

**ABRIVIA**  
Futures Secured

**SALARY SURVEY**

**2017**

in association with



**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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<b>I</b>	Introduction	4
<b>EC</b>	Economic Commentary	8
<b>A&amp;F</b>	Accountancy	
	Accountancy Industry and Commerce	35
	Accountancy Temporary and Contract	43
	Accountancy Public Practice	47
	Accountancy Taxation	51
	Accountancy Financial Services	55
<b>B&amp;FS</b>	Banking & Financial Services	59
<b>HR</b>	Human Resources	65
<b>INS</b>	Insurance, Compliance & Risk	69
<b>T</b>	Technology	75
<b>LEG</b>	Legal Practice & In House	83
<b>OS</b>	Office Support	89
<b>S&amp;M</b>	Sales & Marketing	93



# SALARY SURVEY & ECONOMIC COMMENTARY 2017 INTRODUCTION

## WELCOME

We are delighted to welcome you to the Abrivia 2017 Annual Salary Survey and Economic Analysis. This is our seventh such survey and our most comprehensive document to date on the Irish recruitment market. The data has been compiled from surveying over 7,400 client contacts and over 40,000 candidates on our database.

As an award-winning business (previous winners of the NRF Best Recruitment Firm), each year we have looked to improve on the previous surveys and this year is no different. We believe that we have put together a team of experts that can offer you rich and valuable insights into the latest trends and findings within the Irish recruitment landscape.

Along with our experienced Senior Management Team in Abrivia, we made the very significant step of partnering with Trinity College this year in the production of the Salary Survey and its economic analysis.

The commentary for the Salary Survey this year has been written by the Trinity economist Dr. Brian Lucey, a Professor of Finance at the School of Business and analysis has been provided both by Dr. Charles J Larkin, a Research Associate/Adjunct Lecturer at Trinity Business School and Dr. Na Fu, Associate Professor in Human Resource Management at Trinity College Dublin.

In 2016 the Irish economy continued to grow. The most recent estimates have suggested that the GDP growth this year will reach 4.9%, the highest in the European Union. This is despite the economic uncertainty caused by Brexit and inflated GDP figures in 2015 which saw the CSO revise growth figures upwards from 7.8 per cent to 26.3 per cent, due to an unexpected windfall from a few companies in the multinational sector. However, this source of growth is volatile and should not be relied on year after year.

## ABRIVIA RECRUITMENT

2016 was another very exciting year for the business. There was a number of key milestones for the company not least that we are now over 10 years in business. To celebrate this fact, we rebranded the business and launched a new “best in class” website. In February 2016 we moved into newly refurbished offices on Mount Street that allowed us to double our existing office space. We also made a number of key strategic hires into the business. All this was done with one thing in mind. To support you, our clients. To improve our level of service, to provide more impact in your business and to support you and your business goals. During these 10 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.

**Donal O'Brien**  
Managing Director



## ABRIVIA REBRAND

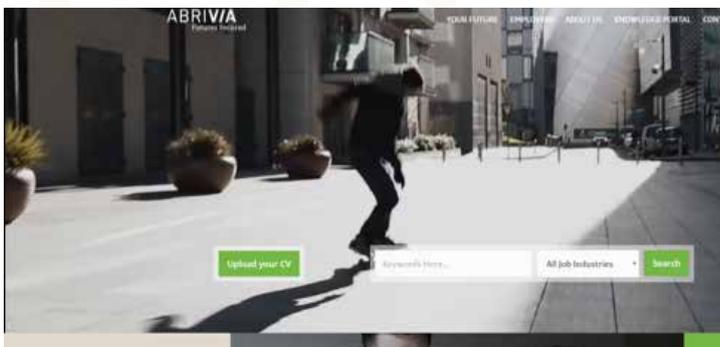


We partnered with one of Ireland’s leading design companies in order to rebrand the business. We did this to allow us engage more closely with the candidates and clients that we wish to work with and support.

The outcome was transformative. We were provided with a new and comprehensive identity system and tool kit that was built around our own “six word story”. This “six word story” espoused the vision and culture of the business as told by our own team:

- **Engaging Partnerships** - creating and developing win-win relationships with many of Ireland’s leading multinationals, plc and indigenous clients.
- **Redefining Recruitment** - Abrivia is helping redefine recruitment by providing award winning services and cutting edge analysis of HR and recruitment trends through white papers and Thought Leadership events. These events enhance the lives of the people that we support on their career journeys.
- **Futures Secured** - We are helping secure the futures of our clients and candidates alike by sourcing incredible people.

## NEW ABRIVIA WEBSITE



Having completed a 3-month project to rebrand the business, we then set about bringing the brand to life on our website. This included shooting videos that showed the journey to work. It also included a number of atmospheric photos around Dublin of iconic buildings.

## INTRODUCTION

### So what does this mean for you?

Essentially it means that we have created a best in class website that has massively increased the engagement and response rates of candidates to roles that we are advertising. Higher quality and higher volume applications has meant that we can support our clients sourcing the best talent in the market.

### User Experience

We have massively improved the user experience. User experience was our number one priority so we have focussed on not only making the website more navigable but also ensuring that the job you are looking for is no more than three clicks away.

### Apply for jobs on the go

The new website follows the mobile first design concept, ensuring that you can apply for jobs on the go, anytime, anywhere.

### Calculate your net worth

Our salary calculator gives you clear visibility as to what salaries are available for your job title in the Irish market.

### Knowledge Portal

Browse our knowledge portal, which is awash with tips and recommendations on how to land your dream job. It also supports candidates looking to start their job search and transition into a new role.

### Market Insights

Through our friends at Trinity College we provide clients and candidates unique market insights into the Irish labour market, dealing with everything from the upward pressure on wages due to rent increases to which sectors are intending on giving wage increases in the forthcoming year to Brexit and diversity issues in the workplace.

### 350 blogs

Between us we have written over 350 blogs to assist you along your journey. These blogs deal with everything from suggested answers to tough interview questions to how you should set career goals and objectives.

## THOUGHT LEADERHIP

**2016 witnessed two major events in the Abrivia Leaders Series.**

### HR SEMINAR PROMOTES INNOVATIVE HEALTH AND WELLNESS

Abrivia, in conjunction with Aware hosted a HR Breakfast Briefing in the Spencer Hotel on March 8th. The gathering of over 100 HR professionals were treated to insightful and very thought provoking talks by Dr. Claire Hayes (Clinical Director, Aware), Martina Sheehan (Head of HR, Mercer) and Fionnuala Edge (Head of Working Together, Bank of Ireland).

As a result of this event alone Abrivia raised over €2800 for Aware and are well on target to raise over €10,000 for Aware over the financial year.



## BRANDING EVENING A HUGE SUCCESS



The Abrivia Summer Branding evening, which took place in the Harbourmaster, IFSC, on the evening of June 23rd turned out to be a huge success. Recognised leaders in the branding industry, Paul Hughes and Bob Gray, of Wild Atlantic Way fame, kicked off proceedings by explaining how branding is much more than a company logo and how your brand essence, once uncovered, becomes the source of all your branding activities. The core question a company

should continually ask itself, according to TEDx speaker, Paul Hughes is “If you had the attention of the world for thirty seconds, what would you say?”

The next speaker needed no introduction in that it was the passionate employer branding enthusiast, Johnny Campbell, of Social Talent fame. Johnny’s presentation started by focusing on the main motivators which inspire people to move jobs and how these motivators or purposes should be reflected in a company’s messaging, job ads and employer branding, especially on social media.

The Branding Evening was the fourth instalment in the Abrivia Leaders Series. Other speakers in the Leaders Series included Brent Pope, Bobby Kerr, Dr. Claire Hayes, Martina Sheehan and Fionnuala Edge.

## THANK YOU

A huge thank you to all our team in Abrivia who helped compile the 2016/2017 Salary Survey. A special thanks to Ruaidhri Horan our Marketing Manager, our Project Managers Darren McCabe, Emily Mason, Andrew Meehan, Tadhg Kearney and Martin Byrne. Last but not least to the inimitable Lydia O’Donnell our Office Manager who kept us all on track!

A special thanks also to Trinity Business School for their professionalism and collaboration in making the 2016/2017 Salary Survey and Economic Commentary what we believe to be the most comprehensive and definitive guide on the Irish Recruitment landscape.

A special thanks to the Trinity Business School Team who included:

- 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 kindly shared information with us. We are delighted now to present our findings back to you.

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

 EC

# ECONOMIC COMMENTARY

## It is not an era of change we live in but a change of era.

Any commentary on the economy of Ireland must begin with the simple statement of the reality of this being a small open economy. This, put simply, means that Ireland is not the master of its own destiny. It can clearly destroy its prospect as seen in 2008-10, and assist the potential for success, as evidenced by an industrial policy directed towards Foreign Direct Investment (FDI). 2016 has been the year for exogenous political shocks to Ireland, the question will be what the 2017 economic consequences will be for the country and the labour market.



**Dr. Brian Lucey**

### WHERE WE FIND OURSELVES IN 2016

The Irish economy has been following a recovery trend since the middle of the Troika Bailout. The success of the Irish economy post-Troika has made it the wunderkind of the European Union. It has also allowed certain underlying problems in the economy of Ireland to go unnoticed. Primarily those that relate to the continued and exacerbated problems in the dysfunctional residential property market, infrastructure deficits, demographic pressures and a turbulent political economy. While Ireland had all these issues in abundance in May 2016, it now has Brexit of the United Kingdom of Great Britain and Northern Ireland from the European Union, the election and economic consequences of Mr. Donald Trump as President of the United States and the political turbulence brought about by internal discord in France, Italy, Austria and the Netherlands in conjunction with the migrant crisis and a considerably more bellicose Russia.

Despite sentiment indices in decline and the uncertainty about Brexit and the global economy 77% of employees expect to receive a pay increase in 2017 and 84% of firms expect to hire more staff, with 75% of firms increasing salaries by up to 5% in 2016 and 80% expect to increase salaries again in 2017 by a similar amount.

The Irish private sector economy is dominated by two factors, the presence of FDI firms and a large cohort of very small business. The relative prominence in number, though not in turnover, of micro firms and so-called “lifestyle business” in Ireland was reflected in the new company design structures of the Companies Act 2014, which allows for single director firms as the norm. The Irish public sector, which makes up 11% of the respondents to this survey entails 39% of GDP and employs about 294,000 people out of a labour force of 2,170,500 of which 1,983,000 were in employment in 2015. It remains the largest single employer in the Republic of Ireland. The FDI sector as of the close of 2015 employed 187,056 people according to the Industrial Development Authority. Despite the outsized interest in the FDI sector for the purposes of policy formation, it does not constitute a very large proportion of the overall number of persons in employment.

### APPLE AND FDI

The FDI sector is an outsized part of the Irish economy. FDI inflows in 2015 were equivalent to 50% of GDP. While Ireland is only 2.5% of Euro Area GDP, its FDI flows represented 6.5% of total all flows into the Euro Area. By value, 90% of Irish exports are conducted by these multinational companies. The top 20 firms for exports are all multinationals making up 60% of exports and 13% of employment. 40% of all corporate taxes are paid by the top 10 FDI firms. The Abrivia survey is 56% MNCs employers, which provides a good overview of what is taking place in this important sector of the Irish economy.

It would be remiss not to discuss the taxation situation with respect to multinationals. The European Commission judgement on Apple, requesting that Ireland collect €13bn in back taxes deemed a state aid is a huge story. This is currently under appeal but has highlighted the problem of international integration and taxation. The Irish taxation regime has many of the features found in most other jurisdictions, such as a knowledge development box, which a special taxation treatment for innovation and a series of other industrial policy led tax expenditures (i.e. tax breaks). What makes Ireland unusual is that Irish tax expenditures are particularly large in size, calculated at their peak to remove over €11bn in revenue from the Irish exchequer. That being said, the US and UK systems are similar. The situation with American multinationals, and most notably Apple, is that the Irish taxation system was optimized to work with the US taxation system. The US is the only country in the world to tax American firms and citizens for their global income, even when resident abroad. In combination with bilateral double taxation treaties firms have sought to avoid tax that would have to be paid in the US. This is due to the fact that the US has one of the highest corporate tax rates in the world at 38.9%. Ireland famously has a 12.5% rate. The UK’s Mr. Hammond has announced a post-Brexit 17% corporate tax rate by 2020 and Mr. Trump has announced a rate of 15%. It is clear that Ireland’s advantages via the taxation system will be minimized.

Ultimately, the Irish taxation question is largely in the hands of the US Congress. US taxation policy is what makes Ireland so attractive. It allows for the tax inversions and other forms of tax avoidance that multinational firms have engaged in over the last twenty years. It should be noted that much of the concern about tax avoidance has been generated by the new changes in how the economy works globally. Supply chains are less horizontally and vertically integrated. The “internet of things” has changed how transactions are traced and taxed. Part of the response to this problem has been the development of the OECD BEPS project. BEPS stands for Base Erosion and Profit Shifting. Ireland is an active supporter of the BEPS but in the final analysis it will be the United States in conjunction with the G20 that will determine if BEPS is fully implemented. As a stop gap BEPS participation and the closing of certain loopholes highlighted by Senator Carl Levin with respect to Ireland have placed this country in a better position to defend the current taxation policy.

There are a few considerations that should be made about the corporate tax situation in Ireland. It should be noted that the 12.5% rate of tax was not always a sacrosanct cornerstone of industrial policy in Ireland. It was introduced as a 10% manufacturing corporate tax rate in the 1950s as a stop-gap measure to save an actively sinking Irish economy. It evolved over time into an important policy tool, especially in the first phase of the Celtic Tiger in the 1990s, when it was harmonized with the services corporate tax rate to 12.5%. Ireland didn't engage in many of activities associated with “tax havens” largely due to the products it produced, such as pharmaceuticals, computers and computer chips. As mentioned above, it has been the advent of digital commerce and intangibles as drivers of economic activity and transactions that have complicated matters. The 1990s Irish economy produced exports that largely fit the profile of international taxation and the seminal treaties and legal judgements dating between 1880 and 1930. That said, the Common Consolidate Corporate Tax Base (CCTB), that is supported by the European Commission would have implications for even physical exports such as pharmaceuticals, with perhaps as much as 40% of current Irish taxation revenue for that sector being recovered in other EU jurisdictions.

## WAGE PRESSURE

### HEADLINES

- 75% of firms increased salaries by up to 5% in 2016
- 80% of firms expect to increase salaries by up to 5% in 2017

At the core of any discussion of wages in the private sector is the health of the firm. The firm is a profit maximizer and looks to minimize costs at all times, including a key input, namely labour or human capital. The wage rate of labour therefore is a reflection of supply and demand but also productivity. Essentially wage increases should reflect productivity increases. In the case of multinational firms and those engaged in internationally traded activities, the wage rate is set globally but based upon similar fundamentals. It is only in non-traded sectors, most notably in public administration, where wages are purely a function of domestic conditions. In the case of Irish public sector wages, a corporatist structure in conjunction with the Labour Court. The chart below provides a useful snapshot of the competitiveness of the Irish economy, which is based on the interaction of wages and exchange rate movements. Ireland's competitiveness is deteriorating but not to the levels before the country's economy crashed in 2008.

ECB Nominal harmonised competitiveness indicator (ECB terminology) (1/1/06-29/11/16)



Source: ECB.

Note: Nominal effective exchange rate (EC terminology), ECB EER-38 group of currencies and Euro area (latest composition) currencies.

(FR, BE, LU, NL, DE, IT, IE, PT, ES, FI, AT, GR, SI, AU, CA, CN, DK, HK, JP, NO, SG, KR, SE, CH, GB, US, CY, CZ, EE, HU, LV, LT, MT, PL, SK, BG, RO, NZ, DZ, AR, BR, HR, IN, ID, IL, MY, MX, MA, PH, RU, ZA, TW, TH, TR, IS, CL, VE) against Irish pound (Exchange Rates)

## HOW DOES THE CORPORATE SECTOR LOOK?

### HEADLINES

- **The Investec PMI points to continued expansion in the economy**
- **84% of firms expect to hire more staff in 2017**

The profitability share of the corporate sector stood at 65% in 2015, above the 55% of the pre-crisis years. What makes this figure more remarkable is that the corporate sector was not heavily reliant upon bank debt to achieve this outcome and continues to deleverage. The corporate sector had a growth rate of 12% in 2015 and the gross operating surplus figures increased by 15% in real terms year-on-year. That being said, the non-financial corporate (NFC) sector is still heavily indebted. They have an approximately 187% debt-to-GDP level. Debt levels over 90% in the NFC sector act as a deadweight loss on economic growth and add to the fragility of the overall economy. This matters since there are only three ways to deal with debt: pay it down through reduced consumption in the present, default or growth. Since World War II most Western economies have sought to use growth as the solution.

That having been said the sector has the best debt-to-equity ratio in the European Union, at 45% in Q4 2015, which is down from a high of 123% in Q1 2009. Given the risk adverse nature of the Irish domestic banking sector, most debt growth over the past few years has been in the multinational sector via inter-group loans and international credit sources.

Bankruptcies remain high relative to the pre-2008 period but are moderating. There remains a high probability of default (Altman Z-probability = 14%) in the Irish corporate sector, with the primary source of vulnerability being located in services as of 2015. This may no longer be the case as the recent closure of agricultural and food processing firms with idiosyncratic exposure to the UK have already felt the pressures of Brexit. The agricultural sector in particular is heavily exposed to negative shocks from Brexit.

The interest cover ratios of domestic versus multinational firms continues to be divergent, with the percentile of domestic firms with a ratio below 1 (i.e. limited debt-servicing capacity) standing at 10%. This figure is largely drawn from the small domestic enterprises. This means that the domestic sector, relative to the multinational sector is not in the condition to experience any form of an upwards change in the interest rate. IMF stress tests (Working Paper 211 of 2016) highlight that a 420 basis point shock, 15% negative profit shock or a combination of both can as much as triple the number of firms in the economy at risk of default with particular exposure related to those located in the SME sector.

This leads us to the question of external environment. The nature of the Irish economy is such that regional developments have a serious impact on domestic firms and multinational firm activity reflect the behaviour of the global economy.

Domestically, Ireland is in a good position but not one which is improving relative to a year ago. The Investec Manufacturing Purchasing Managers' Index (PMI) a traditional leading indicator stands at 52.1 for October 2016. This is down from the same time last year but still indicates an expansion in the economy (any figure over 50). It is when this PMI figure is put in combination with the KBC Consumer Confidence figure and the ISME Business Confidence Index. In the case of consumer confidence, it has been in decline in 2016, with a particular weak number for October 2016, a weakness in confidence not seen since early 2015. The business side is ever more worrying with figures not seen since late 2013. In a more objective sense, after a period of expansion, the retail sales index for all business by the CSO has shown a slight falling off. While both remain positive, it is clear that consumers and businesses have become more cautious and risk averse over the past few months.

## BREXIT

### HEADLINES

- **The Legal Sector sees itself as most insulated from the potential effect of Brexit**
- **The Human Resource Sector is the most pessimistic in regards the adverse effects of Brexit**
- **ICT salary expectations remain buoyant despite potential Brexit**
- **Ireland is not a country fully prepared for an influx of returning Irish or returning EU nationals**
- **The best case scenario sees a drop of 2.3% of GDP**

The most obvious reason for the change has been Brexit. 12% of Irish goods exports are directed towards the United Kingdom as of September 2016. The agri-food sector directs 50% of its exports towards the United Kingdom. In terms of the customs union at the core of the European Union, the departure of the UK under Article 50 will likely result in the UK becoming a “3rd country” for trade purposes. While tariffs are low in most areas, agricultural remains an area of high tariff and non-tariff barriers globally. Indigenous manufacturing firms (i.e. not FDI-based) direct 43% of their exports towards the UK. That constitutes 107,000 jobs in agriculture and 160,000 in manufacturing that will be impacted in some way by trade conditions change brought about by Brexit. A hard Brexit will be all but inevitable given the UK position on immigration since European Union practice thus far has been to look towards trade and the movement of persons as being twin goals. The political pressure and reversal of Switzerland’s immigration policies is an example of how important a coherent approach to immigration is to the European Union and as a necessary condition for free trading area engagement.

The evidence from what are termed “gravity models” of trade in economics illustrate regional persistence of trade linkages even following political changes. Countries typically trade with their neighbours and Ireland’s linguistic, historical and regulatory similarities to the United Kingdom will act as a strong force to continue trade between the countries. As it stands 22% of goods imports to Ireland originate from the UK. A new stable trading arrangement under the most favoured nation (MFN) status at the WTO would likely take several years to acquire following Brexit. During that time Ireland and the United Kingdom will begin the process of looking for near substitutes for the merchandise exports between the two counties, but this will be ultimately delayed or advanced by bilateral exchange rate movements between Sterling and the Eurozone.

Ireland relies heavily on the UK for the tourism sector, where 41% of all travel to the Ireland is from the UK. UK visitors constitute 25% of hotel bed-night purchases.

90% of the €6.5bn imported energy comes from the UK via integrated electricity and natural gas distribution grids. Brexit will end the possibility of a fully integrated energy market across the EU. This, most likely, will result in high electricity and energy costs in Ireland as connections to Continental are prohibitively expensive given the electricity engineering required.

In terms of services, Brexit becomes much more of a concern. The UK makes up 19% of services exports from Ireland. the growth areas being computer and financial services. In terms of imports of services, the UK is relatively small at 8% of total value but importantly, the UK generates a large services trade surplus for Ireland, valued at €11.5bn in 2015.

There are currently 230,000 Britons resident in Ireland. Approximately 332,000 Irish nationals reside in the UK. This arrangement has brought up a discussion of Ireland being a special case for the Article 50

discussions due to the nature of the Irish-British relationship and long standing common travel area. The problem is that Poland and India have a greater claim for special treatment on the basis of resident nationals with 916,000 and 362,000 resident nationals respectively. Out of the UK's 64.3m population, 8.6m are non-UK nationals. Of those non-nationals 3.2m are EU nationals. Given the prominence of immigration concerns in the Brexit debate thus far there is a strong possibility that those EU nationals will be faced with a series of legal challenges, especially for those that have not been resident and employed in the UK for five years or greater, the typical time increment for the application for citizenship. Placing this in the context of Irish migration patterns, Ireland in 2014 have net negative migration, most notably of 23,200 Irish leaving Ireland. In the year to April 2016 net migration was positive with an increase of 3,100 persons (first time since 2009) but still with 10,700 Irish people leaving Ireland. As is evident, Ireland is not a country fully prepared for an influx of returning Irish or displaced EU nationals. As has been known for several decades, emigration is an economic policy tool in the Irish context. Brexit will make this tool less effective as the US immigration policy context have become more uncertain but clearly more xenophobic since the election of Mr. Trump.

It should also be noted that no serious economic modelling has been done to account for a possible Scottish exit from the United Kingdom with the aim of becoming a member of the European Union. There are many legal complexities that would need to be addressed outside of a simple referendum before an accurate understanding of the short, medium and long term implications of a dissolution of Great Britain would constitute in a post-Brexit world.

Ultimately if the UK fully removes itself from the customs union then Ireland will have to respond with a customs border with Northern Ireland as the UK will become a third country from the point of view of trade. Ireland and the UK will have tariffs that will need to be collected and the EU will have certain non-tariff barriers that will need to be enforced. The UK will become like Canada or the United States for the purposes of trade.

The ongoing question of the common travel area with the UK has been subject to much speculation. Ireland will have a border with the UK in Northern Ireland. This is the necessity of Ireland being part of a customs union and the UK being not. The UK becomes the same as Canada or the United States. Therefore, goods trade will be subject to customs. The arrangements with respect to movement and employment rights that were part of the Government of Ireland Act 1920 and the Ireland Act 1949 have been superseded by the EU treaties. The Good Friday Agreement took its form from within the structure of the EU. While the UK may arrange matters as an individual state Ireland must act in concert with the European Union. While the rigidity and direct manifestation of a border with Northern Ireland will not be fully known until well into the Article 50 negotiations, it will exist. Despite a legal and economic linkage that dates to 1170, Ireland and England will be severed from one another in a fashion that is entirely new in the history of both polities.

### THE ECONOMISTS' VIEW

Legally, once Article 50 is triggered there will be a period of 24 months to complete negotiations and come to a new set of arrangements with the UK. The political economy of the present moment orientates towards a “hard Brexit”. This is supported by Denmark and the European Commission with largely supporting statements from Paris and Berlin. The French election may complicate matters since there is not an insignificant possibility that Ms. LePen may become President of France and she has repeatedly highlighted her desire to hold a referendum on continued EU membership. Estimates of the impact on Ireland vary widely based on the level of stress the UK economy is expected to undergo. Minimum figures put the loss to the UK at -0.1% of GDP growth. Maximum figures place it at -7.9%. The Economic and Social Research Institute (ESRI) has used their new COSMO model to look at the response of the Irish economy to a varying degree of Brexit over a 10-year time horizon. The best case scenario sees a drop of 2.3% of GDP from the baseline scenario of no-Brexit. The worst case is a 3.8% drop. It should be noted that 10 years is a long time for any model. In 2006 most people didn't see the Irish banking system melting down, a global recession, Britain leaving the EU or Donald Trump being more than a reality TV show host.

The survey included a special question on Brexit looking at mobility and profitability. Almost all agree that mobility will be impacted but the differences between sectors were stark on the issues of profitability and wages.

Securing futures *via*

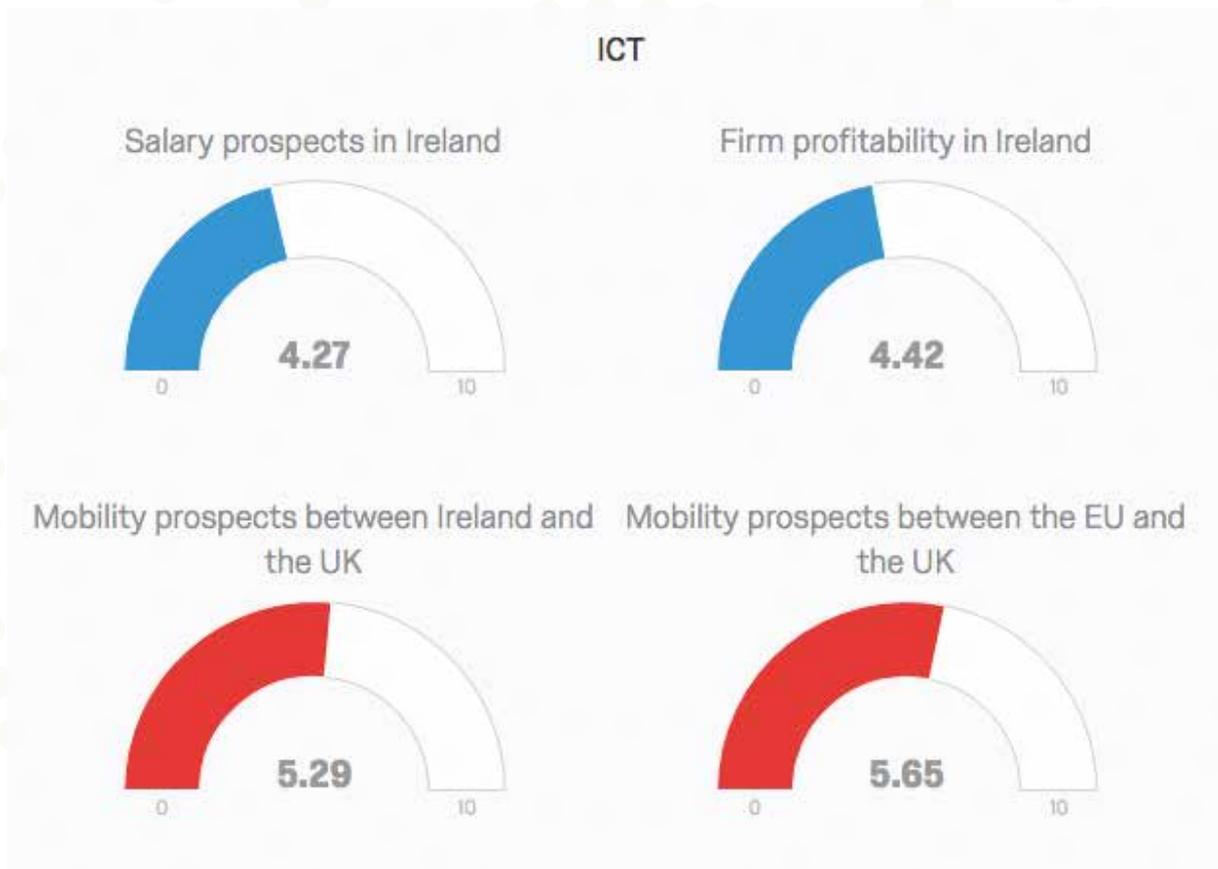
**Incredible Opportunities**

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.

EMPLOYERS:

ICT

“ICT employers remain positive despite Brexit”



LEGAL

“The Legal Sector sees itself as most insulated from the potential effect of Brexit”



Saving you time *via*  
Specialist Recruitment Teams

HR

“The Human Resource Sector is the most pessimistic in regards the adverse effects of Brexit”



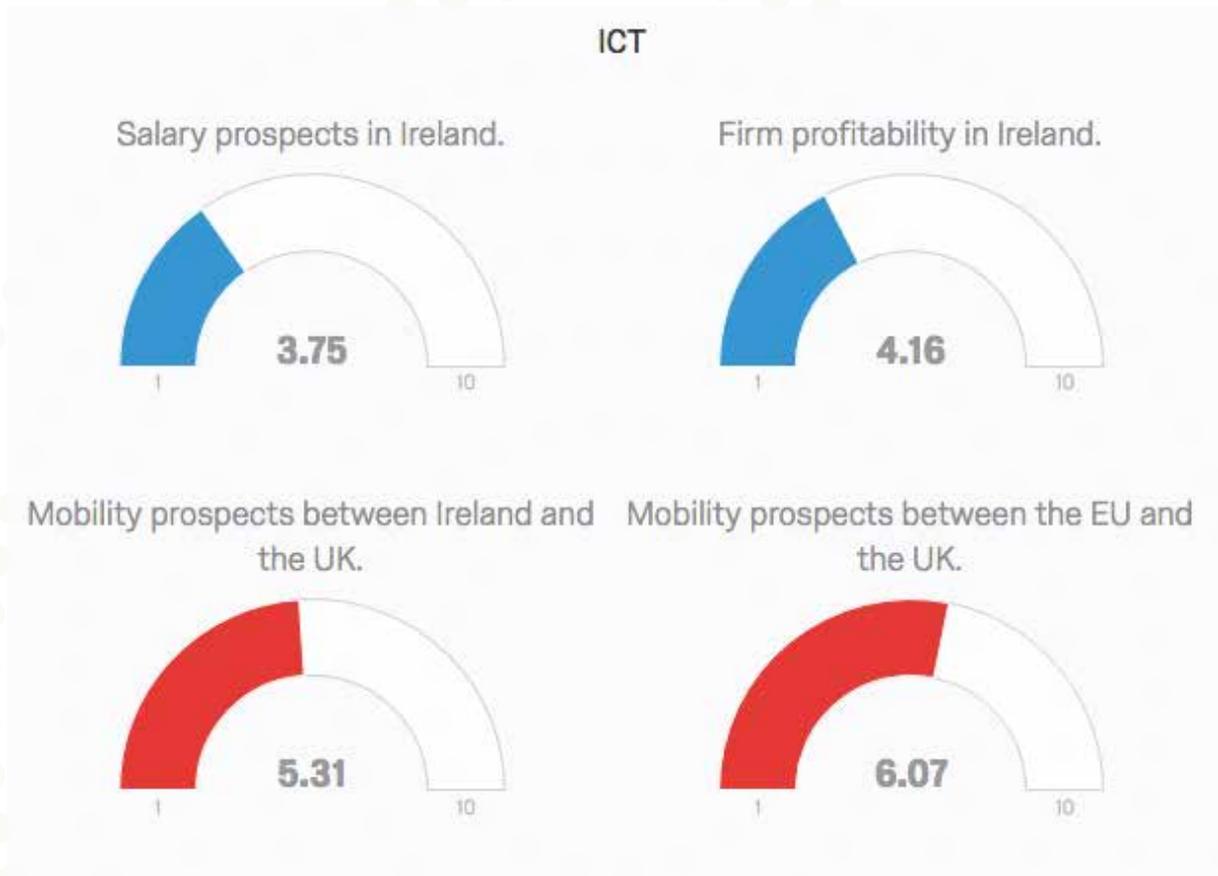
**OVERVIEW EMPLOYERS AND BREXIT**

Employers view Brexit in many different ways. Legal employers see no matter for concern in Brexit. Those in marketing and human resources see a nightmarish vista. Outside of the legal profession all sectors foresee difficulties with respect to employee mobility. Here employees and employers are on the same page. In the area of profitability the employers in the sectors of sales, marketing, human resources and office work are much less sanguine about the impact of Brexit when compared to their employees. Overall employers are concerned about the impact of Brexit on their business. If this is determined by genuine fears based on hard numbers and business model challenges or driven by sentiment and uncertainty is hard to know.

EMPLOYEES:

ICT

“ICT salary expectations remain buoyant despite potential Brexit”



Engaging relationships *via*  
Collaboration and Partnerships

HUMAN RESOURCES

“HR employees are more optimistic than HR employers in regards the negative impact of Brexit”



Engaging relationships *via*  
Outstanding Customer Service

## MARKETING

“Both marketing employers and employees are negative in regards the potential effect of Brexit”



### OVERVIEW EMPLOYEES AND BREXIT

The impact of Brexit is generally understood to be something impacting upon the movement of human capital and not on the profitability of the business. That said, different sectors have different feelings about that impact. Sales and Marketing feel a much greater exposure to the profitability of their businesses from the Brexit event. Employees, especially given their age profile, have largely worked in an environment where the Single European Market under the Single European Act has made labour mobility commonplace. Unfamiliarity with the European Community structures of the past and the pre-1972 Common Travel Area arrangements with the UK may be the origin of the concerns.

Even with Brexit in the offing, the IMF's revised growth projections for Ireland are standing at 4.9% for 2016 and 3.2% for 2017. These are still very respectable figures. As stated at the beginning of this commentary Ireland is not master of its own destiny. The only additional problem presented to a small open economy, and to all business, individuals and firms is the problem of uncertainty. The statement of Mrs. May of "Brexit means Brexit" has only added to the problem.

## THE MAJOR CHALLENGES OUTSIDE BREXIT

### HEADLINES

- In regards rent, 21% are paying more than they can afford
- 63% of house purchasers will seek a salary increase due to housing market conditions
- While housing is a concern, the primary concern for employers is taxation
- The majority of respondents are unwilling to take a deep salary cut to move outside of Dublin

The housing crisis in Ireland is the primary concern of public policy. As of December 2016 the numbers of homeless in Dublin included 2,110 children. The total number of homeless individuals in Dublin was at 4,006. This is nearly a doubling since 2014. The figure for the whole of Ireland stands at 6,709 homeless persons.

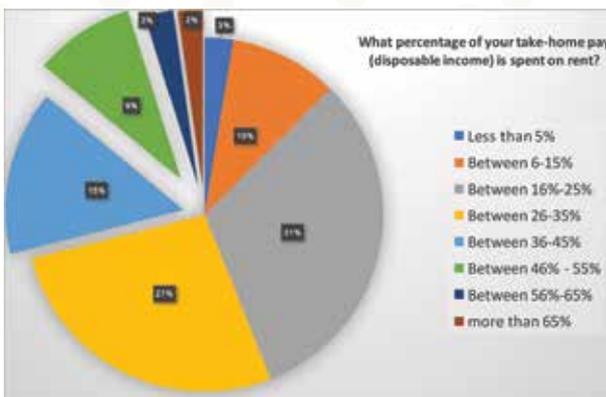
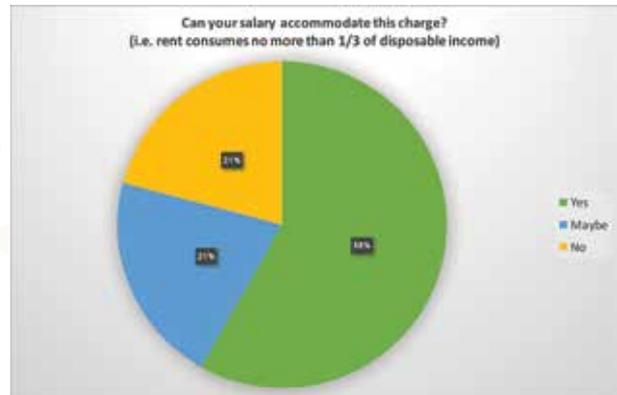
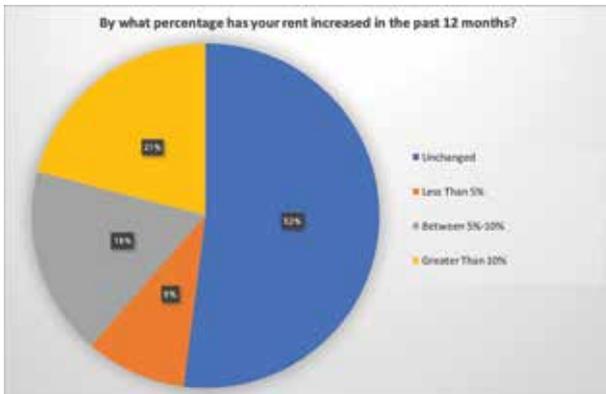
The Rebuilding Ireland programme was recently announced by Minister for the Housing, Planning, Community and Local Government, Mr. Simon Covney, T.D. The aim of this programme is to expand housing supply and provide government supports via the taxation system for home purchasing via the "Help-to-Buy" scheme. This was a response to the new macro prudential rules by the Central Bank of Ireland to prevent a reoccurrence of the banking crisis and property crash of 2008.

The aim of the plan is to build 25,000 new housing units per annum, up from the 12,666 this year. Accepting the analysis by DIT's Dr. Lorcan Serr about the level of dilapidations, that puts a net position of 2,666 on the net number of units available for accommodation. This also doesn't take into account the many false positive figures that are generated by housing units which are accounted for due to electricity grid connections but are not available for habitation.

The plan at present is to expand the number of social housing units by 47,000 to 2021 through a combination of construction, rental and purchase of units.

The numbers for rental accommodation make interesting reading. €45,000 constitutes the 60th percentile of income in Ireland. So it is above median income when it is broken down into deciles. That results in a disposable income of €3,000 per month, which allows for a monthly rent of €1,000. A Dublin City Council compliant new build 85 square metre apartment would result in a minimum monthly rent of €1,500 with free land. Adding land costs bring that figure up to €1,700. Average national rents according to Daft. ie stand at €1,037. In Dublin they are substantially higher. Dublin City Centre rents are averaging €1,505 with a range from North County Dublin at €1,272 to South County Dublin at €1,735. To live in a financially responsible fashion in South County Dublin would require a post-tax salary of €62,500, that would require a gross salary of over €100,000.

The Employee Survey showed that about 44% of respondents were in rental accommodation. Of those in rental accommodation there were a few interesting results:



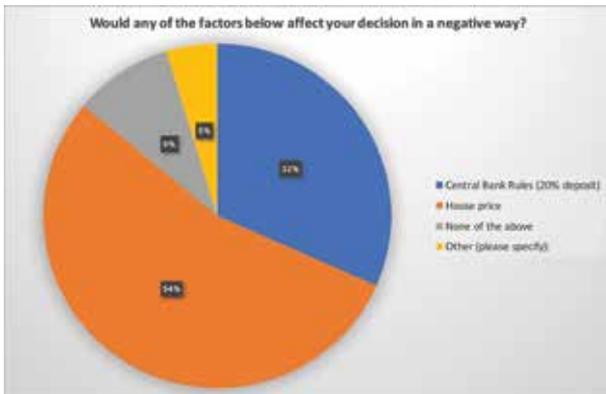
In summary:

21% are paying more than they can afford.

68% of employees won't seek a pay increase due to rent.

For the 21% looking to purchase a home in 2017 the Central Bank rules loom large.

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While rent was not sufficient to bring about salary demands, home purchases were.

63% will seek a salary increase due to the housing market conditions. 65% are willing to relocate jobs to find a more affording location to purchase a house, and 65% are willing to change jobs in order to obtain a mortgage.

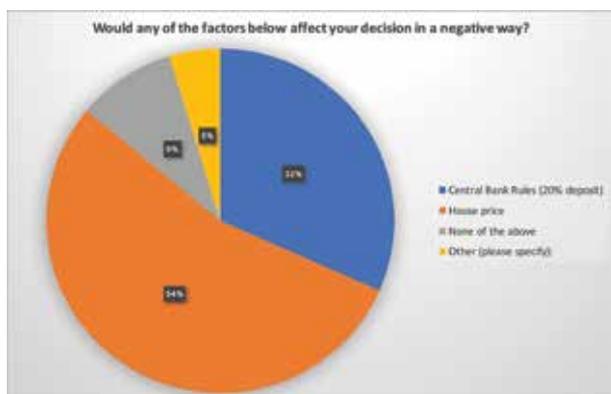
That being said employers don't see the current housing or rental market as an impediment to the recruit of staff generally. Only around 30% see it as a factor generally. This is not the case though in certain sectors. 58% of the ICT sector sees the current rental crisis as a challenge to recruitment. Accountancy and "other", which is dominated by manufacturing, retail and construction/real estate see staff losses due to the housing situation as a significant concern.

While housing is a concern, for employers the primary consideration is taxation. While generally 51% of firms find the marginal employee tax rate an impediment to the recruitment of international talent, it varies across sectors. Accountancy, sales and "other" see the tax rate as a problem at 88%, 59% and 53% respectively. It is not surprising that accountancy sees it as the largest impediment given their specialist knowledge and ability to understand the intricacies of regulatory arbitrage. The ICT sector returned a figure of 50%, which while a matter of concern, it does not dominate.

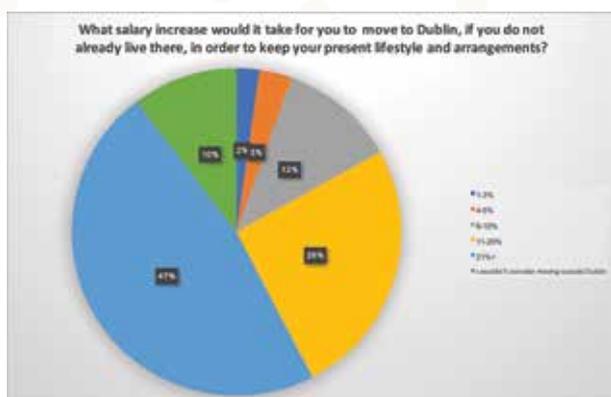
Interestingly firms feel they are well habituated with respect to office space and do not foresee any need to upgrade or change location over the next 12 months due to personnel changes.

Overall the housing question, in combination with post-tax income continue to dominate as major concerns for employees and employers.

It is in that context that the salary survey is extremely interesting. Most employee respondents (80%) reside in Dublin or the commuter belt. Given that profile and the figures mentioned above, it is interesting that while most respondents are willing to take a salary cut, they are not willing to take a deep cut to move outside of Dublin.



In contrast those that live outside of Dublin would look for a very large increase in salary to relocate to the capital.



Despite sentiment indices in decline and the uncertainty about Brexit and the global economy 77% of employees expect to receive a pay increase in 2017 and 84% of firms expect to hire more staff, with 75% of firms increasing salaries by up to 5% in 2016 and 80% expect to increase salaries again in 2017 by a similar amount.

Certain changes to the regulatory environment have largely been irrelevant to employees and employers. Only a small proportion of Abrivia respondents were located in sectors under the remit of the new Central Bank of Ireland regulations. Other public policy questions were put to the groups: maternity cover costs, minimum wages and the introduction of the Swedish 6-hour workday. Responses by employers on the minimum wage were ambivalent. View were more polarized about the Swedish 6-hour workday. Accountancy, law, finance, HR and “other” were largely in favour. ICT was strongly against, as were sales, marketing and office support work. Employees had a different response to the 6-hour workday. Most were strongly in favour, at 80% across all sectors with 87% feeling it would increase productivity. The strongest advocates for a shorter workday were those working in the legal profession, even though they illustrated the greatest financial vulnerability of all sectors in other parts of the survey.

### MATERNITY COVER

Maternity cover was also an interesting response. While it was seen a minor issue across all sectors, it did appear to be a serious concern to the accountancy profession. ICT does not consider it a concern even though it has a similar profile of firm sizes to accountancy. At the same time the behaviour of accountancy firms appears to be different to most firms since it is very sensitive to local conditions, which may in part

be a reflection of the fact that accountancy is by far the most domestically focused sector and may not be regularly benchmarking against European Union or globally-oriented multinational firms. In terms of employees, ICT employees place the least concern on maternity cover as part of the terms and conditions of employment. Most other sectors do consider it of some importance with marketing and law where it is the most important.

### HEALTHCARE BENEFITS

According to our survey results employees generally consider overall healthcare benefits an important part of the remuneration package. 89% of respondents see healthcare as having some or major impact on their decision to work for an employer. This is interesting since it reflects how the Irish labour market is developing US-style responses to the costs of health insurance. This extends to 85% of respondents seeing sick pay as having some or major impact on their decision to work for an employer. The relative robustness of the public health and incapacitation safety net is perceived as low. With 92% of respondents being below the age 50, clearly those in the cohorts with limited exposure to the health system have the greatest desire to not be at the mercy of the public provision.

### PRIVATE PENSION PROVISIONING

Most worryingly from a public policy point of view is the level of private pension provisioning by respondents. While 56% of respondents have a private pension across all sectors, many sectors have very low levels. Marketing and the legal profession have very low levels of private pension uptake, with 38% and 40% respectively. In response to the follow-up question to those without a private pension, 60% across all sectors said that they were not contemplating purchasing a private pension within the next 12 months. Policymakers have repeatedly highlighted that the old age pension was not designed to fully support a household. In addition, as highlighted by Dr. Locan Sirr (DIT) and Dr. Ronan Lyons (TCD), the old age pension system was designed on the principal that recipients had purchased a home and completed mortgage payments. It was not designed to support persons still paying commercial rents or monthly mortgage repayments. This may once again highlight the need for policymakers to investigate the New Zealand approach of automatic enrolment in a private pension.

A final note must be made for the recent Irish Fiscal Advisory Council's recommendations on the Irish economy.

The Government due to a series of political pressures has already moved beyond its initial stance on public expenditure growth, having committed to spending an additional €3.7bn in 2016-2017 space. Part of this is due to poor planning with respect to inflation and demographic pressures on the government and the ongoing issue of controlling health system expenditure.

The Fiscal Council also see the Irish economy generally slowing with underlying real domestic demand falling for the past two quarters. The underlying employment growth sees that Irish economy continuing to have respectable growth levels, just not as high as 2014 or 2015. It is important to note that Ireland will continue to be in a budget deficit until 2019 based on current centreline projections and the government will have to create budgets that pay down debt according to the EU's 1/20th rule until the Irish debt-to-GDP level is at 60%, which will not be until the middle of the 2020's. Advice from the Central Bank of Ireland is to go far below the 60% debt-to-GDP ratio since the Irish experience between 2008 and 2012 was a period of rapid expansion in debt levels. In the final analysis firms and individuals should see the fiscal arrangements of the 2012-16 era continuing out into the foreseeable future. There will be return to the "when I have it I spend it" fiscal policy. Such pro-cyclical policies are no longer prudent (the Fiscal Council being there to make sure advice) and are contrary to the EU Eurozone fiscal rules in the form of the Six-Pack, Two-Pack Regulations and Directives and the Fiscal Compact Treaty.

## MILLENNIALS

### HEADLINES

- **63% of employers find Millennials difficult to manage**
- **Law, Marketing and ICT have the greatest difficulty in managing Millennials**

The figures on the millennials are very interesting. As an economist and not an anthropologist, I have a limited amount to state on the matter of managing millennials beyond having taught and worked with them. They are loosely defined as those born from 1980 onwards.

Some initial work in the Journal of Business Psychology (De Hauw, S. & De Vos, A. J Bus Psychol (2010) 25: 293. doi:10.1007/s10869-010-9162-9) has highlighted that while the millennial generation responds to recession in the same way as other in terms of hours, it does not expect a moderation of job content, training, career progression and development and financial remuneration. This is something which may reflect two aspects: as a group, they are very highly educated and somewhat more indebted than their predecessors and face into a generally more hostile labour and housing market. Real wages fell for this grouping because of the recession and youth unemployment rates were very high. In Ireland, the youth unemployment rate still around 20%, which in relative terms is good when compared with most of Continental Europe. Law, marketing and ICT all have the greatest difficulties in managing this generation at 88%, 80% and 72% respectively. Overall 63% of employers find this generation difficult to manage. In terms of employee respondents, they make up 47%, so the responses reflect that group.

Work by Goldman Sachs on this cohort as a general group (<http://www.goldmansachs.com/our-thinking/pages/millennials/>) bring up some interesting facts. They are entering the age profile where household formation is the norm. Due to debt overhang amongst some (notably in the UK and US), reduced income and a higher proportion being part of the “boomerang generation” living at home with parents’ house purchases are lower than the present value. In general, this cohort has a reduced level of home ownership, automobile ownership and marriage rates. The Great Recession hit the millennials hard and even recent comments by OECD Secretary General Angel Gurría has highlighted how public policy must address this. The Luxembourg Income Study found that across wealthy countries millennials have a 20% lower wage rate relative to the national average.

There is an old saying in political economy: demographics are destiny. Western advanced economies have inverted demographic pyramids. In the past it was common for the old to subsidize the young, now the demographics require the opposite. The overall economic impact of the Great Recession in terms of moving unsustainable banking debts to the government balance sheet in conjunction with low growth in the presence of austerity budgets to correct large deficits is still not fully understood. Prof. Diane Coyle of Manchester University and a historian of economic growth in the UK highlights the challenge: “We’ve never had, since the dawn of capitalism really, this situation of a population that is ageing so much and in some countries also shrinking, and we just don’t know whether we can continue growing the economy in the same way we once have.”

This is placed in contrast with political engagement. The younger cohort in Western democracies are traditionally poor voters, with lower voter turnout figures in comparison to retirees. This manifested itself in the Brexit vote and in the recent election of Mr. Trump. Education levels have an impact on voting patterns. This was clearest in the US election where highest educational attainment strongly correlated to candidate selection. It is important to note that over time the millennial educational attainment will change the profile of electable candidates.

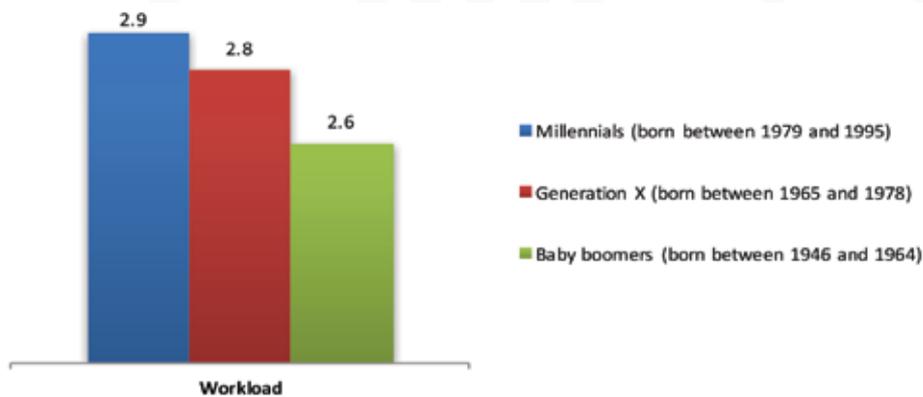
Millennials feel they have higher workload, lower job impact and lower psychological contract fulfilment.

**WORKLOAD:**

**HEADLINES**

- Millennials perceive their workload as higher
- Millennials perceive their job impact as lower

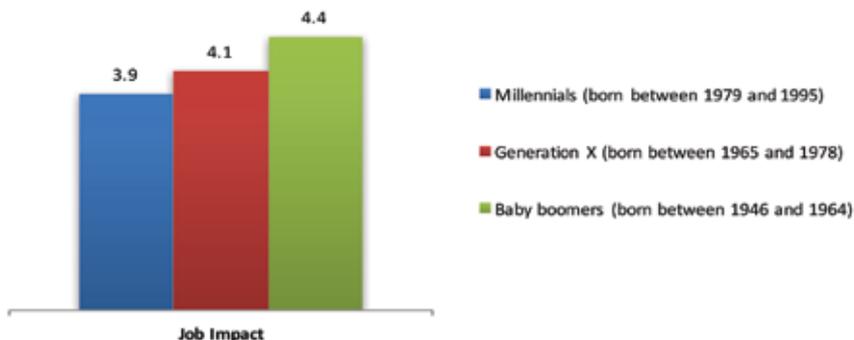
Compared to Baby Boomers (born between 1946 and 1964) and Generation X (born between 1965 and 1978), Millennials (born between 1979 and 1994) perceive their work load is higher. For example, when asking if they feel if there is too much work to do everything well, 14% of millennials strongly agree with this compared to 6% among Generation X and 2% in Baby Boomers.



*Note: The score is a mean value for work load (out of 5). The higher score indicates a higher level of workload.*

**JOB IMPACT:**

Compared to Baby Boomers and Generation X, Millennials perceive their job impact is lower. For example, when asking if they perceive the positive impact that their work has on others, 77% of millennials agree with this compared to 82% among Generation X and 95% in Baby Boomers.



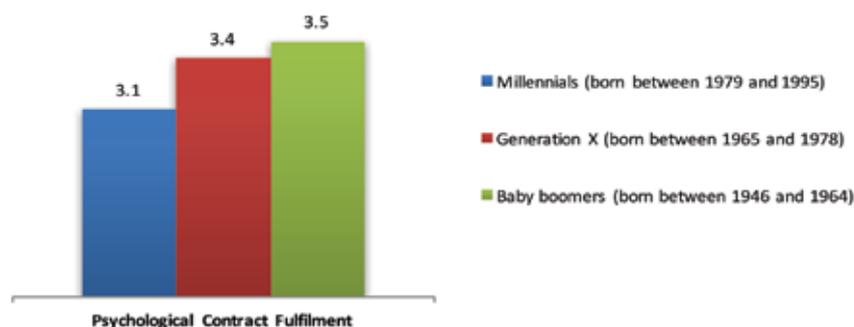
*Note: The score is a mean value for job impact (out of 5). The higher score indicates a higher level of impact.*

## HEADLINE

### ■ Millennials perceive lower levels of fulfilment in regards their psychological contracts

Psychological contract is “an individual’s beliefs regarding the terms and conditions of a reciprocal exchange agreement between that focal person and another party” (Rousseau 1989). In management field, psychological contract underpins the employment relationship between employees and their employers. When employees’ psychological contract is fulfilled, they will perform their own obligations such as lower absenteeism, improve productivity and innovation. However, if such contract is breached, employees will more likely to reduce their productivity or leave the organisation. Therefore, the fulfilment of psychological contract is very important for organisations to retain their talent.

Based on the survey of candidates, compared to Baby Boomers and Generation X, Millennials perceive lower level of fulfilment in their psychological contract. For example, when asking if their employers have done an excellent job of fulfilling the promises to them, 37% of millennials agree with this compared to 41% among Generation X and 47% in Baby Boomers.



*Note: The score is a mean value for psychological contract fulfilment (out of 5). The higher score indicates a higher level of fulfilment.*

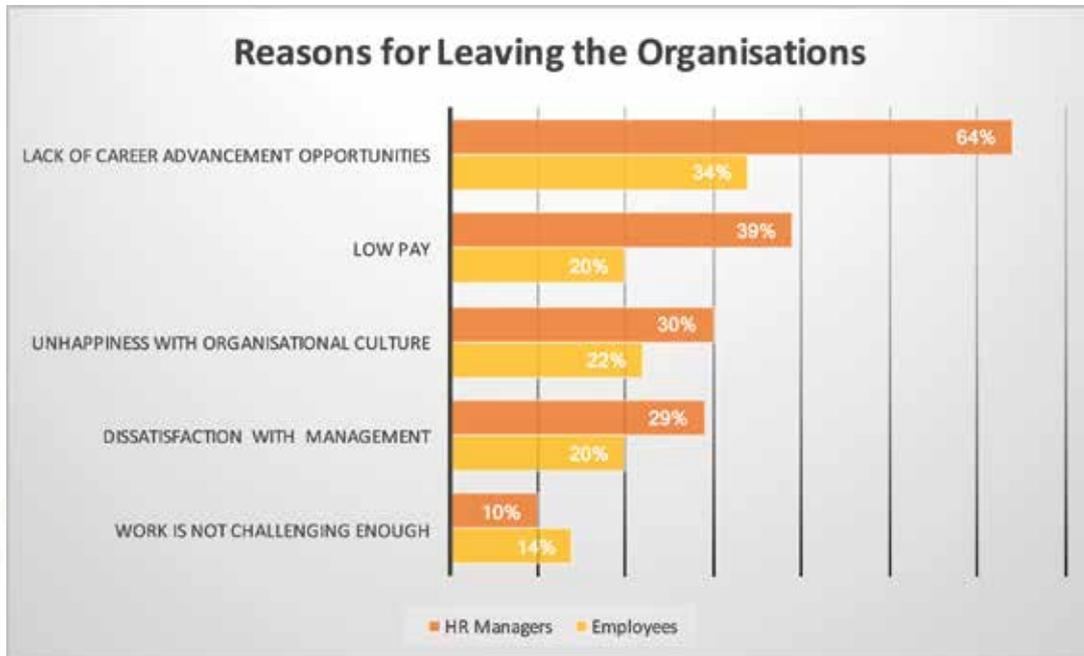
## GAPS BETWEEN HR MANAGERS AND EMPLOYEES

### Reasons for leaving the organisation

Competent employees are the key factor driving organisational success. Therefore, employee retention is critical for any organisation. In the survey, employees were asked about the key factors which drove their last move. HR Managers were also asked the main reasons why they think employees leave their organisation.

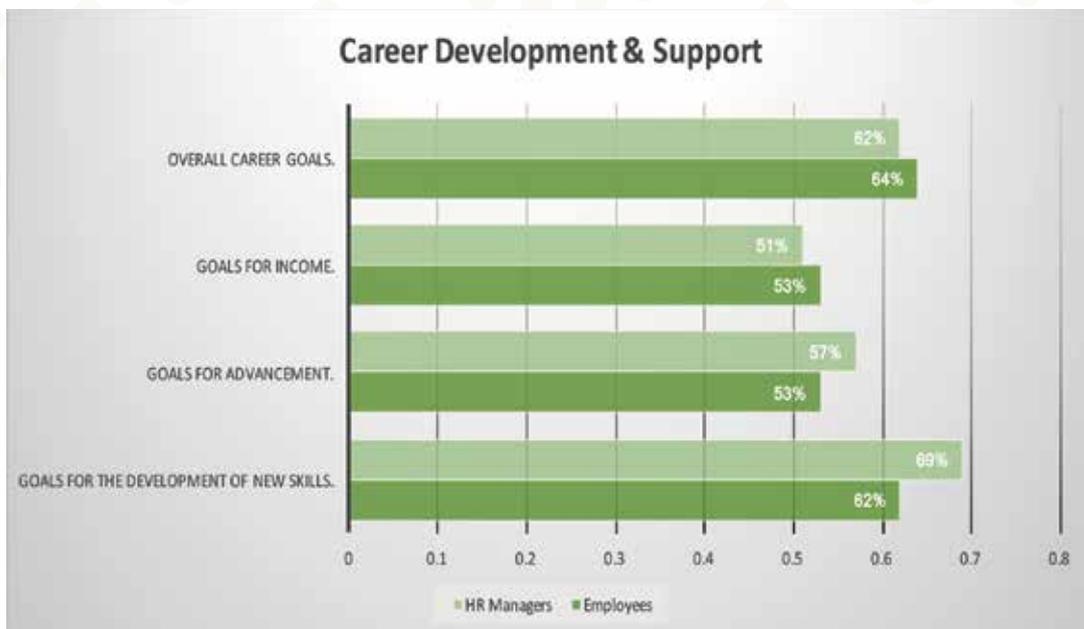
Gaps exist between HR Managers and employees on the main reasons. For example, HR managers rank the reasons they think employees leave the organisation from highest to lowest is: 1) lack of career advancement opportunities; 2) low pay; 3) unhappiness with organisational culture; 4) dissatisfaction with management; and 5) work is not challenging enough.

Similar to HR managers, employees rank the lack of career advancement opportunities as the most important reason to leave the organisation. Differently to HR managers, the second main reason for employees to leave is the unhappiness with organisational culture which is followed by dissatisfaction with management and low pay.



### CAREER DEVELOPMENT AND SUPPORT

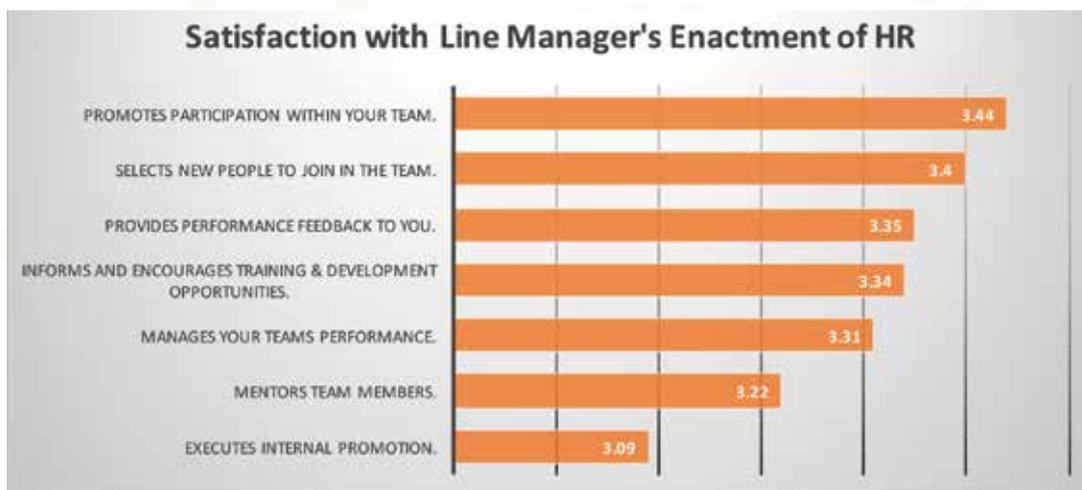
Employees take career development and support as a key motivation factor at work. Overall, over half of employee respondents are satisfied with their career development and over half of HR Managers think they have provided satisfied support to help employees to achieve career goals. However, some gaps still exist. For example, 69% of HR Managers are satisfied with their support towards employees' goals for developing new skills while 62% of employee respondents are satisfied with such goals development. In addition, some aspects of career development receive a higher level of attention than others. For example, goals for income and advancement are lower than goals for developing new skills in both HR Managers and employees. This would suggest that more effort should be invested into these two aspects of career development.



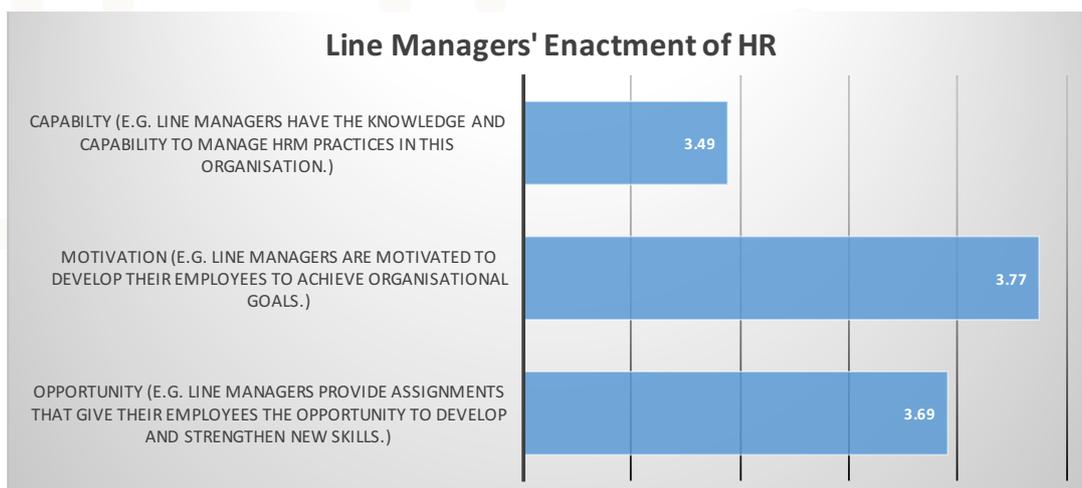
### LINE MANAGERS' ENACTMENT OF HR PRACTICES

Line managers are playing an increasingly important role in people management within their teams via selecting new people into the team, and providing feedback to team members etc.

The findings show that employees' satisfaction with Line Managers' enactment of HR practices varies for different HR practices. Line managers are good at promoting participation within the team, selecting new people to join in the team. More improvement is needed for line managers to have mentoring for team members and deal with internal promotions.



HR Managers think line managers have great motivation and opportunity to enact HR practices. However, line managers are lacking capability to do so.



## CONCLUSION

Overall this survey highlights some interesting aspects of the Irish-located employees and employers. The Irish economy has recovered and the corporate sector illustrates robust growth. The international environment is not sanguine. Brexit and developments at the EU level predict a difficult 24 months ahead for Ireland. The election of Mr. Trump, in conjunction with a Republican Congress, may bring about changes in the US corporate tax code that would pose challenges to an important aspect of Irish industrial policy.

The sanguine views of both employers and employees with respect to pay and increased staff numbers indicate that the Irish economy is quite robust. These firms are largely outward looking and the majority being multinational firms. The positive GDP growth figures and improved employment figures for the US economy released by the Bureau of Economic Analysis at the end of November 2016 and the ongoing “Trump Rally” in the US equity markets point to a robust US situation for the moment. Given the trade and FDI profile of Ireland, the health of the US economy is paramount and its early recovery from the Great Recession is a large part of why Ireland is a Troika success story.

This survey has provided some useful insights into the state of the Irish economy in 2016 and the prospects for 2017 and some basic insights into how firms and employees understand Brexit.

In a concluding note the current economic and political conditions are defined by uncertainty. Europe and the United States have a challenging few years ahead of them as the global political economy is changing. As a rule, people are poor at prediction but that poor track record declines further in the face of uncertainty. In such conditions the economist must humbly accept limitations.





## One third of companies intend to increase the size of their Finance teams in 2017.

*2016 has been a buoyant year in the Accountancy, Industry and Commerce markets. We have witnessed a 29% increase in qualified accounting positions on salaries ranging from €50,000 to €70,000; 27% increase in senior finance positions on salaries ranging from €80,000 to €160,000; and a 22% increase in part qualified accounting positions.*

# ACCOUNTANCY INDUSTRY

# & COMMERCE



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# A&F ACCOUNTANCY INDUSTRY & COMMERCE

## 2016 in Review

2016 has been a strong year in the Accountancy, Industry and Commerce markets. The ESRI has predicted that consumer expenditure will rise by 4% in 2016 and by a further 3.5% in 2017, resulting in job creation in Irish manufacturing, FMCG and retail sectors due to increasing domestic demand.

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

There continues to be strong demand for 'Big 4' trained qualified accountants. Candidates who are recently qualified, with up to 4 years PQE and at salary levels of €50k to €70k are in particularly high demand by Multinationals, PLCs and SMEs. Candidates are benefiting from competitive remuneration packages and have a range of desirable opportunities to choose from. These include Group Accounting, Internal Audit, FP&A and Commercial Finance roles.

2016 has witnessed an increase of 29% for qualified accounting positions from previous year. Another positive growth indicator for the Accountancy, Industry and Commerce markets has been a 27% increase in senior finance positions. These include CFO, Head of Finance, Finance Director and Financial Controller opportunities with salaries ranging from €80,000 to €160,000.

As the demand for candidates continues to increase, employers continue to consider candidates who are returning to Ireland from the UK, EU, Canadian and Australian markets in order to source talented qualified individuals. Brexit could influence this in 2017, time will tell.

In the part qualified accountants and accounts staff market there continues to be a high demand for candidates as the volume of transactions for companies increase with an ever growing economy. Abrivia has witnessed an increase of 22% on part qualified accounting positions from the previous year. These roles include Accounts Payable, Accounts Receivable, Payroll Executives and Assistant Accountants. There has also been a significant increase in graduate accounting opportunities.

The majority of positions available in 2016 tended to be in Dublin. However, we have seen a significant increase in positions in regional areas such as Kildare, Kilkenny, Wexford, Cork, Galway and Kerry. As a result, there continues to be a focus from our clients to source accounting professionals in Dublin that may consider returning home to regional areas. Another area of focus are candidates in the urban belt who would consider moving outside the main urban areas where housing is considerably more affordable as referenced by Dr. Brian Lucey.

## Expectations for 2017

In 2017 the accounting sector plans on making new hires and increasing pay. 92% of firms are looking to expand pay by 3% to 10%. Movement of staff in this sector is largely driven by a combination of lack of career progress and dissatisfaction with organizational management.

## About Abrivia Accountancy Industry & Commerce

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

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## LARGE COMPANIES (500+ EMPLOYEES)

Sector	Dublin 2016	Dublin 2017	Regional 2016	Regional 2017
	€	€	€	€
<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 - 115K	85K - 120K	70K - 100K	70K - 100K
Group Financial Controller	85K - 120K	85K - 120K	75K - 85K	75K - 85K
Head of Financial Reporting	70K - 80K	70K - 95K	60K - 70K	60K - 70K
<b>MID - SENIOR LEVEL</b>				
Group Treasury Manager	80K - 130K	80K - 130K	70K - 90K	70K - 90K
Finance Business Partner	60K - 80K	60K - 80K	55K - 70K	55K - 70K
FP&A Manager	65K - 85K	65K - 85K	60K - 75K	60K - 75K
Finance Manager	65K - 85K	65K - 85K	60K - 70K	60K - 70K
Revenue Manager	70K - 85K	70K - 90K	60K - 75K	60K - 75K
Project Accountant	55K - 65K	55K - 65K	45K - 55K	45K - 55K
Group Accountant	50K - 60K	50K - 60K	42K - 55K	42K - 55K
Systems Accountant	45K - 65K	45K - 65K	42K - 55K	42K - 55K
Financial Analyst	50K - 65K	50K - 65K	45K - 60K	45K - 60K
FP&A Analyst	55K - 75K	55K - 75K	50K - 65K	50K - 65K
Senior Financial Accountant	60K - 80K	60K - 80K	50K - 60K	50K - 60K
Financial Accountant	48K - 55K	48K - 55K	40K - 50K	40K - 50K
Multilingual Qualified Accountant	45K - 60K	45K - 60K	40K - 55K	40K - 55K
Financial Reporting Accountant	48K - 55K	48K - 55K	40K - 50K	40K - 50K
Revenue Accountant	55K - 70K	55K - 70K	60K - 75K	60K - 75K
Management Accountant	48K - 60K	48K - 60K	40K - 50K	40K - 50K
Treasury Accountant	50K - 60K	50K - 60K	45K - 55K	45K - 55K
Cost Accountant	50K - 65K	50K - 65K	50K - 60K	50K - 60K

Sector	Dublin 2016	Dublin 2017	Regional 2016	Regional 2017
	€	€	€	€
<b>INTERNAL AUDIT</b>				
Head of Internal Audit	100K - 150K	100K - 150K	80K - 130K	80K - 130K
Internal Audit Manager	65K - 85K	65K - 85K	58K - 70K	58K - 70K
Internal Auditor	45K - 60K	45K - 60K	45K - 55K	45K - 55K
<b>PART QUALIFIED</b>				
Assistant Financial Accountant	35K - 45K	35K - 45K	30K - 40K	30K - 40K
Assistant Management Accountant	30K - 40K	30K - 40K	25K - 35K	25K - 35K
Trainee Accountant (P/Q 2+ years)	32K - 36K	32K - 36K	30K - 32K	30K - 34K
Trainee Accountant (P/Q 1-2 years)	26K - 28K	26K - 28K	24K - 28K	24K - 28K
Graduate / Trainee Accountant	22K - 26K	22K - 26K	20K - 24K	20K - 24K
Analyst	40K - 50K	40K - 50K	40K - 50K	40K - 50K
<b>ACCOUNTS STAFF</b>				
Payroll Manager	50K - 70K	50K - 70K	42K - 62K	42K - 62K
Payroll Clerk	30K - 40K	30K - 40K	28K - 32K	28K - 32K
AP Manager	50K - 70K	50K - 70K	45K - 65K	45K - 65K
AP Clerk	25K - 35K	25K - 35K	22K - 32K	22K - 32K
Credit Control Manager	55K - 70K	55K - 70K	45K - 65K	45K - 65K
Credit Control Clerk	25K - 35K	25K - 35K	20K - 30K	20K - 30K
AR Clerk	25K - 35K	25K - 35K	22K - 32K	22K - 32K
Accounts Assistant	28K - 35K	28K - 35K	25K - 32K	22K - 32K

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Specialist Recruitment Teams

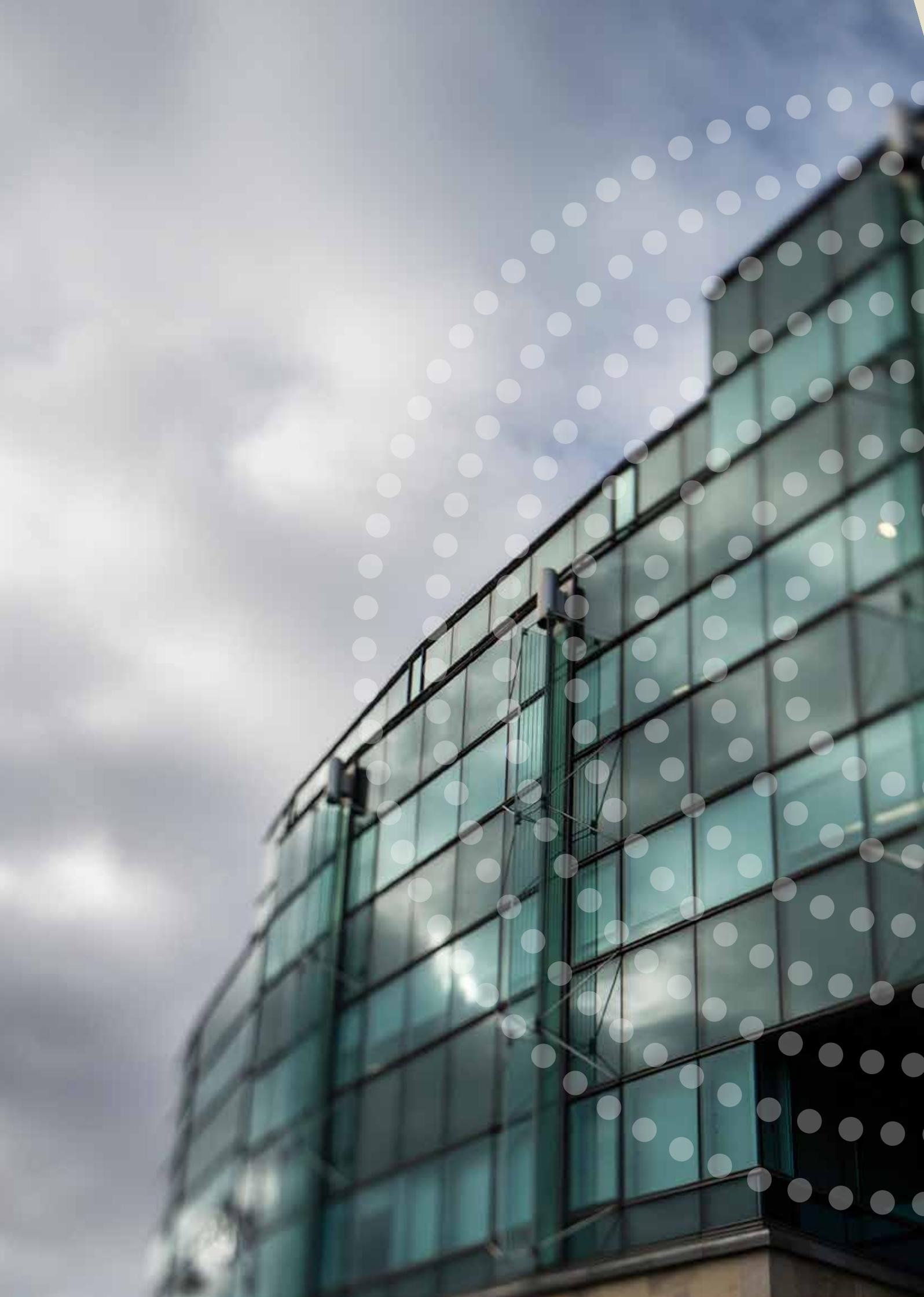
## SMALL TO MEDIUM (<500 EMPLOYEES)

Sector	Dublin 2016	Dublin 2017	Regional 2016	Regional 2017
	€	€	€	€
<b>EXECUTIVE</b>				
Finance Director	80K - 140K	80K - 140K	70K - 100K	70K - 100K
Financial Controller	70K - 90K	70K - 90K	65K - 85K	65K - 85K
<b>MID – SENIOR LEVEL</b>				
Finance Manager	60K - 80K	60K - 80K	55K - 80K	55K - 80K
Project Accountant	50K - 65K	50K - 65K	50K - 55K	50K - 55K
Group Accountant	48K - 55K	48K - 55K	45K - 52K	45K - 52K
Systems Accountant	45K - 55K	45K - 55K	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	55K - 65K	45K - 55K	45K - 55K
Financial Accountant	48K - 60K	48K - 60K	45K - 55K	45K - 55K
Multilingual Qualified Accountant	48K - 60K	48K - 60K	35K - 45K	35K - 45K
Management Accountant	45K - 60K	45K - 60K	45K - 55K	45K - 55K
Cost Accountant	50K - 60K	50K - 60K	45K - 55K	45K - 55K
<b>PART QUALIFIED</b>				
Assistant Financial Accountant	30K - 40K	30K - 40K	30K - 40K	30K - 40K
Assistant Management Accountant	30K - 38K	30K - 38K	30K - 40K	30K - 40K
Trainee Accountant (P/Q 2+ years)	30K - 35K	30K - 35K	30K - 35K	30K - 35K
Trainee Accountant (P/Q 1-2 years)	27K - 30K	27K - 30K	25K - 28K	25K - 28K
Graduate / Trainee Accountant	25K - 28K	25K - 28K	24K - 28K	24K - 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	38K - 50K
AP Manager	45K - 60K	45K - 60K	38K - 50K	38K - 50K
AP Clerk	25K - 34K	25K - 34K	22K - 30K	22K - 30K
AR Clerk	25K - 34K	25K - 34K	22K - 30K	22K - 30K
Accounts Assistant	27K - 34K	27K - 34K	22K - 30K	22K - 30K

## SHARED SERVICES CENTRE

Sector	Dublin 2016	Dublin 2017	Regional 2016	Regional 2017
	€	€	€	€
<b>EXECUTIVE</b>				
Director of Shared Services	130K - 150K	130K - 150K	100K - 120K	100K - 120K
Manager of Shared Services	90K - 110K	90K - 110K	80K - 100K	80K - 100K
<b>GENERAL LEDGER</b>				
Manager	60K - 100K	60K - 100K	70K - 90K	70K - 90K
Supervisor	52K - 65K	52K - 65K	55K - 70K	55K - 70K
Accountant	42K - 52K	45K - 55K	40K - 50K	45K - 50K
GL PQ Accountant	30K - 40K	30K - 40K	30K - 40K	30K - 40K
<b>ACCOUNTS RECEIVABLE</b>				
Manager	45K - 60K	45K - 60K	45K - 55K	45K - 55K
Supervisor	52K - 65K	52K - 65K	55K - 70K	55K - 70K
Accountant	45K - 55K	45K - 55K	45K - 50K	45K - 50K
GL PQ Accountant	30K - 40K	30K - 40K	30K - 40K	30K - 40K
<b>ACCOUNTS 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

Engaging relationships *via*  
Outstanding Customer Service



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

# ACCOUNTANCY TEMPORARY & CONTRACT



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# ACCOUNTANCY TEMPORARY & CONTRACT

## 2016 in Review

The majority of finance positions available in 2016 were permanent opportunities, we have witnessed a 19% downturn in the volume of temporary and contract positions. Opportunities are still becoming available, though the average length of contracts increased and now range predominately from 6 months to 12 months. The majority of these roles are offering permanent positions at the end of the contract period. With the increase in permanent opportunities the availability of temporary accountants is steadily diminishing. Candidates are opting to take full time opportunities.

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

The candidates that were in most demand in 2016 were Financial Accountants, Financial Analysts, Management Accountants and Commercial Analysts. These roles offer candidates excellent experience and the opportunity to "cut their teeth" in an industry position. Employers continue to hire temporary and contract professionals to support the business with seasonal peaks and troughs, projects and for maternity leave.

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

## Expectations for 2017

We are expecting an increase in temporary contract rates in 2017 to meet the high demand for candidates. Companies will place a greater emphasis on resource planning for the year ahead. We are also witnessing completion and performance related bonuses being offered, in particular for long term contracts. These are in place to ensure that candidates see out the duration of their contracts.

## About Abrivia Accountancy Industry & Commerce

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

## TEMPORARY & CONTRACT SALARIES

Sector	Dublin 2016	Dublin 2017	Regional 2016	Regional 2017
	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

Engaging relationships *via*  
Collaboration and Partnerships



## 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



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# ACCOUNTANCY PUBLIC PRACTICE

## 2016 in Review

Public Practice continues its incremental upward curve in 2016. We have seen a continued increase in demand from the Big 4 and Top 20 Accountancy Firms looking to hire into all major practice service lines. This is an excellent time to be working in Public Practice as evidenced by the volume and breadth of opportunities available.

Key events in 2016 included Baker Tilly Ryan Glennon joining the RSM International Network, and rebranding under the RSM banner. Grant Thornton announced further expansion plans in the purchase of FGS and the acquisition of additional office space. Office Space has been a significant focus for all firms as they continue to grow, with EY taking on additional space in Dublin and opening refurbished offices in Limerick.

The overall number of practice vacancies among the Big 4, the Top 20 and smaller firms continues to increase. Key positions include Audit Senior to Audit Manager (FS and Non-FS), with FS Asset Management and Banking continuing to be in high demand. There is a consistent need for Audit staff in the Tech, Pharma and Retail spaces. Other areas include Financial Accounting Advisory Services, Forensics, Corporate Finance and Transaction Services. In Advisory, there has been demand for People & Change, SSC Advisory and Customer Experience. IT Security and IT Audit continue to be significant growth areas for a lot of practices.

There continues to be a talent shortage in Public Practice. Abrivia have witnessed an increase of ex-practice staff returning to their roots and former employers from industry. Firms continue to source talent from multiple locations including UAE, South Africa, Australia and the Caymans.

Firms continue to make a significant investment in people engagement projects, reviewing policies including parental leave, paternity leave and flexible working hours. At the forefront was the announcement by Deloitte in the US offering up to 16 weeks "Care Leave" as the competition for talent is ever increasing.

Where candidates move between practices, the most common trend is still from smaller to larger firms where they can develop their experience working with larger clients. However, there is an increase of staff moving from large to small practices, as there is an opportunity for greater work life balance and the disparity in the work is less. Smaller practice firms continue to make investments into technology, bringing processes particularly in the Audit field closer to those in the larger firms.

Another consideration for candidates who are looking at new roles in practice is the opportunity to move into new service lines like Consulting, Corporate Finance, Transaction Services, Internal Audit and Risk to further develop their careers.

## Expectations for 2017

Candidate attraction and the retention of key personnel will be a key focus for many firms in 2017. Salaries should remain constant in 2017, however it will be additional benefits and work life balance policies that will attract new staff.

## About Abrivia Public Practice and Tax

The Abrivia Public Practice & Tax division is managed by Darren McCabe with over thirteen years' recruitment experience within the Irish market. Darren is supported by an expert team of recruitment professionals who all specialise in separate market segments within the Public Practice & Tax sectors. Darren 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 2016	Dublin 2017	Regional 2016	Regional 2017
	€	€	€	€
<b>PUBLIC PRACTICE</b>				
Partner	160K - 250K	160K - 250K	110K - 250K	117K - 250K
Director	80K - 140K	85K - 140K	70K - 120K	70K - 120K
Senior Manager	67K - 85K	70K - 87K	60K - 70K	65K - 78K
Manager	55K - 68K	57K - 70K	48K - 60K	50K - 67K
Assistant Manager	42K - 55K	45K - 57K	43K - 50K	45K - 55K
Senior	35K - 48K	38K - 48K	33K - 43K	33K - 45K
Semi-Senior	23K - 38K	23K - 38K	23K - 38K	23K - 40K
Grad	21K - 24K	21K - 24K	16K - 20K	16K - 20K

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

Redefining recruitment *via*  
Expert Thought Leadership Events



**There has been a significant increase of In-House opportunities, this is putting pressure on the Public Practice market.**

*We have seen a high demand for tax professionals within the Industry sector, specifically within the international Corporate Tax space.*

**ACCOUNTANCY**

**TAXATION**



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# TAXATION

## 2016 in Review

2016 has seen a significant emphasis on Tax legislation both domestically and internationally including FATCA, BEPS and the Panama papers. Closer to home is the Apple case and what impact Brexit may have on the Tax market.

There has been a significant increase in the volume of tax vacancies in 2016 within Practice and In-House. Practice saw a high demand for Corporate Tax Seniors and Managers. The busiest sectors within FS Tax were Aviation Leasing and Asset Management. In-House, has witnessed an increase in roles with leading Multinationals, Technology & Financial Services companies. A new trend for 2016, has seen an increase of Tax opportunities with leading Legal firms to assist in managing client portfolios.

For Senior Corporate Tax opportunities, there was an increased focus on tax planning work and a greater emphasis on M&A assignments. There continues to be a steady demand for Income Tax professionals. The Big 4 and Top 10 practices continued to grow their Private Clients space. In addition to new roles in Dublin, there has been a significant increase of roles across the regions. The majority of industry roles requires a proficiency in Corporate Tax.

Due to global mobility requirements there has been a notable increase in In-House Tax specialists within the multinational sector.

In the Non-FS Space, there has been a big push, particularly amongst the PLCs for candidates with international tax exposure. Clients are especially looking for candidates who have either US or European International Tax experience. Candidates with additional language skills are also in high demand.

The main levels at which people are moving are Newly Qualified and Manager. 2016 witnessed a rise in the number of opportunities available at the Senior Manager and Director levels. There were increased opportunities for senior level candidates to move from practice to industry.

## Expectations for 2017

2017 is going to be a year that will continue to offer candidates an increased number of opportunities within the Tax market, In-House and professional services.

Brexit and the possible results of the Apple case will have an impact on the market, it all depends on how the dice will fall with both situations.

## About Abrivia Public Practice and Tax

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## TAXATION SALARIES

Sector	Dublin 2016	Dublin 2017	Regional 2016	Regional 2017
	€	€	€	€
<b>TAX</b>				
Partner	150K - 250K	150K - 300K	100K - 250K	120K - 280K
Head of Tax (Industry/Financial Services)	110K - 250K	120K - 250K	100K - 150K	100K - 150K
Director	82K - 150K	85K - 180K	80K - 130K	80K - 130K
Senior Manager	68K - 90K	75K - 95K	65K - 84K	70K - 90K
Tax Manager (Industry/Financial Services)	58K - 80K	60K - 80K	60K - 75K	58K - 75K
Manager	56K - 69K	58K - 73K	52K - 67K	52K - 70K
Tax Accountant (Industry/Financial Services)	56K - 58K	55K - 65K	42K - 55K	45K - 58K
Assistant Manager	45K - 57K	43K - 57K	40K - 52K	40K - 55K
Senior	37K - 50K	38K - 51K	33K - 48K	35K - 49K
Semi-Senior/Finalist	26K - 38K	26K - 38K	24K - 36K	24K - 36K
Graduate	22K - 25K	22K - 26K	18K - 23K	18K - 25K

Sourcing the best talent *via*

**Our Experienced Management Team**



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

*The financial services market in 2016 continued to go through a great deal of change. The positives include the banking and funds sector, with Ireland's leading banks and international fund services companies continuing to increase head count for permanent and contract finance positions. Brexit will have a major impact on the international Insurance sector in 2017.*

**ACCOUNTANCY**

**FINANCIAL SERVICES**



**Tadhg Kearney**

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# ACCOUNTANCY FINANCIAL SERVICES

## 2016 in Review

The financial services market in 2016 went through a great deal of change. The positives include the banking and funds sector, with Ireland's leading banks and international fund services companies continuing to increase head count for permanent and contract finance positions. Abrivia witnessed a 26% increase in positions in this sector in 2016. This growth is forecast to continue in 2017.

The insurance market, incorporating life, general and reinsurance, has seen a lot of change. Some of Ireland's leading insurance employers are continuing to grow, while others have seen a reduction in staff due to restructuring. General Insurance has been the hardest hit with many major companies suffering losses, in particular within the Motor business where fraudulent claims and high court payments have had a significant impact.

There has been a great deal of change in the market with multiple company mergers and companies withdrawing their international operations from Ireland. Brexit will have a major impact on the international Insurance market. We have already seen an increase in positions being relocated from London to Dublin. As Brexit continues to develop this should only increase. Competition for new positions is tough and there is also a lack of senior opportunities coming on-stream.

The Aviation sector in Ireland continues to witness strong growth, this has led to an increase in positions and more competition for talented individuals.

Demand continues to soar for Qualified Accountants – ACA, ACCA, CIMA and CPA from recently qualified level to 5 years PQE, with the highest demand being for ACAs. This is not surprising owing to the amount of 'Big 4' trained Chartered Accountants who work specifically within Funds, Banking and Insurance. Demand is also high for Part Qualified accountants and accounts staff roles with a number of clients looking to grow their finance teams in 2017.

The positions that were in most demand from our clients in 2016 included: Internal Audit, Financial Accounting, FP&A and Investment Accounting. Fund accountants at all levels continue to be in high demand.

## Expectations for 2017

The leading banks and international fund companies will continue to increase head count in 2017. The Insurance market will be mixed as there are still a number of mergers and redundancies to happen. Salaries will tend to remain constant or even move slightly upwards on 2016 rates. Expect to see an increase in difficult to fill opportunities as competition for key talent intensifies. Companies are also beginning to focus strongly on employee retention and reviewing benefits and bonus packages. Employers will continue to place a heavy emphasis on cultural fit as well as strong technical ability, commerciality and exceptional interpersonal skills.

## About Abrivia Accountancy Financial Services

Abrivia Accountancy Financial Services division is headed up by Tadhg Kearney. Tadhg is a Principal Lead and heads up the Insurance and FS industry. Tadhg has 4 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 2016	Dublin 2017	Regional 2016	Regional 2017
	€	€	€	€
<b>EXECUTIVE</b>				
CFO / Finance Director	100K - 175K	100K - 175K	90K - 145K	90K - 145K
Head of Finance / Financial Controller	75K - 130K	75K - 130K	65K - 120K	65K - 120K
<b>RECENTLY QUALIFIED – MID SENIOR LEVEL</b>				
Finance Manager	60K - 80K	60K - 80K	55K - 80K	55K - 80K
Financial Reporting Manager	65K - 80K	65K - 80K	60K - 75K	60K - 75K
Financial Reporting Accountant	45K - 60K	45K - 60K	40K - 55K	40K - 55K
Senior Financial Accountant	65K - 75K	65K - 75K	50K - 75K	50K - 75K
Financial Accountant	50K - 65K	50K - 65K	45K - 60K	45K - 60K
Recently Qualified Financial Accountant	48K - 55K	48K - 55K	38K - 55K	38K - 55K
Senior Financial Analyst	55K - 80K	55K - 80K	50K - 70K	50K - 70K
Financial Analyst	50K - 55K	50K - 55K	38K - 55K	38K - 55K
Management Accountant	55K - 75K	55K - 75K	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	45K - 55K	40K - 50K	40K - 50K
Senior Regulatory Accountant	60K - 80K	60K - 80K	55K - 75K	55K - 75K
Regulatory Accountant	50K - 60K	50K - 60K	45K - 60K	45K - 60K
Project Accountant	55K - 80K	55K - 80K	50K - 75K	50K - 75K
Treasury Accountant	45K - 65K	45K - 65K	45K - 60K	45K - 60K
<b>PART QUALIFIED</b>				
Assistant Accountant	28K - 35K	28K - 35K	26K - 32K	26K - 32K
Accounts Technician	28K - 35K	28K - 35K	22K - 32K	22K - 32K
Graduate / Junior Accountant	26K - 28K	26K - 28K	22K - 25K	22K - 25K



## **Brexit, historically low interest rates, Central Bank intervention in the markets, US election results... an interesting year.**

*2016 saw continued balance sheet recovery in the Irish Banking sector. The continued recovery in Real Estate across the board should underpin a gradual but steady road to normality.*

*The IFSC continues to thrive despite a continued trend in the outsourcing of certain functions to non Irish operations. Low unemployment in the sector hasn't filtered into wage inflation as yet, but if demand is increased at a faster rate this will undoubtedly become an issue.*

**BANKING &**

**FINANCIAL SERVICES**



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# BANKING & FINANCIAL SERVICES

## 2016 in Review

2016 can be summed up in two words – Brexit and POTUS. The world's Central Banks continue to stimulate capital markets. The one large uncertainty hanging over Europe is what fallout will occur if Britain formally exits the EU. For Ireland, and in particular the Financial Services sector, this may result in sizeable opportunities to attract divisions of International financial services companies to Dublin. However, these opportunities may also highlight some of the current challenges in our own economy, particularly in regards housing and the supply of labour. These are issues which are highlighted in this survey.

The Irish banking market has continued its recovery. Of particular interest has been the range of new offerings aimed at the SME and consumer markets. There is continued positive impact in the recruitment market with leading Irish banks, financial services, funds, fund services, investment management and debt & credit management companies seeing a significant increase in positions available. The commercial and residential property markets in Ireland remains vibrant with significant pent up demand especially in the commercial sector.

The leading international fund services companies have seen continued recruitment needs at all levels from fund accountant to Vice President. This is happening across most departments including risk, compliance, transfer agency, investor services, middle office, shareholder services, custody, fund accounting, fund administration and client services. While we haven't seen any significant wage inflation in 2016 so far, skills shortages in some key areas and housing cost pressures are sure to put pressure on inflation in labour costs going forward.

We have seen an increase in activity in the Irish Asset Management sector. For the most part this is driven by locally based boutique operations.

## Expectations for 2017

As referenced above 2017 promises to be an exceptionally interesting year in the sector in Ireland. As always, much will be determined by International factors. But how we handle our own challenges, namely housing and labour supply, will be a key factor in us maximizing opportunities.

## About Abrivia Banking & Financial Services

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

## BANKING & FINANCIAL SERVICES SALARIES

Sector	Dublin 2016	Dublin 2017	Regional 2016	Regional 2017
	€	€	€	€
<b>CORPORATE/PRIVATE/RETAIL BANKING</b>				
Credit Manager	50K - 75K	50K - 75K	50K - 75K	50K - 75K
Credit Analyst	35K - 50K	35K - 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	28K - 35K	28K - 35K	28K - 35K
Mortgage Administrator	25K - 35K	25K - 35K	25K - 35K	25K - 35K
Corporate Relationship Manager	60K - 85K	60K - 85K	40K - 60K	60K - 85K
Head of Treasury	75K - 140K	80K - 150K	75K - 140K	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	25K - 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	27K - 33K	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	35K - 45K	35K - 45K	35K - 45K
Transfer Agency Administrator	27K - 33K	27K - 33K	27K - 33K	27K - 33K
<b>TRUSTEE/CUSTODY</b>				
Trustee Manager	60K - 90K	60K - 90K	60K - 90K	60K - 90K
Senior Trustee Officer	40K - 60K	40K - 60K	40K - 60K	40K - 60K
Trustee Administrator	28K - 40K	28K - 40K	28K - 40K	28K - 40K
Custody Manager	60K - 90K	60K - 90K	60K - 90K	60K - 90K
Senior Custody Administrator	40K - 60K	40K - 60K	40K - 60K	40K - 60K
Custody Administrator	28K - 40K	28K - 40K	28K - 40K	28K - 40K

## BANKING &amp; FINANCIAL SERVICES SALARIES

Sector	Dublin 2016	Dublin 2017	Regional 2016	Regional 2017
	€	€	€	€
<b>PRICING/CORPORATE ACTIONS</b>				
Manager	50K - 60K	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	35K - 50K
<b>CLIENT SERVICES</b>				
Senior Manager	75K - 95K	75K - 95K	75K - 95K	75K - 95K
Manager	55K - 75K	55K - 75K	55K - 75K	55K - 75K
Supervisor	35K - 48K	35K - 48K	35K - 48K	35K - 48K
Administrator	27K - 33K	27K - 33K	27K - 33K	27K - 33K
<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	28K - 35K	28K - 35K	28K - 35K

## BANKING & FINANCIAL SERVICES SALARIES

Sector	Dublin 2016	Dublin 2017	Regional 2016	Regional 2017
	€	€	€	€
<b>BACK OFFICE</b>				
Cash Management Administrator	28K - 35K	28K - 35K	28K - 35K	28K - 35K
Settlements Administrator	28K - 35K	28K - 35K	28K - 35K	28K - 35K
Payments Administrator	28K - 35K	28K - 35K	28K - 35K	28K - 35K
<b>COMPLIANCE AND RISK</b>				
Compliance Manager	60K - 90K	60K - 90K	60K - 90K	60K - 90K
Compliance Officer	40K - 60K	40K - 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

Securing futures *via*  
Incredible Relationships



## Attraction and Retention is shifting focus.

*2016 witnessed a continued shift in focus towards attraction and retention of key employees within the organization. This resulted growing opportunities in Reward, Compensation & Benefits, Learning & Development and Talent Acquisition.*

HUMAN

RESOURCES



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HR

# HUMAN RESOURCES

## 2016 in Review

2016 witnessed a continued shift in focus towards attraction and retention of key employees within the organization. This resulted growing opportunities in Reward, Compensation & Benefits, Learning & Development and Talent Acquisition.

2016 has also seen an increase in the volume of HR roles across all levels and sectors. Similar to last year, the most notable rise was at the junior to mid-level (€28,000 to €70,000)

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 professional within organisations.

Similar to 2015, there has been strong demand for HR Business Partners with specific experience in strategically partnering with senior management teams (as opposed to more operationally focused Senior HR Generalists & Managers). In particular, HRBPs with experience in the tech multinational sector are highly sought after. This has led to a noticeable increase in the number of HRBPs in these sectors being offered, or currently earning at the top end of the salary range for these roles.

The number of permanent jobs available has increased substantially. We have seen an increase of 50% year on year (2015 v 2016). Whilst the number of contract roles in the market has not decreased, the pool of candidates willing to consider such work has greatly reduced leading to demand outweighing supply for these candidates. Many organisations are now forced to offer premium salaries and contract completion bonuses to secure candidates for contract jobs.

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.

In demand in 2016 were Reward/Compensation & Benefits, Learning & Development and HRIS. Also, the majority of the large HR consulting houses had recruitment drives in 2016 therefore creating demand with candidates with consulting skills.

## Expectations for 2017

In 2017 HR intends to increase salaries and wages but in a much more muted fashion to other sectors in this survey. Salaries are expected to increase between 3-5% but only about two-thirds of the sector intend to do so. This sector is externally focused. The human resource response, interestingly, is that the baby boom generation is the most difficult to manage. This may perhaps reflect the pressures of staff approaching pension age.

## About Abrivia Human Resources

Emily Mason, a recent addition to the Abrivia team, is a Director of Human Resources. She has a degree in Hospitality Management and gained international experience working in Sales & Event Management overseas. Emily returned to Ireland in 2002, where she transferred these skills into managing a busy, high-volume, hospitality recruitment division. Having gained experience working in the fast-paced hospitality sector, she then moved to work for one of Ireland's largest recruitment firms, working across a number of sectors including retail, healthcare, banking and supply chain. With over 12 years' recruitment experience, Emily has a proven track record in managing large volume projects and also recruiting candidates for niche hard to fill roles. She prides herself in gaining an excellent understanding of her client's specific needs and working in partnership with them to support their recruitment strategy.

Andrea O'Reilly, also a Director of Human Resources, is an experienced Senior Recruitment Consultant who has over 15 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 the area of 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. Emily, Andrea and their team recruit for generalist and specialist HR roles, from Administrator to Director Level, across the full spectrum of industries and sectors.

## HUMAN RESOURCES SALARIES

Sector	Dublin 2016	Dublin 2017	Regional 2016	Regional 2017
	€	€	€	€
<b>GENERALIST HR</b>				
HR Director (10 years +)	100K - 150K	100K - 180K	90K - 130K	90K - 140K
HR Manager (8-12 years)	65K - 90K	65K - 110K	55K - 80K	55K - 80K
HR Business Partner (8-12 years)	60K - 85K	60K - 85K	55K - 75K	55K - 75K
HR Generalist (4-8 years)	45K - 55K	40K - 55K	40K - 55K	40K - 55K
HR Officer (2-4 years)	30K - 40K	30K - 40K	30K - 40K	30K - 40K
HR Administrator (0-2 years)	24K - 30K	25K - 35K	24K - 27K	24K - 30K
<b>TALENT ACQUISITION</b>				
Director (10 years +)	80K - 110K	80K - 120K	80K - 100K	80K - 105K
Manager (8 years +)	60K - 85K	60K - 90K	55K - 75K	55K - 78K
Specialist (3-10 years)	45K - 60K	45K - 70K	45K - 55K	45K - 55K
Administrator (0-2 years)	24K - 30K	24K - 35K	23K - 29K	23K - 30K
<b>LEARNING &amp; DEVELOPMENT</b>				
Head of L&D (10 years +)	75K - 105K	75K - 110K	70K - 95K	70K - 100K
Manager (6 years +)	58K - 75K	58K - 80K	55K - 68K	55K - 70K
Specialist (3-8 years)	38K - 55K	38K - 60K	35K - 48K	35K - 55K
<b>REWARD/COMP &amp; BENS</b>				
Head of Reward (10 years +)	90K - 120K	90K - 140K	90K - 120K	90K - 120K
Manager (8 years +)	70K - 95K	70K - 100K	65K - 85K	65K - 85K
Specialist (3-8 years)	40K - 60K	40K - 60K	40K - 55K	40K - 55K
<b>SPECIALIST ROLES</b>				
Head of OD	90K - 120K	90K - 120K	90K - 110K	90K - 110K
IR/ER Manager	65K - 95K	65K - 95K	65K - 85K	65K - 85K



## Reinsurance and Captive Markets remain steady within an otherwise challenging market.

*2016 was a positive year for the Reinsurance and Captive market in what was otherwise a challenging market which has seen yet more redundancies in General Insurance. 2017 has the potential to be a major year for the Insurance market in Ireland with companies eagerly waiting the fallout from Brexit.*

INSURANCE,

COMPLIANCE & RISK



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# INSURANCE, COMPLIANCE & RISK

## 2016 in Review

2016 has seen growth across Reinsurance, Captive, Life Insurance and Brokers with this trend looking to expand into 2017. Ireland continues to be a hub for Reinsurance, Captive and International Life Companies, due to European Passporting Regulations, and has the potential to become an even bigger player in this market with the potential onset of Brexit. The Broker market has also performed well with brokers continuing to reap the rewards as a result of the upturn of the economy.

Similar to 2015, 2016 was another turbulent year within General Insurance. Across the General Insurance market we have seen yet more redundancies. The biggest threat to the General Insurance market has come from the motor side of the business as companies are continuing to suffer losses within this area. Two of the largest factors in these losses have been the increase in fraudulent claims and the continuing trend of the courts in Ireland to award significantly higher payouts for personal injury claims than many of our European counterparts.

Salaries have slightly increased in 2016 and one of the biggest areas where we have witnessed this has been within the recruitment of new staff from College. These starting salaries have gone up to reflect the cost of living in Dublin and as a result of the battle between companies to attract the right talent at graduate level.

The broker market has probably seen the biggest growth and many companies are continuing to grow their teams. We have seen a trend in the tail end of 2015 and which continued into 2016, of brokers beginning to successfully tempt people away from Insurance companies and into the broker market. Along with this, we have also seen an increase on people staying within brokerage and not looking to move to Insurance companies.

## Expectations for 2017

2017 is looking at being one of the biggest years for Insurance in Ireland in a long time. With Solvency II having been implemented in 2016, the Central Bank are going to be stricter on the 2017 returns. Along with this everybody within the industry is waiting to see what happens with Brexit. This has the potential to be a huge positive for Ireland and early indications are that many companies would consider Ireland top of their list if they have to relocate within the European Union.

## About Insurance Compliance and Risk

Abrivia's Insurance, Compliance and Risk division is headed up by Tadhg Kearney. Tadhg Kearney is a Principal Lead within Abrivia and he heads up the Insurance & FS Desk. Tadhg has over 4 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.

Saving you time *via*  
Specialist Recruitment Teams

## INSURANCE, COMPLIANCE & RISK SALARIES

Sector	Dublin 2016	Dublin 2017	Regional 2016	Regional 2017
	€	€	€	€
<b>GENERAL INSURANCE</b>				
<b>Underwriting</b>				
Head of Underwriting	100K - 150K	100K - 150K	100 - 150K	100 - 150K
Underwriting Manager	80K - 100K	80K - 100K	80 - 100K	80 - 100K
Senior Underwriter	50K - 80K	55K - 85K	50 - 80K	55 - 85K
Commercial Underwriter	40K - 70K	40K - 75K	40 - 70K	40 - 75K
Personal Lines Underwriter	25K - 40K	27K - 45K	25 - 40K	27 - 45K
<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	50K - 65K	55K - 70K	50K - 65K	55K - 70K
Senior Claims Handler	40K - 55K	45K - 65K	40K - 55K	45K - 65K
Personal Injury Claims Handler	30K - 45K	35K - 55K	30K - 45K	35K - 55K
Property Claims Handler	25K - 34K	28K - 36K	25K - 34K	28K - 36K
Motor Claims Handler	25K - 35K	27K - 35K	25K - 35K	27K - 35K
Loss Adjuster	30K - 45K	30K - 45K	30K - 45K	30K - 45K
Claims Admin	25K - 30K	26K - 32K	25K - 30K	26K - 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 - 65K	50K - 65K	50K - 65K
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 - 55K	45K - 58K	45K - 55K	45K - 58K
Senior Pensions Administrator	37K - 47K	37K - 50K	37K - 47K	37K - 50K
Pensions Administrator	28K - 37K	28K - 38K	28K - 37K	28K - 38K
Life Administrator	28K - 35K	28K - 35K	28K - 35K	28K - 35K
<b>COMPLIANCE</b>				
Head of Compliance	90K - 130K	90K - 130K	90K - 130K	90K - 130K
Compliance Manager	65K - 80K	70K - 90K	65K - 80K	70K - 90K
Compliance Specialist	45K - 60K	45K - 65K	45K - 60K	45K - 65K
Compliance Executive	30K - 40K	30K - 45K	30K - 40K	30K - 45K

Sector	Dublin 2016	Dublin 2017	Regional 2016	Regional 2017
	€	€	€	€
<b>RISK</b>				
Chief Risk Officer	120K - 150K	120K - 150K	120K - 150K	120K - 150K
Senior Risk Manager	90K - 110K	90K - 115K	90K - 110K	90K - 115K
Risk Manager	70K - 90K	70K - 95K	70K - 90K	70K - 95K
Risk Specialist	40K - 55K	40K - 58K	40K - 55K	40K - 58K
Risk Executive	30K - 45K	35K - 48K	30K - 45K	35K - 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	60K - 90K	60K - 90K	60K - 90K
Underwriter	40K - 70K	40K - 70K	40K - 70K	40K - 70K
Junior Underwriter	30K - 45K	30K - 45K	30K - 45K	30K - 45K
Head of Claims	80K - 100K	85K - 100K	80K - 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	30K - 50K	35K - 55K	30K - 50K	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	50K - 75K	55K - 75K	50K - 75K	55K - 75K
Account Manager	50K - 60K	55K - 65K	50K - 60K	55K - 65K
Insurance Analyst	30K - 40K	34K - 45K	30K - 40K	34K - 45K
<b>BROKER</b>				
Senior Account Executive	60K - 70K	60K - 75K	60K - 70K	60K - 75K
Account Executive	40K - 55K	40K - 58K	40K - 55K	40K - 58K
Senior Commercial Account Handler	35K - 45K	34K - 48K	35K - 45K	34K - 48K
Commercial Account Handler	30K - 40K	30K - 42K	30K - 40K	30K - 42K
Personal Lines Handler	25K - 35K	26K - 38K	25K - 35K	26K - 38K
Business Development	35K - 55K	35K - 60K	35K - 55K	35K - 60K
Claims Manager	45K - 55K	45K - 55K	45K - 55K	45K - 55K
Claims Advisor	28K - 40K	30K - 42K	28K - 40K	30K - 42K



The theme within the Irish IT sector in 2016 was one of strong growth and further optimism for 2017. Running concurrently with this growth, hiring challenges remain for skillsets such as development, analytics, and IT security. In addition, a lack of suitably qualified candidates in particular skill areas have driven salary levels upwards.

*2016 was a year of excellent growth across virtually all sectors of the Irish IT market. The war for talent is intensifying and this is facilitating a candidate lead marketplace. In turn, salary levels across certain skillsets have witnessed increases. Coupled with this, organisations have expressed concerns around their abilities to scale up and deliver critical programmes of work due to the lack of available talent*

## TECHNOLOGY



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# T TECHNOLOGY

## 2016 in Review

2016 was a year of excellent growth across virtually all sectors of the Irish IT market. We started the year with forecasts that 80% of employers were expecting to invest in their IT function and we were not let down. The year was an excellent one for the IT industry with growth across virtually all sectors of the IT industry; most notably the development and IT security verticals.

The theme within the Irish IT sector in 2016 was one of strong growth and further optimism for 2017. Running concurrently with this growth, hiring challenges remain for skillsets such as development, analytics, and IT security. The war for talent is intensifying and this is facilitating a candidate led marketplace. In turn, salary levels across certain skillsets have witnessed increases. Coupled with this, organisations have expressed concerns around their abilities to scale up and deliver critical programmes of work due to the lack of available talent.

To combat the lack of readily available talent, organisations have begun to adapt their recruitment strategies. Quick interview turnaround times, employee value proposition programs and unique employer branding is at the top of the agenda. Businesses that don't ramp up their timeframes from job opening to job filled risk losing top talent to competitors. Also international recruitment continues to be on the up. Traditionally speaking, some of our clients that were closed to the idea of recruiting non-EU candidates (due to Visa implications), but with the lack of local supply, many organisations felt compelled to look further afield to source candidates for highly skilled roles.

## Expectations for 2017

In 2017 this sector intends to increase staff numbers aggressively with several respondents looking to increase head count by as much as 50%. This is significant since this sector contains the largest number of firms with establishment headcounts between 21-250 persons. This sector also expects to increase salaries, with 69% expect to grant a raise of at least 3% or higher. As expected, this grouping is very well educated. It is dominated by export-oriented firms and multinationals. As such the business practice norms appear to be determined by global corporate benchmarking points. Employees are generally pleased and expect salary increases. Employers expect to increase salaries and to increase staff establishment numbers. Ireland remains a leader in ICT with major Internet companies, Microsoft and Apple, locating in Ireland. The ongoing European Commission judgement against Ireland with respect to Apple is under appeal. Given the global market for talent in this area, ICT contains the most non-nationals.

Maximising your people investment *via*

Cultural Compatibility

Backed by a strong rebounding economy and Brexit, 2017 promises to be one of the strongest years to date for the Irish IT sector. As the war for talent intensifies, employers will be tasked with differentiating themselves from the competition in order to win talent. Resonating from last year, employer branding, utilising recruitment analytics, identifying new sourcing channels and repairing the candidate experience have all prevailed into 2016. This more buoyant market will make it more difficult for employers to source and onboard befitting candidates for their needs and also to retain top talent within the organisation.

Salaries and daily rates are likely to witness an upward curve again. There are indications that IT professionals will become more mobile and more open to explore opportunities, given the strength of the overall industry.

## About Abrivia Technology

Abrivia Technology is managed by Fiona Donegan and Andrew Meehan.

Fiona has over 17 years recruitment experience across the UK and Ireland markets. Fiona has implemented and overseen new and innovative delivery solutions to clients within the Technology sector. Specialist IT industry knowledge includes Telecoms, Banking, Engineering and Pharma. Fiona has worked as part of the EMEA implementation team for large Banking solutions. As the Director of Abrivia Technology Services she will be developing staffing solutions for small, medium, and large recruitment campaigns, flexing up and down in line with project deadlines.

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 2016	Dublin 2017	Regional 2016	Regional 2017
	€	€	€	€
<b>SENIOR APPOINTMENTS</b>				
CTO	120K - 180K	100K - 170K	110K - 160K	110K - 160K
Software Development Manager	90K - 150K	90K - 120K	80K - 135K	80K - 120K
Programme Manager	80K - 125K	90K - 125K	75K - 120K	85K - 120K
Project Manager	65K - 105K	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/ Business Intelligence	45K - 100K	45K - 100K	40K - 95K	40K - 95K
Technical Architect	65K - 120K	75K - 120K	60K - 110K	60K - 110K
Java/J2EE	40K - 95K	45K - 95K	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 - 60K	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 Technical Consultant	45K - 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 - 85K	45K - 75K	40K - 80K	40K - 80K

Sector	Dublin 2016	Dublin 2017	Regional 2016	Regional 2017
	€	€	€	€
<b>INFRASTRUCTURE / SUPPORT</b>				
Helpdesk/Desktop Support	30K - 50K	27K - 50K	25K - 45K	25K - 45K
Systems Administrator	40K - 60K	45K - 70K	35K - 55K	35K - 55K
UNIX/Linux Administrator	40K - 75K	45K - 70K	35K - 70K	35K - 70K
Network Specialist	40K - 85K	50K - 85K	35K - 80K	35K - 80K
Security Specialist	40K - 90K	45K - 90K	35K - 80K	35K - 80K
Virtualisation Specialist	40K - 85K	50K - 85K	35K - 80K	50K - 80K
Database Administrator	40K - 80K	60K - 80K	35K - 75K	45K - 75K
<b>QA / TESTING / LOCALISATION</b>				
Test/QA Manager	50K - 70K	55K - 80K	45K - 65K	50K - 70K
Test/QA Team Leader	45K - 60K	50K - 70K	40K - 55K	45K - 60K
QA Engineer	30K - 55K	35K - 60K	25K - 50K	30K - 55K
Localisation Engineer	22K - 40K	22K - 40K	22K - 40K	22K - 40K

Sourcing outstanding talent *via*  
Our Unparalleled Networks

## TECHNOLOGY CONTRACT RATES

Sector	Dublin 2016	Dublin 2017	Regional 2016	Regional 2017
	Rate € p/d	Rate € p/d	Rate € p/d	Rate € p/d
<b>SENIOR APPOINTMENTS</b>				
CTO	€700 - €1,400	€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 - €1,100	€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/ 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 2016	Dublin 2017	Regional 2016	Regional 2017
	Rate € p/d	Rate € p/d	Rate € p/d	Rate € p/d
<b>INFRASTRUCTURE / SUPPORT</b>				
Helpdesk/Desktop Support	€175 - €350	€175 - €350	€150 - €300	€150 - €300
Systems Administrator	€250 - €450	€250 - €450	€200 - €400	€200 - €400
UNIX/Linux Administrator	€300 - €500	€300 - €500	€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

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Specialist Recruitment Teams



## 2016 witnessed a steady rise in workload at many of the larger legal firms.

*The increase of M&A (Mergers & Acquisitions) seemed to be the main driver of growth in 2016, most notably in the Financial sector.*

LEGAL PRACTICE

AND IN HOUSE



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LEG

# LEGAL PRACTICE AND IN HOUSE

## 2016 in Review

2016 witnessed a steady rise in workload at many of the larger legal firms. This set a demand for these firms to grow their benefits and bonus packages and to put a greater emphasis on work life balance in order to entice strong candidates to consider new opportunities. We have also noted a trend in counter offers this year in the legal sector which resulted in an increase of salaries to retain quality staff members in 2016.

The increase of M&A (Mergers & Acquisitions) seemed to be the main driver of growth in 2016, most notably in the Financial sector. Career progression and an increase in salaries among senior professionals led to a lot of movement from Practice to In-House. This trend in turn led to a higher demand for talented, corporate legal PAs and company secretaries possessing advanced Excel and PowerPoint skills with the ability to manage extensive diaries for multiple partners.

In Practice, solicitors with technology experience were in high demand and banking and litigation experience also remained a strong requirement. 2016 was a good year for newly qualified solicitors as more small to medium sized practices have been expanding and looking to recruit strong graduates.

## Expectations for 2017

In 2017 this sector expects modest headcount increases and pay increases between 3-5%. Since this is a survey of firms the income for junior and senior counsels is more difficult to discern, though numbers at the Law Library continue to expand. This sector is the most insulated from the effects of Brexit. This may reflect two factors: one, that the legal profession is domestically-focused and two, the legal profession has a better understanding of the immediate and legally likely changes to trade and migration as a result of Brexit. Since the legal firms surveyed were dominated by service export-oriented organisations it is likely that the lawyers have a better understanding of what will happen as opposed to what might happen following the triggering of Article 50. The lawyers are the most keen on the introduction of the Swedish 6-hour workday and the most financially precarious of all the sectors. Employers find millennial lawyers very difficult to manage.

## PRIVATE PRACTICE

Sector	Dublin 2016	Dublin 2017	Regional 2016	Regional 2017
	€	€	€	€
<b>DUBLIN TOP 10 FIRMS REGIONAL UPPER TIER</b>				
Salaried Partner	180K - 400K	180K - 400K	135K - 190K	135K - 190K
Salaried Partner (entry level)	110K - 185K	110K - 185K	85K - 124K	85K - 124K
8PQE+	100K - 124K	100K - 124K	75K - 96K	75K - 96K
7PQE	80K - 110K	80K - 110K	70K - 85K	70K - 85K
5PQE	60K - 100K	60K - 100K	65K - 74K	65K - 74K
3PQE	60K - 82K	60K - 82K	40K - 55K	40K - 55K
2PQE	48K - 71K	48K - 71K	35K - 48K	35K - 48K
1PQE	48K - 67K	48K - 67K	35K - 45K	35K - 45K
NQ	44K - 56K	44K - 60K	30K - 40K	30K - 40K
Legal Exec [3 - 5]	33K - 37K	35K - 42K	27K - 35K	27K - 35K
Legal Exec [1 - 3]	26K - 32K	28K - 35K	23K - 28K	23K - 28K
Company Secretary Mngr	36K - 55K	36K - 55K	35K - 55K	35K - 55K
Company Secretary 2PQE	32K - 44K	32K - 44K	27K - 35K	27K - 35K
Company Secretary Qual	26K - 35K	26K - 35K	23K - 28K	23K - 28K
Company Secretary Trainee	25K - 27K	25K - 27K	25K - 25K	25K - 25K

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Outstanding Customer Service

## PRIVATE PRACTICE

Sector	Dublin 2015	Dublin 2016	Regional 2015	Regional 2016
	€	€	€	€
<b>DUBLIN 10 – 20 FIRMS REGIONAL SMALL TO MEDIUM</b>				
Salaried Partner	90K - 130K	90K-200K	80K - 90K	80K - 90K
8PQE+	90K - 115K	85K-150K	60K - 86K	60K - 86K
7PQE	80K - 95K	80K-95K	55K - 80K	55K - 80K
5PQE	55K - 85K	55K-85K	55K - 75K	55K - 75K
3PQE	40K - 75K	45K-75K	40K - 55K	40K - 55K
2PQE	38K - 64K	40K-65K	38K - 45K	38K - 45K
1PQE	45K - 55K	35K-60K	32K - 45K	32K - 45K
NQ	38K - 48K	40K-60K	32K - 42K	32K - 42K
Legal Exec [3-5]	30K - 48K	35K-55K	29K - 37K	29K - 37K
Legal Exec [1-3]	26K - 30K	26K - 30K	23K - 28K	23K - 28K
28K-33K	23K - 28K	24K - 29K	35K - 50K	35K - 50K
Company Secretary Mngr	36K - 50K	40K - 55K	35K - 50K	35K - 50K
Company Secretary 2PQE	32K - 35K	35K - 40K	27K - 35K	27K - 35K
Company Secretary Qual	26K - 33K	28K - 35K	23K - 28K	23K - 28K
Company Secretary Trainee	24K - 27K	25K - 30K	23K - 25K	23K - 25K

## IN HOUSE

Sector	Dublin 2016	Dublin 2017	Regional 2016	Regional 2017
	€	€	€	€
<b>IN HOUSE</b>				
Head of Legal	110K - 180K	110K - 200K	85K - 150K	85K - 160K
General Counsel	72K - 132K	75K - 135K	60K - 95K	60K - 100K
Senior Legal Advisor	70K - 95K	70K - 95K	56K - 74K	56K - 74K
Junior Legal Advisor	45K - 70K	45K - 70K	35K - 50K	35K - 50K
Company Secretary	70K - 98K	70K - 100K	30K - 49K	30K - 50K
Assistant Co Sec	48K - 64K	50K - 65K	28K - 42K	30K - 45K
Junior Co Sec	32K - 40K	35K - 40K	23K - 27K	25K - 30K

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Specialist Recruitment Teams



**With increased confidence in the economy, 2016 has been a busy year for the office support and legal secretarial sector.**

*Temporary and contract vacancies continue to be consistent in addition to strong growth in the permanent market.*

**OFFICE**

**SUPPORT**



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## OFFICE SUPPORT

### 2016 in Review

With increased confidence in the economy, 2016 has been a positive year for the office support sector. Similar to 2015, temporary and contract roles have remained consistent and there has been a noticeable increase in the number of permanent roles on the market. Legal Secretaries remain in demand both at a junior and more experienced level.

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 2015 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 2016 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, conveyances etc. Temp hourly rates remain unchanged for legal secretaries remain unchanged.

The temp and contract market has been busy in 2016, 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 2017

In 2017 this sector will expand numbers and increase salaries but employers expect modest, below 3% increases. Office support employees feel that they are least likely to see a salary increase.

### About Abrivia Office Support

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.

Michelle Earley also manages Abrivia's Office Support division. 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.

## OFFICE SUPPORT SALARIES

Sector	Dublin 2016	Dublin 2017	Regional 2016	Regional 2017
	€	€	€	€
<b>Office Support</b>				
Executive Assistant	35K - 55K	36K - 55K	35K - 50K	35K - 50K
Personal Assistant	30K - 50K	30K - 50K	28K - 45K	28K - 45K
Office/Admin Manager	32K - 45K	33K - 45K	26K - 40K	26K - 40K
Legal Secretary (3+yrs)	33K - 46K	34K - 46K	25K - 38K	25K - 38K
Legal Secretary (0-3yrs)	23K - 34K	23K - 34K	22K - 32K	22K - 32K
Secretary (3yrs+)	30K - 45K	30K - 45K	25K - 35K	25K - 35K
Secretary (0-3yrs)	23K - 32K	24K - 32K	22K - 30K	22K - 30K
Receptionist (3+yrs)	25K - 35K	25K - 35K	24K - 32K	24K - 32K
Receptionist (0-3yrs)	21K - 26K	21K - 26K	20K - 24K	20K - 24K
Administrator (3+yrs)	26K - 38K	26K - 38K	22K - 30K	22K - 30K
Administrator (0-3yrs)	20K - 30K	20K - 30K	20K - 25K	20K - 26K
Data Entry Clerk	20K - 27K	20K - 27K	20K - 23K	20K - 23K
Sales Support Administrator	24k - 35K	25K - 35K	22K - 32K	22K - 32K

Engaging relationships *via*  
Collaboration and Partnerships



The demand for skilled digital professionals continues to outstrip the supply of these professionals.

SALES &

MARKETING



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## SALES & MARKETING

### 2016 in Review

Recruitment throughout 2016 in marketing was most active in the Dublin market with many new roles emerging across brand management, channel marketing, advertising, and, in particular, digital and online marketing. A notable trend has been sales and marketing professionals moving from telecommunications into the software sector, where the salaries are generally higher and their skills are easily transferable. In summary, there has been consistent growth throughout the year in all sectors. The most noticeable growth has been in the creative and digital space where salaries have increased between 10-15% on the previous year.

Whilst there was consistent growth throughout the year, the second half of the year saw a number of roles arise within the Ecommerce area and this is set to continue into 2017. Companies are not just looking for creative Marketing professionals but also for candidates who can demonstrate strong commercial acumen and can drive revenue. 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. There is more of a focus on candidates who have strong shopper marketing experience but companies are still looking for strong candidates within category management. With the lack of talent in this area, companies are willing to consider those candidates who are analytical and can provide insights and drive sales. The Financial and Banking sectors has 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.

One aspect that has strongly emerged this year is the length of Recruitment processes. More companies are looking to conduct case studies/ presentations for second round at all levels and psychometric testing has now become the norm. But candidates are also becoming a lot more selective. Whilst basic salary is an important component, other elements including pension benefits, opportunities for flexible working and a good work/life balance can be equally as important (a lot more candidates especially those with a family who have a work from home option see this as a real plus and want to maintain this work/life balance). Travelling to and from work is becoming more of an issue and up to 25% of companies have reported becoming more flexible in this regard allowing employees to start/ finish earlier.

The demand for skilled digital professionals continues to outstrip the supply of these professionals. Across SMBs through to large Corporates, digital skills are in short supply. Organisations are looking to digitally transform their sales & marketing function and require skills in key areas such as 'SEO', 'PPC', 'SEM', Social-selling and Video-marketing. Salaries in this sector continue to rise and the right candidate can expect an attractive salary and benefits package.

Multi-lingual Inside Sales roles selling Cloud-based solutions are always in demand. The past 5 years has seen several new and exciting Companies enter the market. These companies offer attractive benefit packages & innovative working environments with exciting opportunities to transfer to other countries and gain international experience. Traditional software companies continue to transition to a SaaS Cloud model and require well-educated dynamic sales people.

## Expectations for 2017

Whilst there is growth forecasted for next year, there is some caution in the marketplace with the upcoming Brexit- up to 400,000 jobs depend on trade between Britain and Ireland and Irish economic growth could be down to 2.4% next year-a significant fall from 2016. But whilst there exists a positive yet cautious optimism, employers are becoming more and more selective. Attracting and retaining top talent will be a top priority for 2017.

The second half of this year saw an increased number of contract roles in all sectors but especially at a Marketing Executive level and there is a real uplift in Digital Marketing roles and the most sought after professionals are Ecommerce professionals; strong National Account Managers in both the B2B and B2C sector and ambitious Category Managers within the FMCG sector- all our indicators are that this trend will continue in 2017.

In 2017 the Sales sector will continue to expand numbers and increase salaries. Most increases will be to a maximum of 5%. Sales is one of the sectors most fearful of the impact of Brexit. Clearly sales see damage to their profitability from the UK leaving the EU. Human capital requirements are less onerous in this sector in comparison to others in this survey. Sales firms are equally oriented towards domestic and international activity. It also has the highest proportion of staff leaving due to organizational culture issues.

In 2017 the marketing sector will continue to expand numbers and increase salaries. Salary increases are expected to be aggressive, with 42% expecting to increase by 3-5% and an 42% by more than 5%. Along with the sales sector, marketing fears the most from Brexit in terms of profitability and pay. This sector is largely domestically focused. Marketing has the greatest difficulty with millennials after the legal profession. This sector is also strongly against the idea of the Swedish 6-hour workday.

2017 promises to be an exciting year. We expect to see increased mainstream requirements for roles in virtual & augmented reality, artificial intelligence and the internet of things (IOT). These newer technologies are at the cusp of having a significant transformational impact on many industries and these roles will continue to be defined as 2017 progresses.

From our recent salary survey; most companies have indicated that they will look to hire again in the new year but companies are becoming increasingly selective about who they hire. For example in the FMCG market; clients want to see candidates who have proven experience and not just the relevant experience but still have the drive to succeed.

Whilst 2016 saw a rise in start-ups, a number of these companies have found that they need offer more favourable conditions (work from home, career progression, strong overall remuneration packages). Also, 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 if the right opportunity arises- career progression and company culture have been cited as two key reasons for considering a move. Companies are re-investing in marketing and looking to grow their marketing teams, which is a positive indicator for 2017.

## 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 &amp; MARKETING SALARIES

Sector	Dublin 2016	Dublin 2017	Regional 2016	Regional 2017
	€	€	€	€
<b>SALES ICT</b>				
Sales Director	100K - 160K	110K - 180K	85K - 130K	85K - 150K
Sales Account Director	75K - 120K	80K - 130K	80K - 110K	80K - 140K
Sales Manager	60K - 90K	65K - 100K	65K - 75K	70K - 90K
Corporate Account Manager	50K - 80K	50K - 90K	45K - 65K	50K - 70K
Account Manager	30K - 65K	35K - 70K	25K - 50K	25K - 55K
Business Development Manager	35K - 70K	40K - 75K	35K - 50K	40K - 60K
Internal Account Manager	25K - 45K	30K - 50K	20K - 45K	25K - 50K
Telesales – Outbound	25K - 40K	25K - 45K	25K - 35K	30K - 40K
Telesales – Inbound	25K - 40K	30K - 45K	25K - 35K	25K - 50K
<b>MARKETING ICT</b>				
Marketing Director	85K - 120K	90K - 130K	75K - 90K	80K - 95K
Marketing Manager	70K - 90K	75K - 95K	65K - 75K	70K - 80K
PR / Communications Manager	65K - 75K	70K - 80K	55K - 65K	60K - 75K
Product / Brand Manager	55K - 70K	60K - 80K	50K - 60K	55K - 65K
Marketing Executive	35K - 55K	40K - 70K	35K - 50K	40K - 60K
<b>SALES SERVICES / B2B</b>				
Sales Director	100K - 180K	100K - 200K	95K - 130K	100K - 140K
National Sales Manager	70K - 100K	70K - 110K	60K - 80K	65K - 90K
Regional Sales Manager	55K - 85K	60K - 100K	50K - 60K	55K - 70K
Key Account Manager	45K - 65K	45K - 70K	45K - 55K	50K - 75K
Business Development Manager	45K - 60K	50K - 70K	40K - 55K	45K - 70K
Telesales – Outbound	25K - 35K	30K - 45K	20K - 30K	20K - 40K
Telesales – Inbound	25K - 35K	30K - 45K	20K - 30K	20K - 35K
<b>MARKETING SERVICES / B2B</b>				
Marketing Director	90K - 120K	90K - 130K	75K - 100K	75K - 110K
Marketing Manager	65K - 90K	65K - 100K	60K - 80K	65K - 90K
PR / Communications Manager	65K - 75K	70K - 90K	55K - 70K	55K - 80K
Product / Brand Manager	55K - 70K	60K - 75K	55K - 70K	60K - 80K
Marketing Executive	35K - 50K	40K - 55K	30K - 40K	30K - 45K

Sector	Dublin 2016	Dublin 2017	Regional 2016	Regional 2017
	€	€	€	€
<b>SALES FMCG</b>				
Sales Director	65K - 100K	70K - 110K	60K - 80K	70K - 80K
National Sales Manager	55K - 90K	65K - 100K	50K - 60K	60K - 70K
Regional Sales Manager	55K - 70K	65K - 80K	45K - 55K	55K - 65K
Key Account Manager	50K - 70K	60K - 70K	45K - 65K	55K - 75K
Territory Manager	40K - 60K	50K - 70K	35K - 55K	45K - 65K
Sales Representative	30K - 45K	40K - 55K	30K - 40K	40K - 50K
Van Sales	30K - 45K	40K - 55K	30K - 40K	40K - 50K
Merchandiser	25K - 35K	35K - 45K	20K - 35K	35K - 40K
Telesales	25K - 35K	35K - 45K	25K - 40K	35K - 40K
<b>MARKETING FMCG</b>				
Marketing Director	90K - 120K	100K - 130K	75K - 90K	85K - 100K
Marketing Manager	65K - 80K	75K - 90K	55K - 65K	65K - 75K
Brand Manager	55K - 70K	65K - 80K	45K - 55K	55K - 65K
Assistant Brand Manager	40K - 55K	50K - 65K	35K - 45K	45K - 55K
Category Analyst	35K - 50K	45K - 60K	25K - 40K	35K - 50K
<b>SALES MEDICAL/PHARMA</b>				
Sales Director	70K - 110K	80K - 120K	65K - 90K	75K - 100K
National Sales Manager	50K - 80K	60K - 90K	50K - 70K	60K - 80K
Account Manager	50K - 65K	60K - 75K	45K - 60K	55K - 70K
Business Development Manager	45K - 60K	55K - 70K	40K - 55K	50K - 65K
Sales Representative	25K - 40K	35K - 50K	20K - 30K	30K - 40K
Telesales	25K - 40K	35K - 50K	25K - 35K	35K - 45K
<b>MARKETING MEDICAL/PHARMA</b>				
Marketing Director	80K - 120K	90K - 130K	75K - 100K	85K - 100K
Marketing Manager	65K - 75K	75K - 85K	60K - 80K	70K - 90K
Brand Manager	55K - 65K	65K - 75K	50K - 65K	60K - 75K
Product Manager	55K - 70K	65K - 80K	55K - 70K	65K - 80K
<b>SALES FS/INSURANCE</b>				
Account Manager / Director	110K - 140K	115K - 145K	90K - 120K	100K - 130K
Area Sales Manager	65K - 90K	75K - 100K	65K - 75K	75K - 85K
Sales Manager	60K - 90K	70K - 100K	50K - 60K	60K - 70K
Business Development Manager	55K - 85K	65K - 95K	44K - 60K	50K - 65K
Sales Representative	40K - 50K	50K - 60K	50K - 60K	55K - 65K
Telesales	25K - 35K	35K - 45K	20K - 30K	30K - 40K



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**ABRIVIA**  
Futures Secured





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# ABRIVIA

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