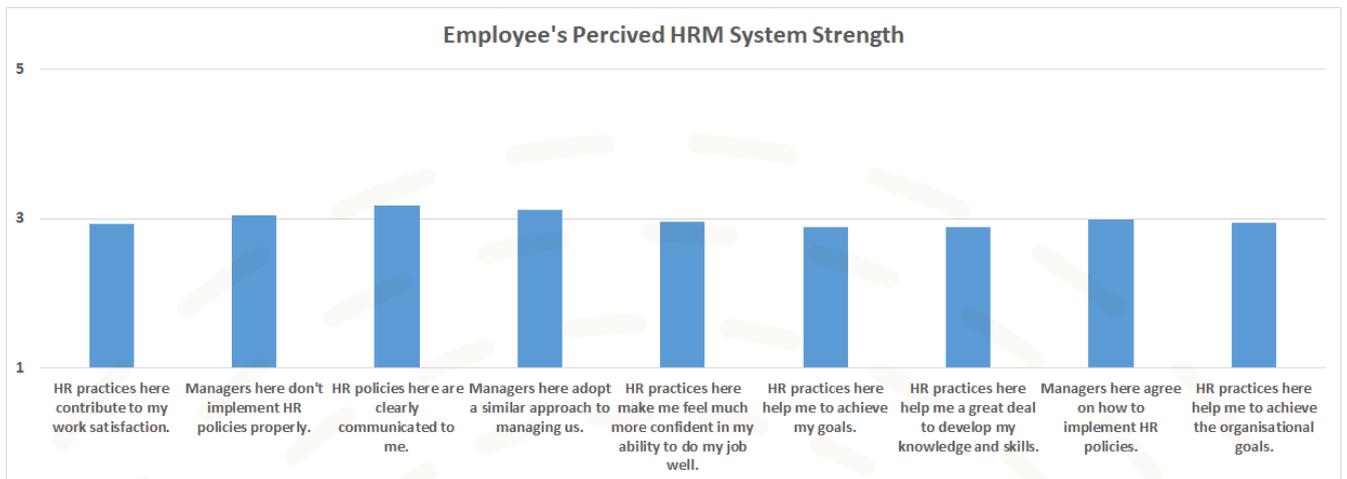
Commitment has been used to represent employees' loyalty to organisations. In both practice and academia, questions such as "would you like to spend your rest of life in this organisation" becomes unrealistic. People have new attitudes towards commitment. In this project, respondents were asked about their opinions on "working for one company for a life is desirable", "always open for new opportunities" and "changing employers does not mean low loyalty". Consistent findings are found across generations that majority agree on the latter two statements. Interestingly, we find though people against the idea on "working for one company for a life time is desirable", millennials are more agreeable on this aspect compared to other two generations.



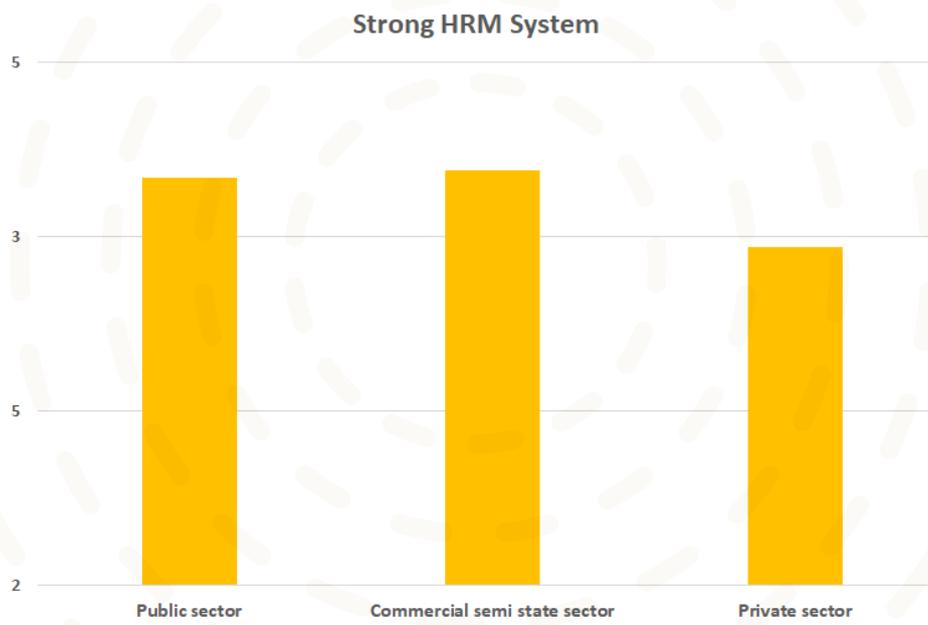
We calculate an index using the age divided by number of employers in order to check the average tenure in organisations. The results show that millennials' average tenure (9.85 years) is similar to baby boomers (9.64 years), both longer than the generation X (8.11 years). It is against the idea that millennials are frequent job hoppers.

### STRONG HRM SYSTEM

Human resource is the most valuable asset for all organisations. It is argued that organisations need to adopt a system of integrated HRM practices to develop and retain the top talent, labelled "high performance work system" (Fu et al., 2017, Human Resource Management). These high performance HRM practices need to be implemented to achieve high level of HRM effectiveness and ultimately organisational growth and development. Overall, employees' perceived HRM is not very strong across organisations where the score for all aspects of strong HRM system such as "contribution to work satisfaction", "clear communication of HR practices", "consistency of managers' approach in managing employees", etc.



Significant differences are found across sectors whereby the private sector has the lowest level of HRM system strength.



**DR. NA FU** is an Associate Professor of Human Resource Management at Trinity Business School, Trinity College Dublin. Her research focuses on strategic human resource management, organizational innovation and performance in the professional service firms. Her research has been published in leading journals, including Human Resource Management, Human Resource Management Journal, and Human Relations among others. She is also a winner of multiple awards from the Academy of Management (largest professional association for management and organisation scholars), Emerald, the Labor and Employment Relations Association, and Irish Research Council. Currently, She is on the editorial board of Human Resource Management Journal, International Journal of Human Resource Management, Employee Relations and Journal of Organisational Effectiveness: People and Performance (JOE). She holds visiting positions at Said Business School, Oxford University and Copenhagen Business School.



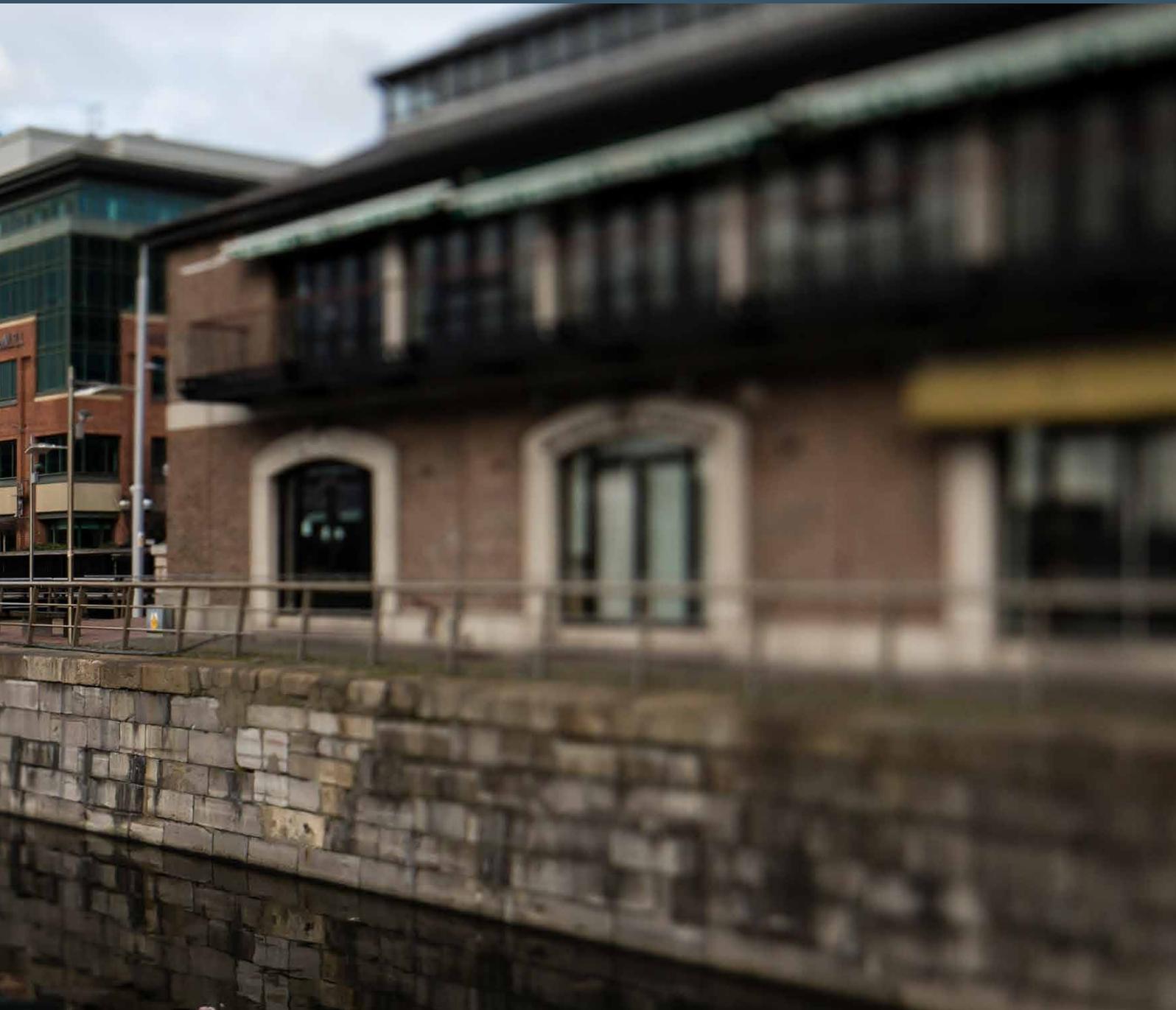
ACCOUNTANCY INDUSTRY  
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**Expect salary increase to be the norm in 2018 and for people to actively begin to look at roles closer to home due to increasing rents in Dublin and the availability of jobs down the country.**



# ACCOUNTANCY INDUSTRY & COMMERCE

## 2017 in Review

2017 has been a strong year for recruitment across Industry and Commerce resulting in job creation across all industries. The Large Multinationals and PLCs continue to lead the way in hiring but we have seen a huge drive in recruitment from the SME sector with many businesses seeing a growth in revenue.

Big 4 Qualified Accountants, with 1-5 years PQE, are still most in demand, particularly in Audit and Group Financial Reporting. One area where we have witnessed huge growth has been the position of Financial Analyst/Business Analyst roles due to many companies looking to streamline their business.

Within the area of AR/AP, Credit Control and PQ Accountants we have seen the demand grow with many companies opting to hire at graduate level and provide intensive training or promote people internally into these roles.

With the ever-increasing demand for candidates, companies are looking more and more to returning people from the UK, Australia, Canada and America along with reaching out to candidates from across Europe. We have also seen a small increase in companies willing to sponsor staff from outside of Europe.

Although primarily based in the Dublin Commuter belt we have also seen a rise of roles in counties such as Clare, Limerick, Galway, Kilkenny and Mayo with many people opting to move closer to home. This option to move home has increased due to the increased availability of jobs but also due to the rising cost of living in the Dublin region.



### SAVING YOU TIME

We typically reduce the time to hire by up to 50% for our clients.

## Expectations for 2018

2018 is shaping up to be a busy year in recruitment with most companies looking to recruit for Accounting staff and also with the market heating up candidates have more options with many people expecting to make a career move in the coming year.

Expect salary increase to be the norm in 2018 and also for people to actively begin to look at roles closer to home due to increases of rent prices and the availability of jobs down the country.

## About Abrivia Accountancy Industry & Commerce

Abrivia Accountancy, Industry and Commerce is headed by Tadhg Kearney who has over five years' recruitment experience within the Accounting, Industry and Commerce sector. Tadhg 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.

## LARGE COMPANIES (500+ EMPLOYEES)

| Sector                            | Dublin 2017 | Dublin 2018 | Regional 2017 | Regional 2018 |
|-----------------------------------|-------------|-------------|---------------|---------------|
|                                   | €           | €           | €             | €             |
| <b>EXECUTIVE</b>                  |             |             |               |               |
| Finance Director/CFO              | 110K - 180K | 110K - 180K | 80K - 160K    | 80K - 160K    |
| Head of Treasury                  | 110K - 180K | 110K - 180K | 110K - 160K   | 110K - 160K   |
| Financial Controller              | 85K - 120K  | 90K - 120K  | 70K - 100K    | 70K - 100K    |
| Group Financial Controller        | 85K - 120K  | 90K - 120K  | 75K - 85K     | 75K - 85K     |
| Head of Financial Reporting       | 70K - 95K   | 75K - 100K  | 60K - 70K     | 60K - 70K     |
| <b>MID - SENIOR LEVEL</b>         |             |             |               |               |
| Group Treasury Manager            | 80K - 130K  | 85K - 130K  | 70K - 90K     | 70K - 90K     |
| Finance Business Partner          | 60K - 80K   | 65K - 85K   | 55K - 70K     | 60K - 75K     |
| FP&A Manager                      | 65K - 85K   | 70K - 85K   | 60K - 75K     | 60K - 75K     |
| Finance Manager                   | 65K - 85K   | 70K - 90K   | 60K - 70K     | 60K - 75K     |
| Revenue Manager                   | 70K - 90K   | 70K - 90K   | 60K - 75K     | 60K - 70K     |
| Project Accountant                | 55K - 65K   | 55K - 70K   | 45K - 55K     | 50K - 60K     |
| Group Accountant                  | 50K - 60K   | 55K - 65K   | 42K - 55K     | 45K - 55K     |
| Systems Accountant                | 45K - 65K   | 50K - 65K   | 42K - 55K     | 45K - 55K     |
| Financial Analyst                 | 50K - 65K   | 55K - 70K   | 45K - 60K     | 50K - 60K     |
| FP&A Analyst                      | 55K - 75K   | 55K - 75K   | 50K - 65K     | 50K - 65K     |
| Senior Financial Accountant       | 60K - 80K   | 65K - 80K   | 50K - 60K     | 55K - 65K     |
| Financial Accountant              | 48K - 55K   | 50K - 60K   | 40K - 50K     | 45K - 55K     |
| Multilingual Qualified Accountant | 45K - 60K   | 50K - 60K   | 40K - 55K     | 45K - 55K     |
| Financial Reporting Accountant    | 48K - 55K   | 50K - 60K   | 40K - 50K     | 45K - 55K     |
| Revenue Accountant                | 55K - 70K   | 55K - 70K   | 60K - 75K     | 55K - 70K     |
| Management Accountant             | 48K - 60K   | 50K - 65K   | 40K - 50K     | 45K - 55K     |
| Treasury Accountant               | 50K - 60K   | 50K - 65K   | 45K - 55K     | 45K - 55K     |
| Cost Accountant                   | 50K - 65K   | 50K - 65K   | 50K - 60K     | 50K - 60K     |

| Sector                             | Dublin 2017 | Dublin 2018 | Regional 2017 | Regional 2018 |
|------------------------------------|-------------|-------------|---------------|---------------|
|                                    | €           | €           | €             | €             |
| <b>INTERNAL AUDIT</b>              |             |             |               |               |
| Head of Internal Audit             | 100K - 150K | 100K - 150K | 80K - 130K    | 80K - 130K    |
| Internal Audit Manager             | 65K - 85K   | 70K - 90K   | 58K - 70K     | 58K - 70K     |
| Internal Auditor                   | 45K - 60K   | 50K - 65K   | 45K - 55K     | 50K - 60K     |
| <b>PART QUALIFIED</b>              |             |             |               |               |
| Assistant Financial Accountant     | 35K - 45K   | 40K - 50K   | 30K - 40K     | 30K - 40K     |
| Assistant Management Accountant    | 30K - 40K   | 34K - 45K   | 25K - 35K     | 25K - 35K     |
| Trainee Accountant (P/Q 2+ years)  | 32K - 36K   | 34K - 40K   | 30K - 34K     | 30K - 34K     |
| Trainee Accountant (P/Q 1-2 years) | 26K - 28K   | 26K - 30K   | 24K - 28K     | 24K - 28K     |
| Graduate / Trainee Accountant      | 22K - 26K   | 24K - 28K   | 20K - 24K     | 20K - 24K     |
| Analyst                            | 40K - 50K   | 40K - 50K   | 40K - 50K     | 40K - 50K     |
| <b>ACCOUNTS STAFF</b>              |             |             |               |               |
| Payroll Manager                    | 50K - 70K   | 55K - 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   | 26K - 35K   | 22K - 32K     | 22K - 32K     |
| Credit Control Manager             | 55K - 70K   | 55K - 70K   | 45K - 65K     | 45K - 65K     |
| Credit Control Clerk               | 25K - 35K   | 30K - 40K   | 20K - 30K     | 20K - 30K     |
| AR Clerk                           | 25K - 35K   | 28K - 38K   | 22K - 32K     | 22K - 32K     |
| Accounts Assistant                 | 28K - 35K   | 30K - 40K   | 22K - 32K     | 22K - 32K     |

## SMALL TO MEDIUM (<500 EMPLOYEES)

| Sector                             | Dublin 2017 | Dublin 2018 | Regional 2017 | Regional 2018 |
|------------------------------------|-------------|-------------|---------------|---------------|
|                                    | €           | €           | €             | €             |
| <b>EXECUTIVE</b>                   |             |             |               |               |
| Finance Director                   | 80K - 140K  | 80K - 140K  | 70K - 100K    | 70K - 100K    |
| Financial Controller               | 70K - 90K   | 75K-95k     | 65K - 85K     | 65K - 85K     |
| <b>MID - SENIOR LEVEL</b>          |             |             |               |               |
| Finance Manager                    | 60K - 80K   | 65K - 85K   | 55K - 80K     | 55K - 80K     |
| Project Accountant                 | 50K - 65K   | 50K - 65K   | 50K - 55K     | 50K - 55K     |
| Group Accountant                   | 48K - 55K   | 50K - 60K   | 45K - 52K     | 45K - 52K     |
| Systems Accountant                 | 45K - 55K   | 50K - 60K   | 45K - 50K     | 45K - 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        | 55K - 65K   | 60K - 70K   | 45K - 55K     | 50K - 60K     |
| Financial Accountant               | 48K - 60K   | 50K - 65K   | 45K - 55K     | 50K - 60K     |
| Multilingual Qualified Accountant  | 48K - 60K   | 50K - 60K   | 35K - 45K     | 40K - 50K     |
| Management Accountant              | 45K - 60K   | 50K - 60K   | 45K - 55K     | 50K - 60K     |
| Cost Accountant                    | 50K - 60K   | 50K - 60K   | 45K - 55K     | 50K - 60K     |
| <b>PART QUALIFIED</b>              |             |             |               |               |
| Assistant Financial Accountant     | 30K - 40K   | 30K - 40K   | 30K - 40K     | 30K - 40K     |
| Assistant Management Accountant    | 30K - 38K   | 30K - 40K   | 30K - 40K     | 30K - 40K     |
| Trainee Accountant (P/Q 2+ years)  | 30K - 35K   | 30K - 40K   | 30K - 35K     | 30K - 35K     |
| Trainee Accountant (P/Q 1-2 years) | 27K - 30K   | 28K - 34K   | 25K - 28K     | 26K - 30K     |
| Graduate / Trainee Accountant      | 25K - 28K   | 26K - 30K   | 24K - 28K     | 25K - 28K     |
| <b>ACCOUNTS STAFF</b>              |             |             |               |               |
| Payroll Manager                    | 50K - 70K   | 50K - 70K   | 40K - 50K     | 40K - 50K     |
| Payroll Clerk                      | 30K - 40K   | 30K - 40K   | 30K - 35K     | 30K - 35K     |
| AR/Credit Control Manager          | 45K - 60K   | 45K - 60K   | 38K - 50K     | 40K - 50K     |
| AP Manager                         | 45K - 60K   | 45K - 60K   | 38K - 50K     | 40K - 50K     |
| AP Clerk                           | 25K - 34K   | 28K - 36K   | 22K - 30K     | 24K - 32K     |
| AR Clerk                           | 25K - 34K   | 26K - 35K   | 22K - 30K     | 22K - 30K     |
| Accounts Assistant                 | 27K - 34K   | 28K - 35K   | 22K - 30K     | 22K - 30K     |

## SHARED SERVICES CENTRE

| Sector                      | Dublin 2017 | Dublin 2018 | Regional 2017 | Regional 2018 |
|-----------------------------|-------------|-------------|---------------|---------------|
|                             | €           | €           | €             | €             |
| <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   | 54K - 65K   | 55K - 70K     | 55K - 70K     |
| Accountant                  | 45K - 55K   | 50K - 60K   | 45K - 50K     | 45K - 50K     |
| GL PQ Accountant            | 30K - 40K   | 34K - 45K   | 30K - 40K     | 30K - 40K     |
| <b>ACCOUNTS RECEIVABLE</b>  |             |             |               |               |
| Manager                     | 45K - 60K   | 45K - 60K   | 45K - 55K     | 45K - 55K     |
| Supervisor                  | 52K - 65K   | 55K - 65K   | 55K - 70K     | 55K - 70K     |
| Accountant                  | 45K - 55K   | 50K - 55K   | 45K - 50K     | 45K - 50K     |
| GL PQ Accountant            | 30K - 40K   | 35K - 45K   | 30K - 40K     | 30K - 40K     |
| <b>ACCOUNTS PAYABLE</b>     |             |             |               |               |
| Manager                     | 45K - 60K   | 45K - 60K   | 45K - 55K     | 45K - 55K     |
| Team Leader                 | 40K - 50K   | 40K - 50K   | 35K - 45K     | 35K - 45K     |
| Analyst                     | 32K - 40K   | 32K - 40K   | 25K - 32K     | 25K - 32K     |
| Executive                   | 30K - 34K   | 30K - 34K   | 25K - 30K     | 25K - 30K     |

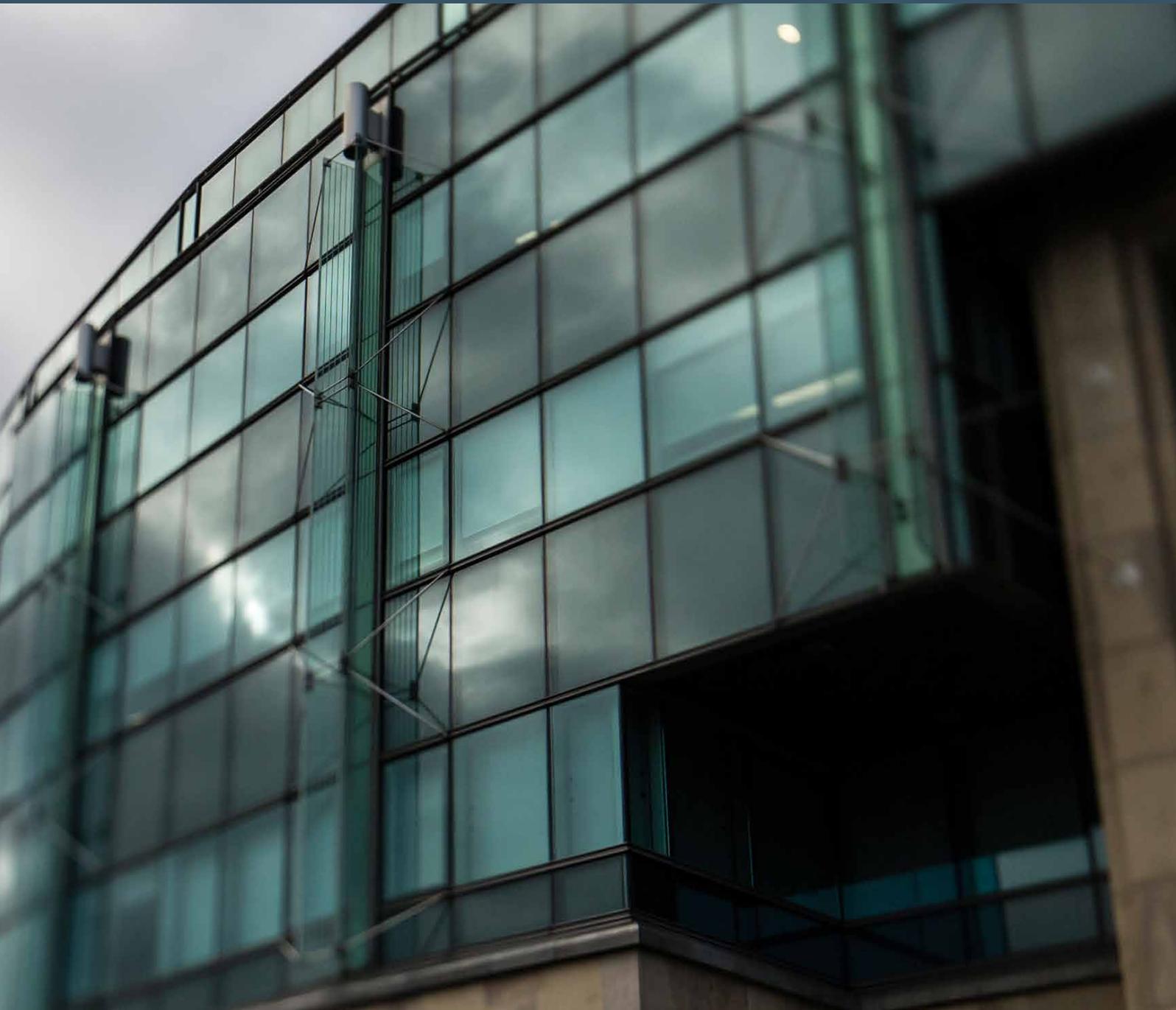


ACCOUNTANCY TEMPORARY  
& CONTRACT

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2018 is trending to be a similar year to 2017 with many companies looking to hire staff to cover sick leave/maternity cover/holidays.



# ACCOUNTANCY TEMPORARY & CONTRACT

## 2017 in Review

Throughout 2017 we have seen a 10% reduction in the volume of temp and contract roles. There are still many opportunities in this area with the length of contracts increasing from 6-12 months in many cases.

The demand for temp or day rate accountants has been steady and has focused on covering project work or sick leave. Maternity cover roles have seen a big increase with many of these roles turning permanent at the end of the contract due to an increase in work load.

Qualified Accountants with relevant industry experience are the most in demand candidates in the market, as companies look to bring someone on board who requires very little training and can hit the ground running. Outside of this, areas such as AR/AP and Payroll have seen an increase in the demand for experienced temp staff as they are key functions of the organisations.

## Expectations for 2018

2018 is trending to be a similar year to 2017 with many companies looking to hire staff to cover sick leave/ maternity cover/holidays. We are also seeing a continuing trend in regards the insertion of completion bonuses into contracts as an enticement to staff to finish out their contracts.

## About Abrivia Accountancy Industry & Commerce

Abrivia Accountancy, Industry and Commerce is headed by Tadhg Kearney who has over five years' recruitment experience within the Accounting, Industry and Commerce sector. Tadhg 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.



### QUALITY

We are a Multi Award Winning Recruitment Firm as adjudicated independently by the National Recruitment Federation of Ireland. All our consultants work to the internal metric of having three interviews for every four CV's that we send to you (75% of CV's we send are called for interview).

## TEMPORARY & CONTRACT SALARIES

| Sector                      | Dublin 2017  | Dublin 2018  | Regional 2017 | Regional 2018 |
|-----------------------------|--------------|--------------|---------------|---------------|
|                             | Rate € P/H   | Rate € P/H   | Rate € P/H    | Rate € P/H    |
| <b>EXECUTIVE</b>            |              |              |               |               |
| Finance Director            | €65 - €85P/H | €65 - €85P/H | €55 - €70P/H  | €55 - €70P/H  |
| <b>QUALIFIED</b>            |              |              |               |               |
| Financial Controller        | €50 - €62P/H | €50 - €62P/H | €45 - €55P/H  | €45 - €55P/H  |
| Finance Manager             | €42 - €52P/H | €42 - €52P/H | €37 - €42P/H  | €37 - €42P/H  |
| Project Accountant          | €36 - €42P/H | €36 - €42P/H | €33 - €38P/H  | €33 - €38P/H  |
| Cost Accountant             | €33 - €40P/H | €33 - €40P/H | €30 - €36P/H  | €30 - €36P/H  |
| Commercial Accountant       | €33 - €40P/H | €33 - €40P/H | €30 - €36P/H  | €30 - €36P/H  |
| Management Accountant       | €33 - €40P/H | €33 - €40P/H | €30 - €36P/H  | €30 - €36P/H  |
| Financial Accountant        | €33 - €40P/H | €33 - €40P/H | €30 - €36P/H  | €30 - €36P/H  |
| Systems Accountant          | €36 - €42P/H | €36 - €42P/H | €33 - €38P/H  | €33 - €38P/H  |
| Financial Analyst           | €36 - €42P/H | €36 - €42P/H | €33 - €38P/H  | €33 - €38P/H  |
| <b>ACCOUNTS STAFF</b>       |              |              |               |               |
| Assistant Accountant        | €21 - €25P/H | €21 - €25P/H | €18 - €23P/H  | €18 - €23P/H  |
| Accounts Clerk              | €15 - €21P/H | €15 - €21P/H | €13 - €18P/H  | €13 - €18P/H  |
| Accounts Payable Manager    | €27 - €39P/H | €27 - €39P/H | €24 - €33P/H  | €24 - €33P/H  |
| Accounts Payable Clerk      | €18 - €21P/H | €18 - €21P/H | €15 - €21P/H  | €15 - €21P/H  |
| Accounts Receivable Manager | €27 - €39P/H | €27 - €39P/H | €24 - €33P/H  | €24 - €33P/H  |
| Accounts Receivable Clerk   | €18 - €21P/H | €18 - €21P/H | €15 - €21P/H  | €15 - €21P/H  |
| Credit Control Clerk        | €16 - €21P/H | €16 - €21P/H | €15 - €20P/H  | €15 - €20P/H  |
| Credit Control Manager      | €27 - €36P/H | €27 - €36P/H | €24 - €31P/H  | €24 - €31P/H  |
| Payroll Clerk               | €18 - €24P/H | €18 - €24P/H | €18 - €21P/H  | €18 - €21P/H  |
| Payroll Manager             | €30 - €42P/H | €30 - €42P/H | €27 - €34P/H  | €27 - €34P/H  |



ACCOUNTANCY

PUBLIC PRACTICE & TAX

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## Public Practice is seeing excellent results in attracting talent back from industry.

*Public Practice continues to show an increased demand for experienced talent across all service lines. This is an excellent time to be working in Public Practice as evidenced by the volume and breadth of opportunities available.*

# ACCOUNTANCY PUBLIC PRACTICE & TAX

## 2017 in Review

### General Review

The practice market in Ireland continued to show strong demand for 2017. This is a reflection of the strong economic growth that the Irish economy continues to enjoy. It has also meant that the practice firms have had strong client led demand for their portfolio of services.

Within the Big 4 and Top 20 Accountancy firms the consulting service lines continued to show the greatest appetite for growth and consequently new hires. Roles within consulting that are a reflection of a burgeoning economy included Finance Transformation, Risk & Compliance, Human Capital and Strategy and Operations. All of the aforementioned tend to be areas of investment for clients in a growth market.

The other area within consulting that showed a huge level of growth for particularly the Big 4 firms was Technology. The roles and skillsets that were in particularly high demand here were unsurprisingly IT/ Cyber Security (with a number of high profile industry breaches reported in the media), Project Manager and Business Analysts. The IT Security roles were to help clients mitigate against perceived cyber-attacks. The roles for PM's and BA's were to support expanding client projects where there is an increased focus on innovation (new products, services or reacting to disruption in the market place), automation or indeed driving further efficiencies through the business.

Demand for professionals in Corporate Finance and Transaction Services remains strong. However as would be expected Corporate Recovery has seen a slight slowdown in an expanding market.

Traditionally Audit/Assurance would have been the biggest service line for the Big 4 firms and Top 20. Within the larger firms we have seen continued strong demand for Audit Seniors and Managers in Financial Services (including Asset Management and Banking) and large industry.

The small and medium sized firms continue to show especially strong demand for good graduates, part qualified accountants and recently qualified accountants with good experience.

### Taxation Review 2017

We saw a continuation of the trend last year of taxation professionals being in high demand throughout 2017. This was in both Public Practice and for In-house roles.

The most common roles being recruited for Inhouse were Heads of Tax, Manager and Tax Accountant positions. Nearly all these positions had a bias for candidates who have strong international tax exposure.

Within the Big 4 and Top 20 Accountancy firms there continues to be a dearth of talent at Manager level. This is both in Corporate and Income Tax departments. The growth of In-house recruitment teams along with the challenge of retaining quality talent in practice after professionals have completed their qualifications has certainly added to the pressure on professional firms. The good news is that for recently qualified tax professionals there are excellent career advancement opportunities to grow their careers rapidly in practice.

The practices are being very proactive in trying to hold on to their existing talent. This has taken the form of offering increased work life balance (an ongoing frustration for some), bigger bonuses, a suite of fringe benefits, great L&D plans and clear Partner progression.

## Expectations for 2018

Challenges for the sector remain. At the forefront is the those is the lack of supply of talent to meet with the demand for practice professionals. Increases in graduate intakes, the use of global mobility and improved remuneration have all helped as firms focus on retention. However, for recently qualified accountants coming from the sector who have spent three to three and a half years training with a firm the lure of Industry and Commerce and Financial Services roles remains strong.

## About Abrivia Public Practice and Tax

Abrivia Public Service and Tax is headed by Tadhg Kearney who has over five years' recruitment experience within Public Service and Tax sector. Tadhg is supported by an expert team of recruitment professionals who all specialise in separate market segments within the Public Practice & Tax sectors. Tadhg 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 2017 | Dublin 2018 | Regional 2017 | Regional 2018 |
|-------------------|-------------|-------------|---------------|---------------|
|                   | €           | €           | €             | €             |
| Partner           | 160K - 250K | 160K - 250K | 117K - 250K   | 117K - 250K   |
| Director          | 85K - 140K  | 85K - 140K  | 70K - 120K    | 70K - 120K    |
| Senior Manager    | 70K - 87K   | 70K - 90K   | 65K - 78K     | 65K - 78K     |
| Manager           | 57K - 70K   | 60K - 75K   | 50K - 67K     | 50K - 67K     |
| Assistant Manager | 45K - 57K   | 48K - 60K   | 45K - 55K     | 45K - 55K     |
| Senior            | 38K - 48K   | 38K - 50K   | 33K - 45K     | 33K - 45K     |
| Semi-Senior       | 23K - 38K   | 24K - 40K   | 23K - 40K     | 23K - 40K     |
| Grad              | 21K - 24K   | 23K - 28k   | 16K - 20K     | 18K - 22K     |

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.

## TAXATION SALARIES

|   |             |             |             |             |
|---|-------------|-------------|-------------|-------------|
| Head of Tax<br>(Industry/Financial Services)    | 120K - 250K | 120K - 250K | 100K - 150K | 100K - 150K |
| Tax Manager<br>(Industry/Financial Services)    | 60K - 80K   | 60K - 80K   | 58K - 75K   | 58K - 75K   |
| Tax Accountant<br>(Industry/Financial Services) | 55K - 65K   | 55K - 65K   | 45K - 58K   | 45K - 58K   |



ACCOUNTANCY

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# ACCOUNTANCY FINANCIAL SERVICES

## 2017 in Review

Throughout 2017 the financial services market continued to grow across all areas, with most companies hiring. The General Insurance market witnessed the biggest rebound as what can only be described as a turbulent 2016.

Although initial expectations regarding a large migration of Brexit clients to Ireland was high, over the course of 2017 we have seen many of these companies choose other European countries as their base. On a positive note, a number of large Financial Services Organisations have committed to expanding their Irish base which in turn should lead to the creation of more jobs.

As per recent trends, Big 4 Accountants have witnessed the highest demand across all areas of financial services.

We have also seen an increase in demand for accountants with a strong background in niche or project roles such as Solvency II or regulatory reporting.

The PQ, AR/AP, Credit Control market has grown and companies have started to ramp up their graduate recruitment drives to try and compete with the Accountancy practices for the best talent on the market.

The aviation sector in Ireland continues to witness strong growth. This growth has led to an increase in positions available and more competition for talented individuals.

## Expectations for 2018

2018 is trending to be a bumper year for recruitment across all areas of financial services. The indications are that there will be an increase in hiring across both junior and mid-level roles with salaries set to increase due to the demand on the market for experienced staff and the shortage of skilled people.

Graduate recruitment will grow to its highest level since the Celtic Tiger years, with most financial service companies looking to bring onboard talent directly from college to work in cross functional roles, with a view to them moving into a specific area in which they have excelled in.

## About Abrivia Accountancy Financial Services

Abrivia Accountancy Financial Services division is headed up by Tadhg Kearney. Tadhg has 5 years' experience recruiting within the Insurance & FS industry. He has managed both large recruitment drives and stand-alone roles for some of the world's largest Insurance & FS companies.

Abrivia Accountancy Financial services team oversee all Accounting roles within Insurance & FS including Internal Audit, Solvency II, Captive Account Manager, Reinsurance Technician, Reinsurance Accountant, Financial Accountant, Regulatory Accountant and many more. The team also manage all roles within Insurance including, Underwriting, Pensions, Risk, Compliance, Claims and many others.

## FINANCIAL SERVICES SALARIES

| Sector                                       | Dublin 2017 | Dublin 2016 | Regional 2017 | Regional 2016 |
|--|-------------|-------------|---------------|---------------|
|  | €           | €           | €             | €             |
| <b>EXECUTIVE</b>                             |             |             |               |               |
| CFO / Finance Director                       | 100K - 175K | 100K - 175K | 90K - 145K    | 90K - 145K    |
| Head of Finance / Financial Controller       | 75K - 130K  | 80K - 130K  | 65K - 120K    | 65K - 120K    |
| <b>RECENTLY QUALIFIED - MID SENIOR LEVEL</b> |             |             |               |               |
| Finance Manager                              | 60K - 80K   | 65K - 85K   | 55K - 80K     | 55K - 80K     |
| Financial Reporting Manager                  | 65K - 80K   | 65K - 85K   | 60K - 75K     | 60K - 75K     |
| Financial Reporting Accountant               | 45K - 60K   | 50K - 60K   | 40K - 55K     | 45K - 55K     |
| Senior Financial Accountant                  | 65K - 75K   | 65K - 75K   | 50K - 75K     | 50K - 75K     |
| Financial Accountant                         | 50K - 65K   | 55K - 65K   | 45K - 60K     | 45K - 60K     |
| Recently Qualified Financial Accountant      | 48K - 55K   | 50K - 55K   | 38K - 55K     | 40K - 55K     |
| Senior Financial Analyst                     | 55K - 80K   | 60K - 80K   | 50K - 70K     | 50K - 70K     |
| Financial Analyst                            | 50K - 55K   | 50K - 55K   | 38K - 55K     | 38K - 55K     |
| Management Accountant                        | 55K - 75K   | 55K - 70K   | 50K - 70K     | 50K - 70K     |
| Insurance / Reinsurance Accountant           | 65K - 80K   | 65K - 80K   | 50K - 70K     | 50K - 70K     |
| Internal Audit Manager                       | 65K - 80K   | 65K - 80K   | 55K - 70K     | 55K - 70K     |
| Internal Auditor                             | 45K - 55K   | 50K - 60K   | 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 - 75K   | 50K - 75K     | 50K - 75K     |
| Treasury Accountant                          | 45K - 65K   | 50K - 65k   | 45K - 60K     | 45K - 60K     |
| <b>PART QUALIFIED</b>                        |             |             |               |               |
| Assistant Accountant                         | 28K - 35K   | 30K-40K     | 26K - 32K     | 27K - 34K     |
| Accounts Technician                          | 28K - 35K   | 30K-38K     | 22K - 32K     | 24K - 34K     |
| Graduate / Junior Accountant                 | 26K - 28K   | 27K-30K     | 22K - 25K     | 24K - 28K     |



**BANKING &**

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**2017 has been a good year within the Banking & Financial Service Industry with increased recruitment being reported across most areas with an increase in roles in Fund Accounting, Fraud, Client Services and Compliance being seen in Dublin, Limerick, Kilkenny and Galway.**

*2018 is shaping up to be a busy year with a predicated increase in salaries and competition for skilled staff.*





# BANKING & FINANCIAL SERVICES

## 2017 in Review

2017 has been a good year within the Banking & Financial Service Industry with increased recruitment being reported across most areas with an increase in roles in Fund Accounting, Fraud, Client Services and Compliance being seen in Dublin, Limerick, Kilkenny and Galway.

Brexit has had an impact on the market in 2017 and although we have not seen the projected number of companies move their functions to Ireland we have still seen an increase in headcount for companies with operations based here along with the commitment by a number of Banks & Financial Service Organisations to set up a presence in Ireland.

Salaries have seen a slight increase in 2017 with trend being that this will continue in 2018 due to the competition for skilled staff. This competition has seen companies adapt the approach of other industries and begin to increase the output of their graduate recruitment.

## Expectations for 2018

2018 is shaping up to be a busy year with a predicted increase in salaries and competition for skilled staff. As ever the International Market will dictate what happens in Ireland but the lack of living accommodation in the main hub of Dublin is still a cause for concern.

## 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.



### DATABASE REACH

We source incredible talent that otherwise our clients could not reach. 72% of our placements come directly from our database of more than 187,000 candidates.

## BANKING & FINANCIAL SERVICES SALARIES

| Sector                                   | Dublin 2017 | Dublin 2018 | Regional 2017 | Regional 2018 |
|--|-------------|-------------|---------------|---------------|
|  | €           | €           | €             | €             |
| <b>CORPORATE/PRIVATE/RETAIL BANKING</b>  |             |             |               |               |
| Credit Manager                           | 50K - 75K   | 50K - 75K   | 50K - 75K     | 50K - 75K     |
| Credit Analyst                           | 35K - 50K   | 40K-50K     | 35K - 50K     | 35K - 50K     |
| Senior Credit Analyst                    | 45K - 60K   | 45K - 60K   | 45K - 60K     | 45K - 60K     |
| Lending Manager                          | 45K - 65K   | 45K - 65K   | 45K - 65K     | 45K - 65K     |
| Lending Administrator                    | 28K - 35K   | 30K-35K     | 28K - 35K     | 28K - 35K     |
| Mortgage Administrator                   | 25K - 35K   | 25K - 35K   | 25K - 35K     | 25K - 35K     |
| Corporate Relationship Manager           | 60K - 85K   | 60K - 85K   | 60K - 85K     | 60K - 85K     |
| Head of Treasury                         | 80K - 150K  | 80K - 150K  | 80K - 150K    | 80K - 150K    |
| Treasury Manager                         | 55K - 90K   | 55K - 90K   | 55K - 90K     | 55K - 90K     |
| Dealer                                   | 35K - 55K   | 35K - 55K   | 35K - 55K     | 35K - 55K     |
| Treasury Administrator                   | 25K - 40K   | 28K - 40K   | 25K - 40K     | 25K - 40K     |
| <b>FUND SERVICES</b>                     |             |             |               |               |
| VP Fund Accounting                       | 75K - 90K   | 75K - 90K   | 75K - 90K     | 75K - 90K     |
| Fund Accounting Manager                  | 55K - 85K   | 55K - 85K   | 55K - 85K     | 55K - 85K     |
| Fund Accounting Supervisor               | 35K - 45K   | 35K - 45K   | 35K - 45K     | 35K - 45K     |
| Senior Fund Accountant                   | 30K - 38K   | 30K - 38K   | 30K - 38K     | 30K - 38K     |
| Fund Accountant                          | 27K - 33K   | 28K - 35K   | 27K - 33K     | 27K - 33K     |
| <b>TRANSFER AGENCY/INVESTOR SERVICES</b> |             |             |               |               |
| Transfer Agency Manager                  | 65K - 90K   | 65K - 90K   | 65K - 90K     | 65K - 90K     |
| Senior Transfer Agency Administrator     | 35K - 45K   | 38K-45K     | 35K - 45K     | 35K - 45K     |
| Transfer Agency Administrator            | 27K - 33K   | 28K-35K     | 27K - 33K     | 27K - 33K     |
| <b>TRUSTEE/CUSTODY</b>                   |             |             |               |               |
| Trustee Manager                          | 60K - 90K   | 60K - 90K   | 60K - 90K     | 60K - 90K     |
| Senior Trustee Officer                   | 40K - 60K   | 45K - 60K   | 40K - 60K     | 45K - 60K     |
| Trustee Administrator                    | 28K - 40K   | 30K-40K     | 28K - 40K     | 30K - 40K     |
| Custody Manager                          | 60K - 90K   | 60K - 90K   | 60K - 90K     | 60K - 90K     |
| Senior Custody Administrator             | 40K - 60K   | 45K - 60K   | 40K - 60K     | 40K - 60K     |
| Custody Administrator                    | 28K - 40K   | 30K-40K     | 28K - 40K     | 30K - 40K     |

## BANKING &amp; FINANCIAL SERVICES SALARIES

| Sector                              | Dublin 2017 | Dublin 2018 | Regional 2017 | Regional 2018 |
|-------------------------------------|-------------|-------------|---------------|---------------|
|                                     | €           | €           | €             | €             |
| <b>PRICING/CORPORATE ACTIONS</b>    |             |             |               |               |
| Manager                             | 50K - 65K   | 50K - 65K   | 50K - 65K     | 50K - 65K     |
| Senior Administrator                | 35K - 45K   | 35K - 45K   | 35K - 45K     | 35K - 45K     |
| Market Data Administrator           | 30K - 40K   | 30K - 40K   | 30K - 40K     | 30K - 40K     |
| Pricing Specialist                  | 35K - 50K   | 35K - 50K   | 35K - 50K     | 40K - 50K     |
| <b>CLIENT SERVICES</b>              |             |             |               |               |
| Senior Manager                      | 75K - 95K   | 75K - 95K   | 75K - 95K     | 75K - 95K     |
| Manager                             | 55K - 75K   | 60K - 75K   | 55K - 75K     | 55K - 75K     |
| Supervisor                          | 35K - 48K   | 38K - 48K   | 35K - 48K     | 35K - 48K     |
| Administrator                       | 27K - 33K   | 29K - 35K   | 27K - 33K     | 28K - 35K     |
| <b>FRONT OFFICE</b>                 |             |             |               |               |
| Investment Manager (Private Equity) | 60K - 110K  | 60K - 110K  | 60K - 110K    | 60K - 110K    |
| Investment Analyst (Private Equity) | 45K - 60K   | 45K - 60K   | 45K - 60K     | 45K - 60K     |
| Portfolio Manager                   | 60K - 95K   | 60K - 95K   | 60K - 95K     | 60K - 95K     |
| Portfolio Analyst                   | 50K - 65K   | 50K - 65K   | 50K - 65K     | 50K - 65K     |
| Equity Analyst                      | 40K - 65K   | 40K - 65K   | 40K - 65K     | 40K - 65K     |
| Credit Analyst                      | 40K - 65K   | 40K - 65K   | 40K - 65K     | 40K - 65K     |
| Fixed Income Analyst                | 40K - 65K   | 40K - 65K   | 40K - 65K     | 40K - 65K     |
| Dealer                              | 45K - 65K   | 45K - 65K   | 45K - 65K     | 45K - 65K     |
| Trader                              | 45K - 65K   | 45K - 65K   | 45K - 65K     | 45K - 65K     |
| Wealth Manager                      | 50K - 80K   | 50K - 80K   | 50K - 80K     | 50K - 80K     |
| <b>MIDDLE OFFICE/TREASURY</b>       |             |             |               |               |
| Treasury Manager                    | 55K - 85K   | 55K - 85K   | 55K - 85K     | 55K - 85K     |
| Treasury Administrator              | 35K - 45K   | 35K - 45K   | 35K - 45K     | 35K - 45K     |
| Settlements Administrator           | 28K - 35K   | 30K - 35K   | 28K - 35K     | 28K - 35K     |

## BANKING & FINANCIAL SERVICES SALARIES

| Sector                        | Dublin 2017 | Dublin 2018 | Regional 2017 | Regional 2018 |
|-------------------------------|-------------|-------------|---------------|---------------|
|                               | €           | €           | €             | €             |
| <b>BACK OFFICE</b>            |             |             |               |               |
| Cash Management Administrator | 28K - 35K   | 28K - 35K   | 28K - 35K     | 28K - 35K     |
| Settlements Administrator     | 28K - 35K   | 30K - 35K   | 28K - 35K     | 28K - 35K     |
| Payments Administrator        | 28K - 35K   | 30K - 35K   | 28K - 35K     | 28K - 35K     |
| <b>COMPLIANCE AND RISK</b>    |             |             |               |               |
| Compliance Manager            | 60K - 90K   | 60K - 90K   | 60K - 90K     | 60K - 90K     |
| Compliance Officer            | 40K - 60K   | 45K - 60K   | 40K - 60K     | 40K - 60K     |
| Compliance Administrator      | 30K - 40K   | 30K - 40K   | 30K - 40K     | 30K - 40K     |
| AML/KYC Officer               | 30K - 45K   | 30K - 45K   | 30K - 45K     | 30K - 45K     |
| Risk Manager                  | 60K - 90K   | 60K - 90K   | 60K - 90K     | 60K - 90K     |
| Risk Officer                  | 40K - 60K   | 40K - 60K   | 40K - 60K     | 40K - 60K     |
| Risk Analyst                  | 35K - 45K   | 35K - 45K   | 35K - 45K     | 35K - 45K     |



**HUMAN  
RESOURCES**

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Head of Human Resources

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**Potential and current employees especially people who have the skills and experience that employers want, tend to gravitate to “Employers of Choice”.**

*Because of Brexit, 2017 has seen many global organisations increasing their Irish operations; in turn, some of our clients are looking to recruit key HR professionals for these organisations.*



# HR HUMAN RESOURCES

## 2017 in Review

As the Irish economy is actively getting stronger, employment growth forecasts have been increased to 3 per cent for this year and 2.4 per cent for 2018. Consequently, this has led to rising incomes. 2017 witnessed a continued shift in focus towards attraction and retention of key employees within the organization.

Potential and current employees especially people who have the skills and experience that employers want, tend to gravitate to “Employers of Choice”. Employers are now realising the benefits of the value-add that HR professionals bring. HR professionals that have the ownership of talent management are now firmly at leadership table; guiding senior management through ‘people strategies’ that will help the organization become the ‘Employer of Choice’.

Continuing from previous years the Talent Acquisition role has become strategic; developing strategies that link directly to an organisations company goals and objectives. The candidate experience is key and needs to be robust and quality driven. In-house talent acquisition specialists are in demand and highly sought after.

There has been a growth of specialist functions within the HR sector. Organisations are now recruiting for specialist functions within the Human Resources. 2017 saw Organisations recruiting positions that are processing ‘Big Data’; Human Resource Information Systems and looking after all inclusion, diversity and equality strategies.

With the economy continuing to improve, companies are increasing their staffing levels. This, in turn, has led to an increase in the demand for HR professionals within organisations. HR professionals are now sitting firmly at leadership tables ensuring that all people strategies are linked directly towards the company goals.

As in 2016, there has been a strong demand for HR Business Partners with specific experience in strategically partnering with senior management teams. 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.

Because of Brexit, 2017 has seen many global organisations increasing their Irish operations; in turn, some of our clients are looking to recruit key HR professionals for these organisations.

While the demand for In-House acquisition continues we have observed an increase in the use of our services when it comes to specialist roles. This is not surprising as there are significant shortages in key areas of professional services.

2017 also saw the number of Irish emigrants returning to live in the Republic of Ireland from abroad jumped 74 per cent this year Overall, there has been a 14.4 per cent increase in immigration in the last year, with 79,300 people of all nationalities moving to Ireland from other countries in the 12 months to April, up from 69,300 the previous year according to the Irish Times. Organisations are now benefiting from the return of key talent.

## Expectations for 2018

Irish seasonally adjusted unemployment rate declined to 6 percent in October of 2017 from 6.1 percent in the previous two months, reaching a new low since June of 2008. Unemployment has fallen sharply since it hit near a decade high of 15.2 percent in January of 2012.

With unemployment levels at such low levels, companies are creating attractive talent management strategies, as the competition for skilled talent continues. HR professionals and recruiters will be tasked with connecting to more quality candidates using the best technology and social marketing tools available.

The new wave of change will see Talent acquisition be seated at Executive tables. Talent Acquisition and HR professional will be we focused on working with the leadership team to ensure that organizations are putting creative attraction strategies that will link directly to company goals objectives.

Talent Acquisition specialists are now seen as key decision makers “Talent leaders feel confident that their department is helping define the future of their company. Over 83% of them say talent is the number one priority in their organization.” The LinkedIn Global Recruiting Trends Report for 2017 indicates.

This is set to continue in 2018 and organisations will be searching for expert Talent Acquisitions specialist.

As mentioned above, 2017 we saw the use of big data being critical for companies ensuring that candidates' experience is best in class. Specialist within the HR Data analytics' will continue to be highly sought after this coming year. Organisations will continue to implement technologies that will monitor real-time 'candidate experience'. These technologies will help recruiters to be more effective. Recruiters will need to step up and take account ensuring that conversion levels are high. Candidate experience must be best in class and is critical in such a competitive market.

2018 will continue to increase their focus on Inclusion and Diversity strategy. Organisations across all industries will improve all their inclusion, diversity and equality strategies. Organisations will be recruiting for experts in this field throughout 2018.

Organisations need to put their candidate experience at centre stage. An employer of choice strives to pay employees compensation that will include a salary and benefits that are equal to or above market rates. Most employers of choice offer employees a comprehensive employee benefits package, as they can afford to add benefits for employees, including health insurance, paid time off, paid holidays, and paid vacation.

Additional factors that a company will need to be considered the “Employer of Choice” is culture; inclusion, diversity and equality (fairness); recognition; a powerful vision and value statement and job security.

Employees will seek you out as a desirable place to work. That's the first goal of any effective recruitment strategy. The organisation will continue to look for professional HR Business partners that can partner with various parts of the business and support. Organisations will also be looking to recruiting leading talent in the following areas: Compensation and Benefits; Employee Engagement; Learning & Development; Employee Relations and satisfaction; HR Compliance and Organisational design.

## About Abrivia Human Resources

Andrea O'Reilly, head of Human Resources, is an experienced Senior Recruitment Consultant who has over 17 years' experience in the industry. Andrea is degree-qualified in HR and is CIPD accredited. Andrea began her career working in the Hospitality Sector and then went on to specialise in Human Resource Management. Andrea was Human Resource Manager for one of Ireland's leading corporate event caterers. She then set up and managed a permanent division in a top recruitment consultancy in Dublin. Andrea also successfully ran her own business for ten years.

Since its establishment in early 2010, Abrivia's HR division has become one of the top consultancies associated with recruiting for the profession in the Irish market.

Andrea and their team recruit for all levels of HR roles, from Administrator to Director Level, across the full spectrum of industries and sectors.

## HUMAN RESOURCES SALARIES

| Sector                            | Dublin 2017 | Dublin 2018 | Regional 2017 | Regional 2018 |
|-----------------------------------|-------------|-------------|---------------|---------------|
|                                   | €           | €           | €             | €             |
| <b>GENERALIST HR</b>              |             |             |               |               |
| HR Director                       | 100K - 180K | 100K - 180K | 90K - 140K    | 90K - 140K    |
| HR Manager                        | 65K - 110K  | 65K - 110K  | 55K - 80K     | 55K - 80K     |
| HR Business Partner               | 60K - 85K   | 60K - 85K   | 55K - 75K     | 55K - 75K     |
| HR Generalist                     | 40K - 55K   | 40K - 55K   | 40K - 55K     | 40K - 55K     |
| HR Officer                        | 30K - 40K   | 30K - 40K   | 30K - 40K     | 30K - 40K     |
| HR Administrator                  | 25K - 35K   | 26K - 35K   | 24K - 30K     | 25K - 30K     |
| <b>TALENT ACQUISITION</b>         |             |             |               |               |
| Head of Recruitment               | 80K - 120K  | 80K - 120K  | 80K - 105K    | 80K - 105K    |
| Manager                           | 60K - 90K   | 60K - 90K   | 55K - 78K     | 55K - 78K     |
| Specialist                        | 45K - 70K   | 35K - 70K   | 45K - 55K     | 35K - 55K     |
| Administrator                     | 24K - 35K   | 25K - 35K   | 23K - 30K     | 23K - 30K     |
| <b>LEARNING &amp; DEVELOPMENT</b> |             |             |               |               |
| Head of L&D                       | 75K - 110K  | 75K - 110K  | 70K - 100K    | 70K - 100K    |
| Manager                           | 58K - 80K   | 58K - 80K   | 55K - 70K     | 55K - 70K     |
| Specialist                        | 38K - 60K   | 38K - 60K   | 35K - 55K     | 35K - 55K     |
| <b>REWARD/COMP &amp; BENS</b>     |             |             |               |               |
| Head of Reward                    | 90K - 140K  | 90K - 140K  | 90K - 120K    | 90K - 120K    |
| Manager                           | 70K - 100K  | 70K - 100K  | 65K - 85K     | 65K - 85K     |
| Specialist                        | 40K - 60K   | 40K - 60K   | 40K - 55K     | 40K - 55K     |
| <b>SPECIALIST ROLES</b>           |             |             |               |               |
| Head of OD                        | 90K - 120K  | 90K - 130K  | 90K - 110K    | 90K - 110K    |
| IR/ER Manager                     | 65K - 95K   | 65K - 95K   | 65K - 85K     | 68K - 85K     |



INSURANCE,

COMPLIANCE & RISK

**Tadhg Kearney**  
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& Insurance

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**2018 is shaping up to be a good year for Insurance with the potential of more companies setting up offices in Ireland due to the fall out of Brexit.**



# INS INSURANCE, COMPLIANCE & RISK

## 2017 in Review

2017 has continued in the same way that 2016 left off, with continued growth within the market. Indeed, across all areas of Insurance, we have seen growth and the return to profit for many of the country's largest insurance groups, in particular within the area of general insurance.

Although the windfall of companies from Brexit hasn't materialised, there has been a number of new licenses granted by the Central Bank and the creation of many new roles within Ireland. We have seen an increase in Lloyd's syndicates and Reinsurance companies along with the increase of staff within established insurance companies.

We have seen a marked increase in the recruitment of Analysts across the Reinsurance and Captive markets, with a particular focus on data analysis.

In regards General Insurance, the market has seen a noted decrease in the recruitment of underwriters, with many companies promoting people from claims or admin roles into underwriting, or putting a bigger focus on IT systems.

Reinsurance has taken a hit in the last third of the year due to the storms in the Caribbean and America and this could potentially have a negative impact for the market going forward in 2018.



### EXTENDED REACH

All our consultants have a full LinkedIn Recruiter Licence that gives them extended reach to over 1.2 million professionals in Ireland. It also gives us a global reach to execute campaigns successfully anywhere in the world for our clients.

## Expectations for 2018

2018 is shaping up to be a good year for Insurance with more companies potentially setting up offices in Ireland due to the fall out of Brexit. Reports are showing an increase in salaries across most areas and an expected rush for any skilled staff with relevant Lloyd's experience.

## About Insurance Compliance and Risk

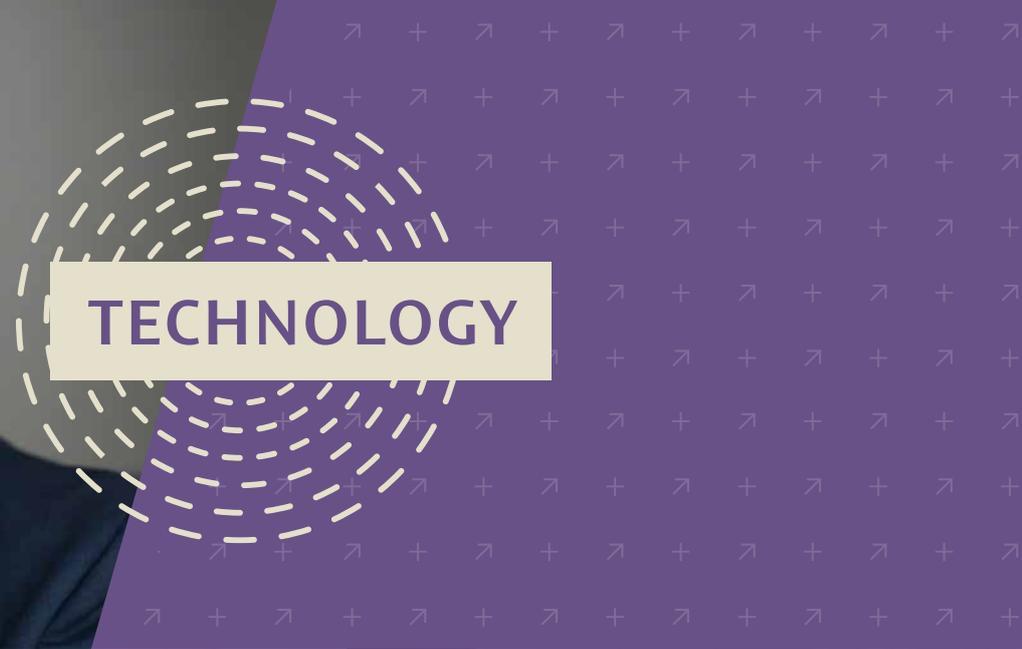
Abrivia's Insurance, Compliance and Risk division is headed up by Tadhg Kearney. Tadhg has over 5 years' experience recruiting primarily within the Insurance & FS market and he has successfully managed both large recruitment drives and stand-alone roles for some of the World's largest Insurance & FS Companies.

Tadhg and his team oversee all Accounting roles within Insurance & FS including Internal Audit, Solvency II, Captive Account Manager, Reinsurance Technician, Reinsurance Accountant, Financial Accountant, Regulatory Accountant and many more. The team also manage all roles within Insurance including, Underwriting, Pensions, Risk, Compliance, Claims and many others.

## INSURANCE, COMPLIANCE & RISK SALARIES

| Sector                               | Dublin 2017 | Dublin 2018 | Regional 2017 | Regional 2018 |
|--------------------------------------|-------------|-------------|---------------|---------------|
|                                      | €           | €           | €             | €             |
| <b>GENERAL INSURANCE</b>             |             |             |               |               |
| <b>Underwriting</b>                  |             |             |               |               |
| Head of Underwriting                 | 100K - 150K | 100K - 150K | 100K - 150K   | 100K - 150K   |
| Underwriting Manager                 | 80K - 100K  | 80K - 100K  | 80K - 100K    | 80K - 100K    |
| Senior Underwriter                   | 55K - 85K   | 60K - 85K   | 55K - 85K     | 60K - 85K     |
| Commercial Underwriter               | 40K - 75K   | 45K - 75K   | 40K - 75K     | 45K - 75K     |
| Personal Lines Underwriter           | 27K - 45K   | 30K - 45K   | 27K - 45K     | 45K - 75K     |
| <b>Claims</b>                        |             |             |               |               |
| Head of Claims                       | 90K - 110K  | 90K - 110K  | 90K - 110K    | 90K - 110K    |
| Claims Manager                       | 75K - 90K   | 75K - 90K   | 75K - 90K     | 75K - 90K     |
| Claims Team Lead                     | 55K - 70K   | 55K - 70K   | 55K - 70K     | 55K - 70K     |
| Senior Claims Handler                | 45K - 65K   | 45K - 65K   | 45K - 65K     | 45K - 65K     |
| Personal Injury Claims Handler       | 35K - 55K   | 35K - 55K   | 35K - 55K     | 35K - 55K     |
| Property Claims Handler              | 28K - 36K   | 28K - 36K   | 28K - 36K     | 28K - 36K     |
| Motor Claims Handler                 | 30K - 40K   | 30K - 40K   | 27K - 35K     | 30K - 40K     |
| Loss Adjuster                        | 30K - 45K   | 30K - 45K   | 30K - 45K     | 30K - 45K     |
| Claims Admin                         | 26K - 32K   | 28K - 32K   | 26K - 32K     | 28K - 32K     |
| <b>LIFE INSURANCE &amp; PENSIONS</b> |             |             |               |               |
| Head of Underwriting                 | 100K - 130K | 100K - 130K | 100K - 130K   | 100K - 130K   |
| Underwriting Manager                 | 70K - 90K   | 70K - 90K   | 70K - 90K     | 70K - 90K     |
| Life/Medical Underwriter             | 50K - 65K   | 50K - 70K   | 50K - 65K     | 50K - 70K     |
| Trainee/Initial Underwriter          | 30K - 45K   | 30K - 45K   | 30K - 45K     | 30K - 45K     |
| Senior Pensions Consultant           | 65K - 90K   | 65K - 90K   | 65K - 90K     | 65K - 90K     |
| Pensions Consultant                  | 45K - 58K   | 45K - 58K   | 45K - 58K     | 45K - 58K     |
| Senior Pensions Administrator        | 37K - 50K   | 40K - 50K   | 37K - 50K     | 40K - 50K     |
| Pensions Administrator               | 28K - 38K   | 30K - 38K   | 28K - 38K     | 30K - 38K     |
| Life Administrator                   | 28K - 35K   | 30K - 35K   | 28K - 35K     | 30K - 35K     |
| <b>COMPLIANCE</b>                    |             |             |               |               |
| Head of Compliance                   | 90K - 130K  | 90K - 130K  | 90K - 130K    | 90K - 130K    |
| Compliance Manager                   | 70K - 90K   | 70K - 90K   | 70K - 90K     | 70K - 90K     |
| Compliance Specialist                | 45K - 65K   | 45K - 65K   | 45K - 65K     | 45K - 65K     |
| Compliance Executive                 | 30K - 45K   | 30K - 45K   | 30K - 45K     | 30K - 45K     |

| Sector                            | Dublin 2017 | Dublin 2018 | Regional 2017 | Regional 2018 |
|-----------------------------------|-------------|-------------|---------------|---------------|
|                                   | €           | €           | €             | €             |
| <b>RISK</b>                       |             |             |               |               |
| Chief Risk Officer                | 120K - 150K | 120K - 150K | 120K - 150K   | 120K - 150K   |
| Senior Risk Manager               | 90K - 115K  | 90K - 115K  | 90K - 115K    | 90K - 115K    |
| Risk Manager                      | 70K - 95K   | 70K - 95K   | 70K - 95K     | 70K - 95K     |
| Risk Specialist                   | 40K - 58K   | 43K - 58K   | 40K - 58K     | 43K - 58K     |
| Risk Executive                    | 35K - 48K   | 38K - 48K   | 35K - 48K     | 38K - 48K     |
| <b>REINSURANCE</b>                |             |             |               |               |
| Chief Underwriting Officer        | 110K - 160K | 110K - 160K | 110K - 160K   | 110K - 160K   |
| Underwriting Manager              | 80K - 100K  | 80K - 100K  | 80K - 100K    | 80K - 100K    |
| Senior Underwriter                | 60K - 90K   | 65K - 95K   | 60K - 90K     | 60K - 90K     |
| Underwriter                       | 40K - 70K   | 45K - 70K   | 40K - 70K     | 40K - 70K     |
| Junior Underwriter                | 30K - 45K   | 30K - 45K   | 30K - 45K     | 30K - 45K     |
| Head of Claims                    | 85K - 100K  | 85K - 100K  | 85K - 100K    | 85K - 100K    |
| Claims Manager                    | 70K - 90K   | 70K - 90K   | 70K - 90K     | 70K - 90K     |
| Claims Adjuster                   | 35K - 50K   | 35K - 50K   | 35K - 50K     | 35K - 50K     |
| Senior Reinsurance Technician     | 50K - 75K   | 50K - 75K   | 50K - 75K     | 50K - 75K     |
| Reinsurance Technician            | 35K - 55K   | 35K - 55K   | 35K - 55K     | 35K - 55K     |
| <b>CAPTIVE</b>                    |             |             |               |               |
| General Manager                   | 100K - 130K | 100K - 130K | 100K - 130K   | 100K - 130K   |
| Head of Underwriting              | 85K - 120K  | 85K - 120K  | 85K - 120K    | 85K - 120K    |
| Insurance Manager                 | 55K - 75K   | 60K - 75K   | 55K - 75K     | 60K - 75K     |
| Account Manager                   | 55K - 65K   | 60K - 75K   | 55K - 65K     | 60K - 75K     |
| Insurance Analyst                 | 34K - 45K   | 36K - 45K   | 34K - 45K     | 36K - 45K     |
| <b>BROKER</b>                     |             |             |               |               |
| Senior Account Executive          | 60K - 75K   | 60K - 75K   | 60K - 75K     | 60K - 75K     |
| Account Executive                 | 40K - 58K   | 45K - 58K   | 40K - 58K     | 45K - 58K     |
| Senior Commercial Account Handler | 34K - 48K   | 38K - 48K   | 34K - 48K     | 38K - 48K     |
| Commercial Account Handler        | 30K - 42K   | 35K - 45K   | 30K - 42K     | 35K - 45K     |
| Personal Lines Handler            | 26K - 38K   | 28K - 38K   | 26K - 38K     | 28K - 38K     |
| Business Development              | 35K - 60K   | 35K - 60K   | 35K - 60K     | 35K - 60K     |
| Claims Manager                    | 45K - 55K   | 45K - 55K   | 45K - 55K     | 45K - 55K     |
| Claims Advisor                    | 30K - 42K   | 30K - 42K   | 30K - 42K     | 30K - 42K     |



# TECHNOLOGY

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The past 12 months has seen Ireland's IT market grow consistently, a trend that started five years ago. Increased demand and lack of supply for niche IT skillsets, such as Automation Engineers, Cyber Security Consultants, and DevOp Engineers is the biggest impediment our client base is encountering when recruiting they report.

*2017 has been the year of the counter offer. Candidates now have multiple high quality job offers on the table when on the market for a new role. One client we surveyed had said 6 of their 12 offers they put to IT candidates accepted a counter offer after handing in their notice and signing contracts.*



# T TECHNOLOGY

## 2017 in Review

Ireland has seen its IT market grow consistently over the past 12 months, a trend that started five years ago. Increased demand and lack of supply for niche IT skillsets, such as Automation Engineers, Cyber Security Consultants, and DevOp Engineers is the biggest impediment our client base is encountering when recruiting, they report. This in turn is hampering company growth and project pipelines for some of our clients.

With the lack of readily available IT talent, salaries and day rates have continued to increase across most sectors. Coupled with higher base salary offerings, businesses have started adding to their benefits package; L/D budget, pension, health and life insurance, and flexible or remote working options. The remote working piece is particularly attractive to some areas of the IT market (development to name one). For roles based in Dublin, the lack of housing accommodation and spiralling rental costs is too pushing up salary expectations. Employers are looking to plug hard to fill roles temporarily with contract staff, affording them more time to secure permanent hires.

Lastly, it has been the year of the counter offer. With the competition for technical talent really heating up and candidates having multiple options. Employers alike, a very keen not to lose their best people. Hence, the increased likelihood of the person being counter offered when they go to hand in their notice. One particular client of ours, had 12 offers in a 3-month period all to IT candidates, of which 6 of them accepted a counter offer from their current employer after signing contracts.

## Expectations for 2018

Ireland is still regarded as a leading player in Europe's ICT ecosystem. Due chiefly to profile of organisations which have operations and HQ's here. But, how long can we trade off this if we do not seriously address the talent mismatch when it comes to the supply and demand of ICT professionals. This imbalance shows no signs of abating in the short term, and the knock-on effects as opposed to roles not being filled is higher salaries, and day rates across the board.

Much like the current housing crisis in Dublin, something has to give if the market continues in this direction. When will organisations stop trying to outbid one another in terms of getting the right candidates on board and come to the realisation that Ireland is just too expensive to do business in? I feel the next 12 months will follow very much in the same vein as the previous year. But, from a long-term perspective I envisage leadership teams will start to look abroad as a location in which to build their technical centre of excellence in order to deliver their strategic objectives. Candidates will continue to have plenty of really good options in 2018 when moving roles, so counter offers will continue to remain an issue for employers. And with that, lies the importance of using a good recruitment agency in order to manage their process very closely, highlight potential problems before they arise and negate them is absolutely paramount in importance.

## About Abrivia Technology

Abrivia Technology is managed by Andrew Meehan.

Andrew holds a Master's Degree in Human Resource Management (MBS) coupled with a Degree in Accounting and Strategic Management (BA). Andrew is also a member of the Chartered Institute of Personnel Development (CIPD). He has over 6 year's recruitment experience in the IT infrastructure industry. He is here to provide holistic IT infrastructure recruitment solutions to existing and new client organisations. He would have previously successfully placed C-level straight down to technical level 1 grade professionals. Across chiefly the financial services, software, supply chain, manufacturing, and consulting industries. His technical expertise would cover Microsoft, Linux, Virtualisation, Storage, Cisco, HP, and dev op related technologies.

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 2017 | Dublin 2018 | Regional 2017 | Regional 2018 |
|--|-------------|-------------|---------------|---------------|
|  | €           | €           | €             | €             |
| <b>SENIOR APPOINTMENTS</b>                 |             |             |               |               |
| CTO  | 100K - 170K | 100K - 170K | 110K - 160K   | 110K - 160K   |
| Software Development Manager               | 90K - 120K  | 90K - 120K  | 80K - 120K    | 80K - 120K    |
| Programme Manager                          | 90K - 125K  | 90K - 125K  | 85K - 120K    | 85K - 120K    |
| Project Manager                            | 65K - 110K  | 65K - 110K  | 60K - 100K    | 60K - 100K    |
| Infrastructure/Support Manager             | 55K - 95K   | 55K - 95K   | 50K - 90K     | 50K - 90K     |
| <b>DEVELOPMENT &amp; DESIGN ROLES</b>      |             |             |               |               |
| Oracle/SQL                                 | 40K - 85K   | 40K - 85K   | 35K - 80K     | 35K - 80K     |
| Data warehousing/<br>Business Intelligence | 45K - 100K  | 45K - 90K   | 40K - 95K     | 40K - 80K     |
| Technical Architect                        | 75K - 120K  | 75K - 110K  | 60K - 110K    | 60K - 110K    |
| Java/J2EE                                  | 45K - 95K   | 45K - 90K   | 35K - 85K     | 35K - 85K     |
| VB/.NET/C#                                 | 40K - 95K   | 40K - 95K   | 35K - 85K     | 35K - 85K     |
| C/C++                                      | 35K - 80K   | 35K - 80K   | 35K - 70K     | 35K - 70K     |
| Web/PHP Development                        | 35K - 80K   | 35K - 80K   | 30K - 75K     | 30K - 75K     |
| UI/UX Designer                             | 40K - 95K   | 40K - 95K   | 35K - 85K     | 35K - 85K     |
| Mobile Developer                           | 35K - 80K   | 35K - 80K   | 35K - 75K     | 35K - 75K     |
| Mainframe                                  | 30K - 65K   | 30K - 65K   | 25K - 50K     | 25K - 50K     |
| <b>ERP/CRM</b>                             |             |             |               |               |
| SAP Functional Consultant                  | 45K - 90K   | 45K - 90K   | 40K - 85K     | 40K - 85K     |
| SAP ABAP Programmer                        | 45K - 90K   | 45K - 90K   | 40K - 80K     | 40K - 80K     |
| Oracle Financials Business Analyst         | 45K - 90K   | 45K - 90K   | 40K - 85K     | 40K - 85K     |
| Oracle Financials<br>Technical Consultant  | 50K - 90K   | 50K - 90K   | 40K - 80K     | 40K - 80K     |
| ERP (Other) Consultant                     | 40K - 80K   | 40K - 80K   | 35K - 75K     | 35K - 75K     |
| Navision Consultant                        | 45K - 85K   | 45K - 85K   | 40K - 80K     | 40K - 80K     |
| CRM Consultant                             | 45K - 75K   | 45K - 75K   | 40K - 80K     | 40K - 80K     |

| Sector                             | Dublin 2017 | Dublin 2018 | Regional 2017 | Regional 2018 |
|------------------------------------|-------------|-------------|---------------|---------------|
|                                    | €           | €           | €             | €             |
| <b>INFRASTRUCTURE / SUPPORT</b>    |             |             |               |               |
| Helpdesk/Desktop Support           | 27K - 50K   | 27K - 45K   | 25K - 45K     | 25K - 40K     |
| Systems Administrator              | 45K - 70K   | 45K - 65K   | 35K - 55K     | 35K - 55K     |
| UNIX/Linux Administrator           | 45K - 70K   | 45K - 70K   | 35K - 70K     | 35K - 70K     |
| Network Specialist                 | 50K - 85K   | 50K - 80K   | 35K - 80K     | 35K - 80K     |
| Security Specialist                | 45K - 90K   | 45K - 90K   | 35K - 80K     | 35K - 80K     |
| Virtualisation Specialist          | 50K - 85K   | 50K - 80K   | 50K - 80K     | 50K - 80K     |
| Database Administrator             | 60K - 80K   | 60K - 80K   | 45K - 75K     | 45K - 75K     |
| <b>QA / TESTING / LOCALISATION</b> |             |             |               |               |
| Test/QA Manager                    | 55K - 80K   | 55K - 80K   | 50K - 70K     | 50K - 70K     |
| Test/QA Team Leader                | 50K - 70K   | 50K - 70K   | 45K - 60K     | 45K - 60K     |
| QA Engineer                        | 35K - 60K   | 35K - 60K   | 30K - 55K     | 30K - 55K     |
| Localisation Engineer              | 22K - 40K   | 22K - 40K   | 22K - 40K     | 22K - 40K     |

## TECHNOLOGY CONTRACT RATES

| Sector                                     | Dublin 2017   | Dublin 2018   | Regional 2017 | Regional 2018 |
|--|---------------|---------------|---------------|---------------|
|  | Rate € p/d    | Rate € p/d    | Rate € p/d    | Rate € p/d    |
| <b>SENIOR APPOINTMENTS</b>                 |               |               |               |               |
| CTO  | €700 - €1,600 | €700 - €1,600 | €650 - €1,200 | €650 - €1,200 |
| Software Development Manager               | €650 - €1,100 | €650 - €1,100 | €550 - €1000  | €550 - €1000  |
| Programme Manager                          | €550 - €1,400 | €550 - €1,400 | €500 - €950   | €500 - €950   |
| Project Manager                            | €450 - €850   | €450 - €850   | €400 - €800   | €400 - €800   |
| Infrastructure/Support Manager             | €350 - €800   | €350 - €800   | €300 - €750   | €300 - €750   |
| <b>DEVELOPMENT &amp; DESIGN ROLES</b>      |               |               |               |               |
| Oracle/SQL                                 | €400 - €800   | €400 - €800   | €350 - €700   | €350 - €700   |
| Data warehousing/<br>Business Intelligence | €400 - €850   | €400 - €850   | €350 - €750   | €350 - €750   |
| Technical Architect                        | €500 - €900   | €500 - €900   | €450 - €800   | €450 - €800   |
| Java/J2EE                                  | €350 - €800   | €350 - €800   | €300 - €700   | €300 - €700   |
| VB/.NET/C#                                 | €350 - €800   | €350 - €800   | €250 - €700   | €250 - €700   |
| C/C++                                      | €350 - €700   | €350 - €700   | €300 - €650   | €300 - €650   |
| Web/PHP Development                        | €300 - €650   | €300 - €650   | €250 - €550   | €250 - €550   |
| UI/UX Designer                             | €350 - €800   | €350 - €800   | €300 - €700   | €300 - €700   |
| Mobile Developer                           | €350 - €700   | €350 - €700   | €300 - €650   | €300 - €650   |
| Mainframe                                  | €200 - €400   | €200 - €400   | €200 - €350   | €200 - €350   |
| <b>ERP/CRM</b>                             |               |               |               |               |
| SAP Functional Consultant                  | €350 - €850   | €350 - €850   | €350 - €750   | €350 - €750   |
| SAP ABAP Programmer                        | €350 - €800   | €350 - €800   | €350 - €750   | €350 - €750   |
| Oracle Financials Business Analyst         | €350 - €850   | €350 - €850   | €350 - €750   | €350 - €750   |
| Oracle Financials Technical Consultant     | €350 - €800   | €350 - €800   | €350 - €750   | €350 - €750   |
| ERP (Other) Consultant                     | €350 - €750   | €350 - €750   | €350 - €700   | €350 - €700   |
| Navision Consultant                        | €350 - €800   | €350 - €800   | €350 - €750   | €350 - €750   |
| CRM Consultant                             | €350 - €800   | €350 - €800   | €350 - €700   | €350 - €700   |

| Sector                             | Dublin 2017 | Dublin 2018 | Regional 2017 | Regional 2018 |
|------------------------------------|-------------|-------------|---------------|---------------|
|                                    | Rate € p/d  | Rate € p/d  | Rate € p/d    | Rate € p/d    |
| <b>INFRASTRUCTURE / SUPPORT</b>    |             |             |               |               |
| Helpdesk/Desktop Support           | €175 - €350 | €175 - €250 | €150 - €300   | €150 - €200   |
| Systems Administrator              | €250 - €450 | €250 - €350 | €200 - €400   | €200 - €300   |
| UNIX/Linux Administrator           | €300 - €500 | €300 - €450 | €250 - €450   | €250 - €450   |
| Network Specialist                 | €300 - €600 | €300 - €600 | €300 - €550   | €300 - €550   |
| Security Specialist                | €300 - €600 | €300 - €600 | €250 - €550   | €250 - €550   |
| Virtualisation Specialist          | €300 - €600 | €300 - €600 | €250 - €550   | €250 - €550   |
| Database Administrator             | €300 - €600 | €300 - €600 | €250 - €550   | €250 - €550   |
| <b>QA / TESTING / LOCALISATION</b> |             |             |               |               |
| Test/QA Manager                    | €350 - €600 | €350 - €600 | €300 - €550   | €300 - €550   |
| Test/QA Team Leader                | €300 - €500 | €300 - €500 | €250 - €450   | €250 - €450   |
| QA Engineer                        | €250 - €450 | €250 - €450 | €200 - €400   | €200 - €400   |
| Localisation Engineer              | €100 - €250 | €100 - €250 | €100 - €220   | €100 - €220   |



LEGAL PRACTICE

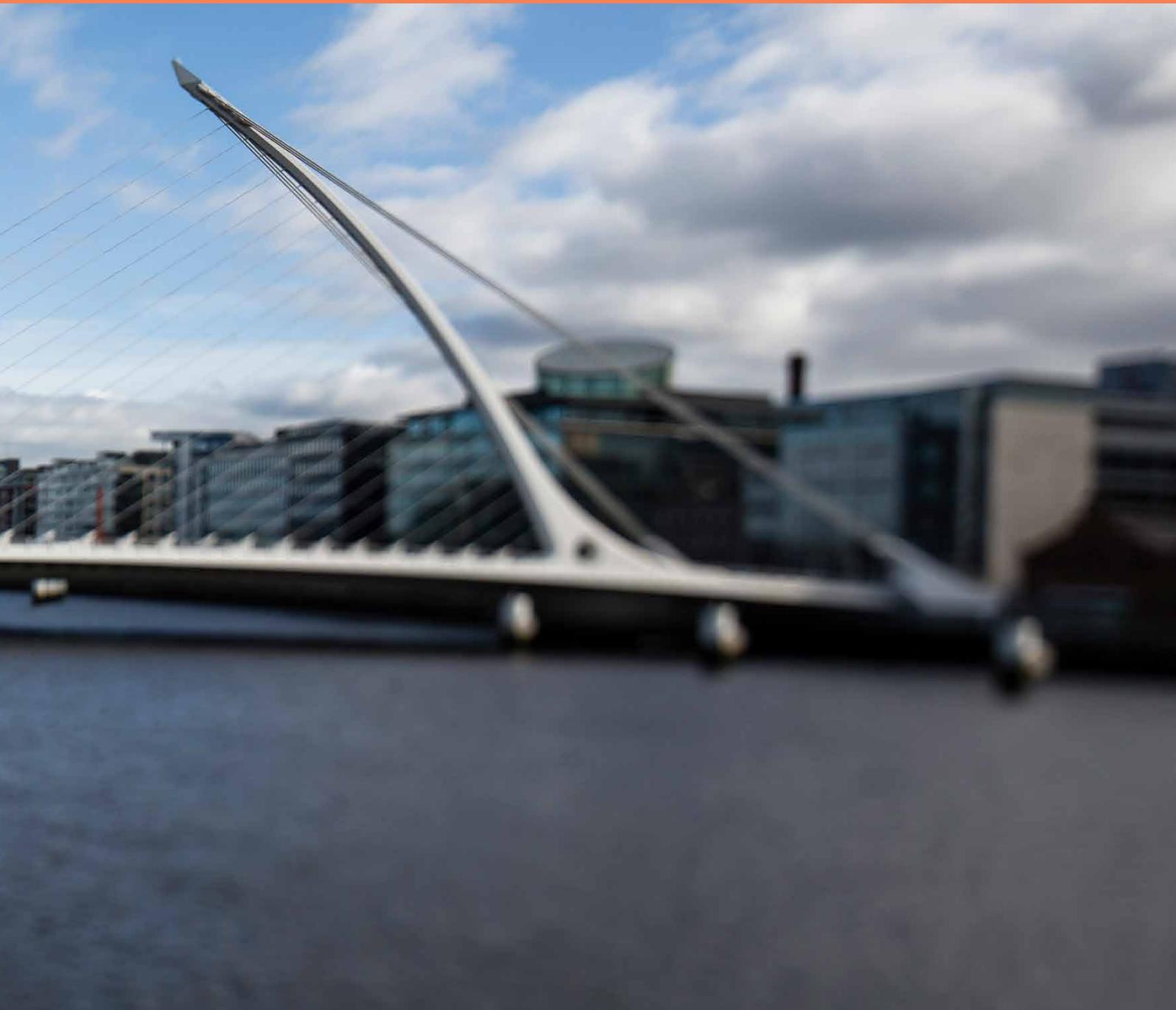
AND IN HOUSE

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**75% of legal professionals expect a salary increase in 2018 with the majority of these expecting their salary to increase between 0-5% in 2018.**





# LEGAL PRACTICE AND IN HOUSE

## 2017 in Review

2017 in legal recruitment can be encapsulated in two words: Brexit and GDPR. In 2016, we found that the legal profession considers itself most insulated from the effects of Brexit, with UK legal firms looking at entering the Irish market. In 2017, we found more concern on sectoral level is in evidence in regards Brexit, including from the legal profession.

The introduction of General Data Protection Regulation in May 2018 is a huge opportunity for legal firms to provide consultancy services to an ever-increasing client base, as any firm which deals with personal data will be affected by GDPR, thus becoming a potential client.

In the Irish legal profession career advancement and higher pay were the key drivers for legal professionals to move jobs, according to the 2018 salary survey. The next most popular drivers to move jobs were “more interesting work” and a better “work-life balance”. Legal recruiters should take these factors into consideration when designing job ads.

In regards legal professionals living outside Dublin, 46% responded that they would require a salary increasing in excess of 21% if they were to move to Dublin.

## Expectations for 2018

75% of legal professionals expect a salary increase in 2018 with the majority of these expecting their salary to increase between 0-5% in 2018.

36% of legal professionals intend to move jobs in 2018 and the majority of firms surveyed plan to take on new hires in 2018 with the majority of opportunities being at mid-level seniority. As mentioned earlier GDPR offers legal firms a huge opportunity to expand their client base.



### CULTURAL COMPATIBILITY

91% of our successful placements with our clients result in the new employee staying on in that role for a period of one year or more.

## PRIVATE PRACTICE

| Sector                         | Dublin 2017 | Dublin 2018 | Regional 2017 | Regional 2018 |
|--------------------------------|-------------|-------------|---------------|---------------|
|                                | €           | €           | €             | €             |
| Salaried Partner               | 180K - 200K | 180K - 200K | 135K - 190K   | 135K - 190K   |
| Salaried Partner (entry level) | 110K - 185K | 110K - 185K | 85K - 124K    | 85K - 124K    |
| 8PQE+                          | 100K - 124K | 100K - 140K | 75K - 96K     | 75K - 100K    |
| 7PQE                           | 80K - 110K  | 80K - 120K  | 70K - 85K     | 70K - 110K    |
| 5PQE                           | 60K - 100K  | 65K - 105K  | 65K - 74K     | 65K - 85K     |
| 3PQE                           | 60K - 82K   | 60K - 90K   | 40K - 55K     | 45K - 60K     |
| 2PQE                           | 48K - 71K   | 60K - 75K   | 35K - 48K     | 40K - 48K     |
| 1PQE                           | 48K - 67K   | 50K - 70K   | 35K - 45K     | 35K - 48K     |
| NQ                             | 44K - 60K   | 50K - 65K   | 30K - 40K     | 32K - 40K     |
| Legal Exec [3 - 5]             | 35K - 42K   | 35K - 50K   | 27K - 35K     | 30K - 40K     |
| Legal Exec [1 - 3]             | 28K - 35K   | 30K - 35K   | 23K - 28K     | 25K - 32K     |
| Company Secretary Mngr         | 55K - 100K  | 55K - 100K  | 50K - 85K     | 50K - 85K     |
| Company Secretary 2PQE         | 40K - 60K   | 40K - 60K   | 35K - 55K     | 35K - 55K     |
| Company Secretary Qual         | 28K - 35K   | 28K - 35K   | 25K - 35K     | 25K - 35K     |
| Company Secretary Trainee      | 28K - 30K   | 28K - 30K   | 25K - 30K     | 25K - 30K     |



**OFFICE**

**SUPPORT**

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**We anticipate continued growth in the office support jobs market for 2018. With this growth, we expect also to see an increase in counter offers also.**

## OFFICE SUPPORT

### 2017 in Review

2017 has seen an increase in the number of permanent roles on the market. Similar to 2016, temporary and contract roles have remained consistent. Legal Secretaries remain in demand both at a junior and more experienced level. Now that the market has recovered, particularly in the Dublin region we have seen salaries, benefits, and the demand for a more flexible work environment increase.

Many office support roles require a varied skill set, e.g. an administrator may be required to have advanced Excel knowledge for a reporting purposes. A demand for sales/order processing administrators has also increased particularly in the multinational sector. As with 2016 Executive Assistants and PAs are still in high demand, particularly those who are commercially aware. Personality and fit with a company's corporate culture remain important when recruiting rather than focusing only on a candidate's qualifications and skill set.

The legal secretarial market in Dublin remained strong in 2017 with a consistent demand for experienced and skilled legal secretaries. We have observed a slight increase in salaries for senior legal PA/secretaries once they have a specific sectoral knowledge, e.g. commercial litigation, conveyancing etc. Temp hourly rates remain unchanged for legal secretaries.

The temp and contract market has been busy in 2017, much of the demand for contract hires is driven by maternity, sick leave and holiday cover. Many businesses choose this as a viable and cost effective option when recruiting for staff.

### Expectations for 2018

We anticipate continued growth in the office support jobs market for 2018. With this growth, we expect also to see an increase in counter offers also as employers are willing to pay more to keep valuable employees.

### About Abrivia Office Support

Michelle Earley heads up Abrivia's Office Support division assisted by Emily Mason. Michelle began her career in recruitment in 2004 and has previously worked with two of the largest recruitment consultancies in Ireland. She is experienced working with SMEs, PLCs and Multinational companies. Michelle has supported her clients providing temporary, contract and permanent recruitment solutions in both office support and financial services roles.

Emily Mason further expands her range of services in Abrivia by managing Abrivia's Office Support area. The 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 2016 | Dublin 2017 | Regional 2016 | Regional 2017 |
|-----------------------------|-------------|-------------|---------------|---------------|
|                             | €           | €           | €             | €             |
| <b>Office Support</b>       |             |             |               |               |
| Executive Assistant         | 36K – 55K   | 45K – 60K   | 35K – 50K     | 35K – 50K     |
| Personal Assistant          | 30K – 50K   | 32K – 50K   | 28K – 45K     | 30K – 45K     |
| Office/Admin Manager        | 33K – 45K   | 33K – 50K   | 26K – 40K     | 28K – 45K     |
| Legal Secretary (3+yrs)     | 34K – 46K   | 35K – 48K   | 25K – 38K     | 25K – 38K     |
| Legal Secretary (1-3yrs)    | 23K – 34K   | 24K – 35K   | 22K – 32K     | 23K – 33K     |
| Secretary (3yrs+)           | 30K – 45K   | 30K – 45K   | 25K – 35K     | 25K – 35K     |
| Secretary (1-3yrs)          | 24K – 32K   | 24K – 32K   | 22K – 30K     | 22K – 30K     |
| Receptionist (3+yrs)        | 25K – 35K   | 26K – 36K   | 24K – 32K     | 24K – 32K     |
| Receptionist (1-3yrs)       | 21K – 26K   | 21K – 28K   | 20K – 24K     | 20K – 25K     |
| Administrator (3+yrs)       | 26K – 38K   | 26K – 40K   | 22K – 30K     | 22K – 30K     |
| Administrator (1-3yrs)      | 20K – 30K   | 20K – 30K   | 20K – 26K     | 20K – 26K     |
| Data Entry Clerk            | 20K – 27K   | 20K – 28K   | 20K – 23K     | 20K – 25K     |
| Sales Support Administrator | 25K – 35K   | 26K – 36K   | 22K – 32K     | 22K – 32K     |



**SALES &**

**MARKETING**

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## SALES & MARKETING

### 2017 in Review

Recruitment throughout 2017 in both Sales and Marketing was consistent and buoyant for most of the year although the summer months were a little quieter. A notable trend has been Sales and Marketing professionals willing to move outside or across different sectors and a lot of clients have a real need to look for candidates at mid- senior level. What did become clear as the year progressed was that candidates now have more choice compared to the previous year and Hiring Managers are now finding that they must really sell the opportunity to their preferred candidate. The Irish Economy is developing rapidly resulting in skills shortages across many industries. Candidates now find themselves in the enviable position of receiving multiple offers whilst those not previously looking are beginning to consider their options.

Within Marketing, a trend that has become apparent was the real focus on data analytics with companies looking for candidates who can demonstrate strong analytical skills and commercial acumen within the Marketing area. In the FMCG sector, a lot of SMEs and Multinationals are continuing to recruit and are struggling to attract strong Key Account Managers and Middle/Senior National Account Managers and there is still a need to attract strong category Executives/ managers at all levels. Following the trend for 2016, remuneration packages as a whole are still increasingly competitive with companies focusing on the complete package- company car, on-target earnings or bonuses and other benefits, such as health care, pensions, flexi-time and options to work remotely. Such additional benefits including the option of working from home has been the reason why some candidates have accepted a new position- no longer salary alone is the determining factor.

With regards to Sales positions, there was a noticeable increase in the number of Business Development Executive to Business Development Managers positions - up 20% compared to 2016 as clients look to really drive Sales and attract new Business. This has become especially prevalent in the Information Technology sector where candidates with B2B/ IT experience are now in demand. Multi-lingual Inside Sales roles selling Cloud-based solutions are always in demand. Traditional software companies continue to transition to a SaaS Cloud model and require well- educated dynamic Sales people.

The Financial and Banking sectors have seen no real change from the year before although there was a slight increase in roles at both Marketing Executive and Senior Marketing Executive level. Across all sectors, at a Senior level- Sales/ Marketing Director/ Head of Marketing/Sales level- opportunities were thin on the ground with a number of big blue chip companies looking to promote from within their organisations.

## Expectations for 2018

The second half of this year saw an increased number of opportunities and there is a real uplift in vacancies in the following areas: Digital Marketing National Account Managers within the FMCG sector and Business Development Executives/ Managers within the B2B/ IT sector. There is still uncertainty and apprehension surrounding Brexit across all sectors- but the feedback from clients is that they are just 'getting' on with it and Business as usual however some have a cautious optimism for next year. (20% have said that Recruitment needs may change)

Finding strong skilled candidates within the Sales and Marketing area has been identified by 35% of clients as a real problem. Candidates who not just have the right amount of experience but also can demonstrate the attitude and drive but are also a good culture fit for the Business.. Whilst candidates have more choice, clients are also becoming more selective and Recruitment processes have definitely become longer in duration. (could take 4-6 weeks at mid senior level and from 6- 12 weeks at a Senior Manager/ Director level.)

55% of organisations increased pay in the last 12 months and 45-50% plan to do so in the next year. Having a defined career path, is also becoming more and more important for candidates when looking at the next opportunity. Candidates are becoming more selective and strategic in their decision making and culture is becoming increasingly important.

From our survey for 2017; 67% of companies have indicated that they will look to hire again in the New Year but as highlighted above, both clients and candidates are becoming increasingly selective. Also, what has been very clear is that candidates have become accustomed to getting approached via LinkedIn and as a result, those who are not pro-actively looking at the marketplace may consider a change. One element that really stood out from speaking to candidates is that they are getting frequently approached by both clients and Recruitment agencies more so than any previous year.

Overall, the economy is on an upward curve and there is a real sense of optimism for the year ahead. This is exemplified by the number of clients who are looking to hire across the board; including at a Sales/Marketing Graduate level, so many clients are looking ahead to the last quarter and the year ahead!

## About Abrivia Sales & Marketing

Abrivia Sales and Marketing is managed by Denis Mac Sweeney with ten 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 & MARKETING SALARIES

| Sector                          | Dublin 2017 | Dublin 2018 | Regional 2017 | Regional 2018 |
|---------------------------------|-------------|-------------|---------------|---------------|
|                                 | €           | €           | €             | €             |
| <b>SALES ICT</b>                |             |             |               |               |
| Sales Director                  | 110K - 180K | 120K - 200K | 85K - 150K    | 90K - 150K    |
| Sales Account Director          | 80K - 130K  | 80K - 150K  | 80K - 140K    | 80K - 150K    |
| Sales Manager                   | 65K - 100K  | 65K - 110K  | 70K - 90K     | 75K - 95K     |
| Corporate Account Manager       | 50K - 90K   | 50K - 100K  | 50K - 70K     | 55K - 90K     |
| Account Manager                 | 35K - 70K   | 35K - 80K   | 25K - 55K     | 25K - 55K     |
| Business Development Manager    | 40K - 75K   | 40K - 80K   | 40K - 60K     | 40K - 65K     |
| Internal Account Manager        | 30K - 50K   | 30K - 60K   | 25K - 50K     | 25K - 55K     |
| Telesales – Outbound            | 25K - 45K   | 25K - 50K   | 30K - 40K     | 30K - 45K     |
| Telesales – Inbound             | 30K - 45K   | 30K - 50K   | 25K - 50K     | 25K - 60K     |
| <b>MARKETING ICT</b>            |             |             |               |               |
| Marketing Director              | 90K - 130K  | 100K - 150K | 80K - 95K     | 80K - 100K    |
| Marketing Manager               | 75K - 95K   | 80K - 100K  | 70K - 80K     | 75K - 90K     |
| PR / Communications Manager     | 70K - 80K   | 70K - 90K   | 60K - 75K     | 60K - 80K     |
| Product / Brand Manager         | 60K - 80K   | 60K - 85K   | 55K - 65K     | 55K - 70K     |
| Marketing Executive             | 40K - 70K   | 40K - 80K   | 40K - 60K     | 40K - 70K     |
| <b>SALES SERVICES / B2B</b>     |             |             |               |               |
| Sales Director                  | 100K - 200K | 100K - 230K | 100K - 140K   | 100K - 150K   |
| National Sales Manager          | 70K - 110K  | 70K - 120K  | 65K - 90K     | 65K - 100K    |
| Regional Sales Manager          | 60K - 100K  | 60K - 120K  | 55K - 70K     | 60K - 80K     |
| Key Account Manager             | 45K - 70K   | 45K - 75K   | 50K - 75K     | 50K - 80K     |
| Business Development Manager    | 50K - 70K   | 50K - 80K   | 45K - 70K     | 45K - 80K     |
| Telesales – Outbound            | 30K - 45K   | 30K - 50K   | 20K - 40K     | 20K - 55K     |
| Telesales – Inbound             | 30K - 45K   | 30K - 50K   | 20K - 35K     | 20K - 40K     |
| <b>MARKETING SERVICES / B2B</b> |             |             |               |               |
| Marketing Director              | 90K - 130K  | 90K - 150K  | 75K - 110K    | 80K - 120K    |
| Marketing Manager               | 65K - 100K  | 65K - 110K  | 65K - 90K     | 65K - 100K    |
| PR / Communications Manager     | 70K - 90K   | 70K - 100K  | 55K - 80K     | 55K - 85K     |
| Product / Brand Manager         | 60K - 75K   | 60K - 85K   | 60K - 80K     | 60K - 90K     |
| Marketing Executive             | 40K - 55K   | 45K - 60K   | 30K - 45K     | 35K - 50K     |

| Sector                          | Dublin 2017 | Dublin 2018 | Regional 2017 | Regional 2018 |
|---------------------------------|-------------|-------------|---------------|---------------|
|                                 | €           | €           | €             | €             |
| <b>SALES FMCG</b>               |             |             |               |               |
| Sales Director                  | 70K - 110K  | 70K - 120K  | 70K - 80K     | 70K - 90K     |
| National Sales Manager          | 65K - 100K  | 65K - 120K  | 60K - 70K     | 60K - 90K     |
| Regional Sales Manager          | 65K - 80K   | 65K - 90K   | 55K - 65K     | 60K - 75K     |
| Key Account Manager             | 60K - 70K   | 60K - 80K   | 55K - 75K     | 55K - 80K     |
| Territory Manager               | 50K - 70K   | 50K - 75K   | 45K - 65K     | 45K - 70K     |
| Sales Representative            | 40K - 55K   | 40K - 60K   | 40K - 50K     | 40K - 55K     |
| Van Sales                       | 40K - 55K   | 40K - 60K   | 40K - 50K     | 40K - 55K     |
| Merchandiser                    | 35K - 45K   | 35K - 50K   | 35K - 40K     | 40K - 45K     |
| Telesales                       | 35K - 45K   | 35K - 50K   | 35K - 40K     | 35K - 45K     |
| <b>MARKETING FMCG</b>           |             |             |               |               |
| Marketing Director              | 100K - 130K | 100K - 150K | 85K - 100K    | 85K - 120K    |
| Marketing Manager               | 75K - 90K   | 75K - 100K  | 65K - 75K     | 65K - 80K     |
| Brand Manager                   | 65K - 80K   | 65K - 85K   | 55K - 65K     | 55K - 70K     |
| Assistant Brand Manager         | 50K - 65K   | 50K - 70K   | 45K - 55K     | 45K - 60K     |
| Category Analyst                | 45K - 60K   | 45K - 65K   | 35K - 50K     | 35K - 55K     |
| <b>SALES MEDICAL/PHARMA</b>     |             |             |               |               |
| Sales Director                  | 80K - 120K  | 80K - 130K  | 75K - 100K    | 75K - 110K    |
| National Sales Manager          | 60K - 90K   | 60K - 95K   | 60K - 80K     | 60K - 90K     |
| Account Manager                 | 60K - 75K   | 60K - 80K   | 55K - 70K     | 60K - 75K     |
| Business Development Manager    | 55K - 70K   | 55K - 75K   | 50K - 65K     | 55K - 70K     |
| Sales Representative            | 35K - 50K   | 40K - 55K   | 30K - 40K     | 35K - 45K     |
| Telesales                       | 35K - 50K   | 35K - 55K   | 35K - 45K     | 40K - 50K     |
| <b>MARKETING MEDICAL/PHARMA</b> |             |             |               |               |
| Marketing Director              | 90K - 130K  | 90K - 140K  | 85K - 100K    | 90K - 120K    |
| Marketing Manager               | 75K - 85K   | 80K - 90K   | 70K - 90K     | 70K - 95K     |
| Brand Manager                   | 65K - 75K   | 65K - 80K   | 60K - 75K     | 60K - 80K     |
| Product Manager                 | 65K - 80K   | 70K - 90K   | 65K - 80K     | 70K - 85K     |
| <b>SALES FS/INSURANCE</b>       |             |             |               |               |
| Account Manager / Director      | 115K - 145K | 120K - 155K | 100K - 130K   | 100K - 140K   |
| Area Sales Manager              | 75K - 100K  | 85K - 110K  | 75K - 85K     | 80K - 90K     |
| Sales Manager                   | 70K - 100K  | 75K - 110K  | 60K - 70K     | 60K - 75K     |
| Business Development Manager    | 65K - 95K   | 70K - 110K  | 50K - 65K     | 55K - 70K     |
| Sales Representative            | 50K - 60K   | 55K - 65K   | 55K - 65K     | 60K - 70K     |
| Telesales                       | 35K - 45K   | 35K - 50K   | 30K - 40K     | 30K - 45K     |



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