

Salary Survey 2020

ABRIVIA
Futures Secured

Contents

Welcome	3
Introduction	4
About Us	5
Economic Commentary	6
HR commentary	25
Accountancy - Industry and Commerce	28
Accountancy - Financial Services	34
Office Support	39
Insurance, Compliance & Risk	41
Technology	44
Multilingual, Call Centre & Customer Care	50
Sales & Marketing	53

Welcome

Welcome to the *Abrivia Recruitment Salary Survey 2020*. This is our 10th such survey! As ever we are delighted to share with you our market knowledge that has been built up now over 15 years in the Irish recruitment market.

To compliment the survey and to look to add maximum value to you, we have taken contributions from other subject matter experts outside of the business. So along with our experienced team of Recruitment Consultants (the team of Associate Directors and myself have combined over 50 years recruitment and human capital solutions exposure), we have complimentary insights from Na Fu - Associate Professor in Human Resource Management, and Director, MSc Human Resource Management (Trinity College) and Charles Larkin - Director of Research at the University of Bath and Research Associate, School of Business, Trinity College Dublin.

The recruitment sector has always been a “bell weather” for the economy at large in Ireland. To this end I have to confess being contacted by other CEO’s throughout 2019 looking to get the “temperature” of the economy at large. Certainly, during the downturn in 2008 the recruitment sector was one of the first markets to see an abrupt slowdown in hiring activity. To this end I am delighted to say that there was no let-up in hiring from our clients during 2019. Talk of Brexit and its impact initially at any rate were overstated certainly from a resourcing potential perspective.

On the economy at large, the European Commission increased Ireland’s growth forecast for 2019. In its autumn 2019 Economic Forecast, it predicts that Irish gross domestic product (GDP) will grow to 5.6% for 2019. The good news is that is up from a predicted rise of 4% in its summer forecast, and the highest in the European Union for 2019. This compares very favourably to a predicted EU average growth rate of 1.4% for this year and for 2020 and 2021.

GDP growth in Ireland is expected to moderate to 3.5% in 2020 and to 3.2% in 2021, on the back of increasing capacity constraints and an expected slowdown in Government expenditure. Looking ahead all of the above augurs well for the growth of the Irish economy and our clients at large.

We look forward to working with all our clients and prospective clients in 2020. We are delighted to continue to support you in what we believe to be one of the most important resources a company may have - its people! We will continue our mission to source, attract and onboard outstanding talent on your behalf.

Warm regards,

Donal O’Brien
Managing Director



**Irish gross GDP
growth in 2019**

Introduction

Donal holds a BA in Accountancy and Finance from Dublin City University and trained as a Chartered Accountant with a Top 10 Global Accountancy Firm. He now has over 15 years' recruitment and human capital solutions experience. He is acknowledged as one of the leading experts in the recruitment market in Ireland, by clients and journalists alike. He is frequently contacted by journalists who wish to seek his professional opinion on matters related to recruitment, its impact on the economy and a commentary on emerging trends in the human capital market. He is the Founder and Director of Abrivia Recruitment.

Donal is also a Fellow of the National Recruitment Federation of Ireland. He has worked with many of the leading blue chip and multinational clients both in Ireland and internationally. He has developed outstanding relationships with these companies over an extended period. Assignments that he has worked on for his clients have included:

- Executive Search
- Multinational start-ups (FDI)
- Advertised Selection
- Outplacement Engagements
- Psychometric Testing
- High volume Campaigns

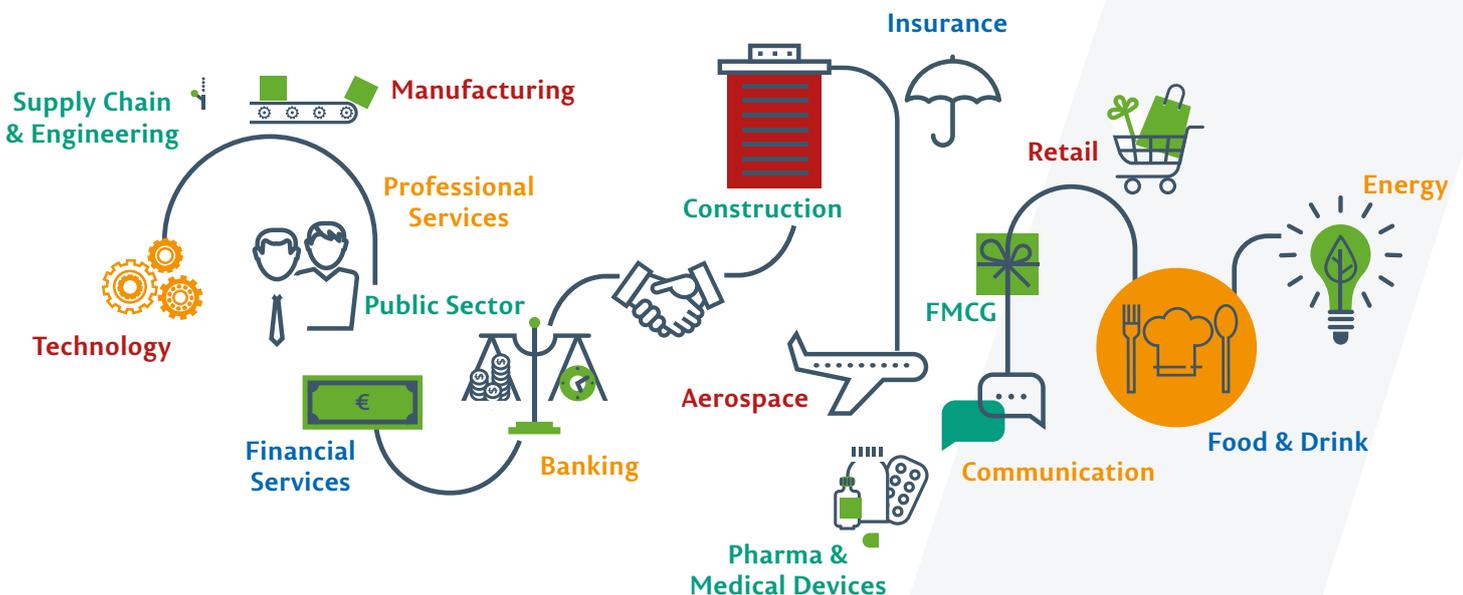


Introducing Donal O'Brien
Managing Director
Abrivia Recruitment Specialists

Menu of Services

Contingency Recruitment	Executive Search
Advertised Selection	Temporary & Interim Solutions
Response Management	Outplacement Services
Salary Benchmarking	Talent Mapping

Abrivia Supports the following Industry Verticals



About Us

Key Milestones



Founded in
2006



2987
Placements



18
Specialist recruitment
Consultants



7
Dedicated Teams



187,296
Candidate Database

Abrivia Organisational Structure

PROFESSIONAL SERVICES GROUP	TECHNICAL SERVICES GROUP	COMMERCIAL SERVICES GROUP
Accountancy, Finance & Tax	IT	Human Resources
Banking & Financial Services	Telecoms	Sales & Marketing
Insurance & Actuarial		Office Support & Multilingual

Awards and Corporate Social Responsibility

AWARDS



SHORTLISTED
RECRUITMENT INDUSTRY AWARDS 2015



AWARDS
WINNER OF SMALL AGENCY OF THE YEAR

STRATEGIC PARTNERS



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

CORPORATE SOCIAL RESPONSIBILITY



Economic Commentary

Introductory Commentary

The Irish economy is currently operating at near full employment with extremely tight labour market conditions. Those labour market conditions have not resulted in a dramatic increase in domestic wages due to policy constraints brought about from lessons during the 2008-2013 crisis. FDI sector employees are paid internationally-benchmarked wages and reflect labour productivity as opposed to local economic conditions.

There are a series of economic challenges for the Irish economy that need to be addressed but the current conditions are largely positive for the Irish economy. The economy is at or near full employment on a national basis. The ongoing disparity between the greater-Dublin area and the rest of the country continues to manifest itself in terms of an employment gap, with other parts of the country have unemployment rates can be in excess of 2% points higher than the national average.

The Fiscal Advisory Council has repeatedly highlighted concerns with respect to expenditure growth and a worrying reliance of corporate tax windfall to square the fiscal circle when faced with overruns, known to the Department of Public Expenditure and Reform as “Supplementary Estimates”. Spending overruns by the Department of Health have been particularly acute. The 2018 and 2019 costs were able to not have a detrimental impact on the budget deficit position due to the buoyance of these windfall corporate tax receipts. Geopolitical conditions in Brussels and Washington, as well as the financial performance of these companies means that Ireland should not base its fiscal policy on current corporate tax receipts. Such a policy would be akin to the policies of the boom period, which allowed temporary surges in VAT, Stamp Duty and income tax to be interpreted as permanent, subsequently requiring a sharp contraction in expenditure. This constitutes, with Brexit, the single largest risk to the Irish economy.



Charles J. Larkin, B.A. (Mod.), Ph.D. [TCD]

Director of Research, Institute for Policy Research, University of Bath, Bath, UK

Research Associate, School of Business, Trinity College Dublin, Dublin 2, Ireland

Adjunct Lecturer, MA Global Security Studies, Johns Hopkins University, Baltimore, MD, USA

Table 1: The OECD November 2019 outlook presents a moderated but largely sanguine economic outlook.

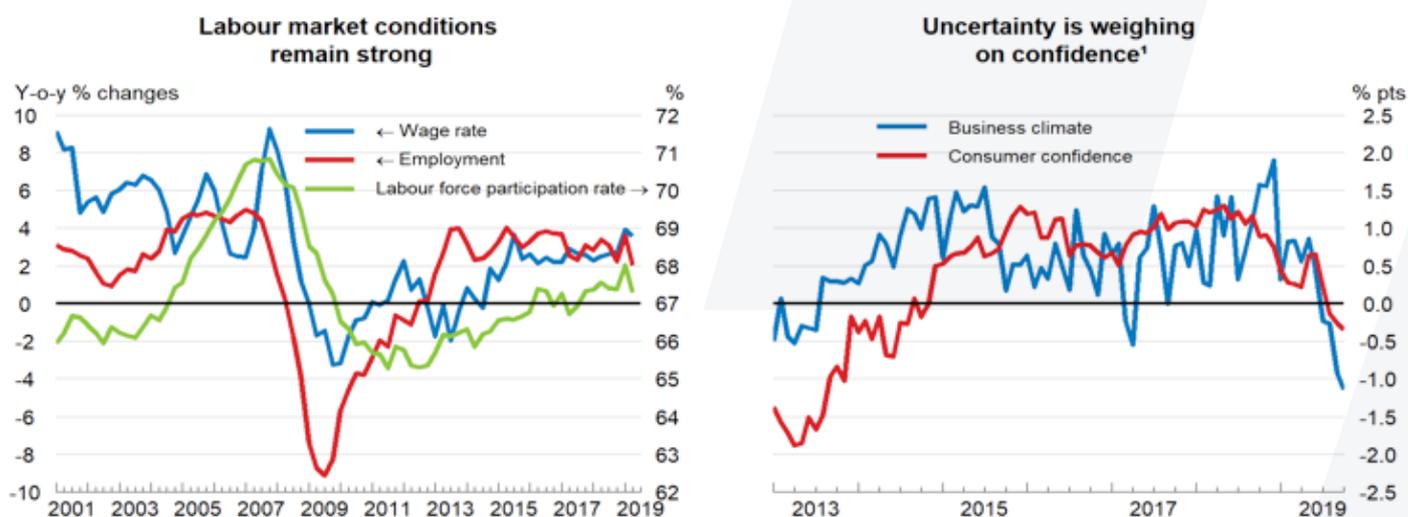
	2016	2017	2018	2019	2020	2021
Ireland	Current prices EUR billion	Percentage changes, volume (2017 prices)				
GDP at market prices	271.4	8.1	8.3	5.6	3.3	3.0
Private consumption	91.8	3.3	3.4	2.6	2.4	2.3
Government consumption	33.5	3.5	4.4	4.0	4.3	4.1
Gross fixed capital formation	96.6	-7.1	-20.6	39.2	-26.9	4.5
Final domestic demand	221.8	-1.2	-5.2	17.5	-8.5	3.3
Stockbuilding ¹	6.6	1.3	-2.4	2.1	0.3	0.0
Total domestic demand	228.5	11.4	-6.4	22.2	-7.9	3.2
Exports of goods and services ²	328.0	9.1	10.4	10.0	4.8	4.4
Imports of goods and services	285.1	0.9	-2.9	20.6	-4.7	5.1
Net exports ¹	42.9	10.0	15.5	-6.1	10.8	0.9

Memorandum items						
GVA3, excluding sectors dominated by foreign-owned multinational enterprises	-	8.1	8.3	3.9	3.8	3.3
GDP deflator	-	1.1	0.8	0.9	2.0	2.5
Harmonised index of consumer prices	-	0.3	0.7	0.9	1.7	2.2
Harmonised index of core inflation ⁴	-	0.2	0.3	0.9	1.7	2.2
Unemployment rate (% of labour force)	-	6.7	5.7	5.3	4.8	4.6
Household saving ratio, net (% of disposable income)	-	6.0	5.8	5.8	5.6	5.2
General government financial balance ⁵ (% of GDP)	-	-0.3	0.1	0.3	0.5	0.7
General government gross debt (% of GDP)	-	77.4	76.0	71.4	66.6	65.4
General government debt, Maastricht definition (% of GDP)	-	67.8	63.6	59.0	54.2	53.0
Current account balance (% of GDP)	-	0.5	10.6	1.4	9.6	9.9

- Contributions to changes in real GDP, actual amount in the first column.
- So called “contract manufacturing” (exports of goods produced abroad under contract from an Irish-based entity) by multinational enterprises is assumed to remain at the 2019 level in 2020 and 2021.
- Gross value added. Data for 2017-2021 are OECD ‘s estimates.
- Harmonised index of consumer prices excluding food, energy, alcohol and tobacco.
- Includes the one-off impact of recapitalisations in the banking sector.

Source: OECD Economic Outlook 106 database. November 2019

Figure 1: The OECD on Labour Market Conditions and Consumer and Business Uncertainty



Source: OECD Economic Outlook 106 database; and European Commission, Economic Sentiment Indicator. November 2019.

Brexit

The main consideration will be Brexit. The EU Withdrawal Agreement has not been changed and the UK government has not put forward any written proposals for modification. While the UK parliament has passed legislation to prevent a “Hard Brexit” the maximum it can request is a 4-month extension to 31 January 2020 from the European Council. This process must be completed by 19 October. If the European Council offers an alternative date the UK prime minister, he will either accept or seek approval from the House of Commons. If the Withdrawal Agreement is approved the UK transition period ends 31 December 2021.

The Irish Government has stated that it will be following a “No Deal” approach to implementing Budget 2020. This will allow for a 0.5% to 1.5% of GDP deficit. This is a modest deficit that will be allowed for the purposes of ensuring resources are available to mitigate the consequences of a “Hard” Brexit. Much of the non-agricultural sector support will be drawn from Ireland’s own resources. The OECD see a 1.5% downward shock to GDP in year 1 of a “Hard Brexit”.

While the conversation to date has focused on the very real threat of a “No Deal” Brexit, there is an additional challenge facing Ireland even with a deal. The transition period for the UK is until 31 December 2020. This is the window of time from the point of the Withdrawal Agreement being actioned (at the time of writing, 31 January 2020) and the finalisation of a new trading relationship with the European Union was initially modelled as being 2 years, but has been truncated as a result of extensions. The EU may extend the transition period in the case of the Withdrawal Agreement being accepted, but it is unknown what the circumstances will be in the context of a “No Deal” The typical international trade deal takes between 3 to 5 years and the current time frame could only be considered to be feasible if the UK maintains close regulatory alignment with the EU and avoids a negotiating strategy that opens with a “Singapore upon Thames” statement of a pure laissez-faire regulatory framework. Firms that are “registered bodies” and apply “CE” marks to their products have already moved or have decided to leave the UK. Warehousing has become an issue for many producers and suppliers throughout the UK. Logistics has become a major consideration for all those impacted by Brexit. Present EU rules place strict limits on lorry driver tachographs, which in the absence of the UK land bridge, result in higher costs for producers initially and later to consumers. The UK is looking to relax certain competition policy rules, allowing greater coordination between retailers to ensure stable supplies of foodstuffs and medicines. The complexity and gravity of the situation for the UK should not be underestimated.

Trade deals are also very complicated. The negotiating position of the United States with respect to the UK is unclear but the US House of Representatives, which would be a necessary approving body, have made it clear that it would not accept a new bilateral trade deal brokered by the Trump Administration White House with the UK. Other countries with bilateral deal with the EU, such as Canada and Japan, will be cautious of doing a new deal with the UK until the UK and EU have concluded their negotiations. It should be taken, given the political strategy taken by the UK government since June 2019 that Brexit will not be an event but a state of

being for the Irish economy into the medium-term future. The present uncertainty will continue for firms, regulators and citizens into 2021 at a minimum.

Ireland has prepared itself for most foreseeable eventualities with respect to a “No Deal” Brexit. The HPR and other regulatory bodies have ensured that medicines and medical devices will have compliant, quality-assured supply chains and that these essential products will be available. A “whole-of-government” approach has been taken by the Irish government and with continuous oversight and input from the Department of Taoiseach. While there may be some delays and logistical problems, work has been done to make things as seamless as possible.

In certain areas things are more complex. The UK and Ireland extensively share data for security and criminal justice purposes, some 72,000 items of data annually. Existing structures, such as the European Arrest Warrant will cease and the UK’s relationship with Ireland, which by necessity of Northern Ireland is very close, will revert to statutory structures dating to the late 1950s. The PSNI have already begun the process of recruiting 300 more officers to meet known increases in service demand as a result of Brexit. It is important to note that both An Garda Síochána and the PSNI have indicated to London officials that they are a police force operating with the cooperation and support of the community and not a border force and should not be forced to become one. It is important to note that the entire superstructure of North-South cooperation is built on the premise of EU membership and access to EU (i.e. ECJ) legal remedies.

On the matter of the Common Travel Area, the Memorandum of Understanding with the Cabinet Office signed by Minister Coveney, resolves, as far as possible, the Ireland-UK citizen movement question. Irish citizens will be able to move freely between the UK and Ireland and receive services, such as NHS coverage, in the UK. The same will apply to UK citizens in Ireland. The exiting framework for access to civil and political rights will be maintained. This arrangement does not apply to citizens of other countries resident in the UK and Ireland. A very precise statement on the future of the Common Travel Area has been provided by Prof. Imelda Maher (UCD) to the Joint Oireachtas Committee on Health and would be a useful informal guide to employers and recruiters to understand the implications of the new Memorandum of Understanding and the post-Brexit Common Travel Area. UK-Ireland labour market flexibility will be more constrained, with Ireland affording EU and UK citizens civil and political rights and a right to work and the UK affording a clear set of civil, political and labour market rights to *Irish citizens* and a yet to be determined status but with clearly divergent labour regulations and rights.

Returning to the overall question of the economy, it should be noted that Ireland’s government balance excluding interest costs has been largely constant since 2015, remaining largely flat around 2.6% of GNI*. (GNI* is the gross national income macroeconomic statistic that corrects for the role of multinationals in current national accounting statistics.) While Ireland’s economic conditions continue to look positive in terms of GDP, this is artificially inflated by the nature of transfer pricing, contract manufacturing, aviation

While Ireland’s economic conditions continue to look positive in terms of GDP, this is artificially inflated by the nature of transfer pricing, contract manufacturing, aviation leasing and the on-shoring of intellectual property.

leasing and the on-shoring of intellectual property. This has placed Ireland in a precarious situation as it has brought unwanted attention to the Irish tax regime and to the problem of so-called “phantom FDI”. In terms of the national fiscal position, Ireland is not as robust as headline figures would initially present, with the net debt position of the country being at 89.9% of GNI*, placing Ireland in the same category as Belgium and France. In terms of GDP, Ireland is below the Fiscal Rules threshold of 60% at 54.8%.

The importance of compliance with the EU Fiscal Rules cannot be underestimated. The current policies related to expenditure in health, education and capital projects are all related to their potential implications for the national fiscal position. The importance of compliance with the fiscal rules extends to individual aspects of expenditure policy, such as the lack of a lending framework for the Institutes of Technology and the Technological University. The 44-place decline of Trinity College Dublin will have implications for the educational “brand” of Ireland and may cause disquiet amongst FDI firms reliant upon highly-skilled human capital. The Government has requested that the Cassels Report be reviewed by the European Commission on the future of funding postsecondary education, requesting that the Commission’s review eliminate the Further Education and Higher Education divide and seek a sustainable financial solution to a combined postsecondary Further & Higher Education space to report by July 2020. The government’s human capital initiative is aimed at addressing skill needs for industry but has been criticised for lacking adequate funding and scope. Warnings of this decline, such as that by University of Bristol president, Prof. Hugh Brady, at the British-Irish Chamber of Commerce highlighted the matter in the national press. The impending move of the UK out of the EU higher education and research system has increased calls from the British-Irish Chamber, British and Irish universities for consortia solutions that maintain and enhance UK-Ireland linkages. The deterioration of the post-secondary sector should be considered a risk to future graduate quality and Ireland’s reputation with FDI firms.

Global Outlook

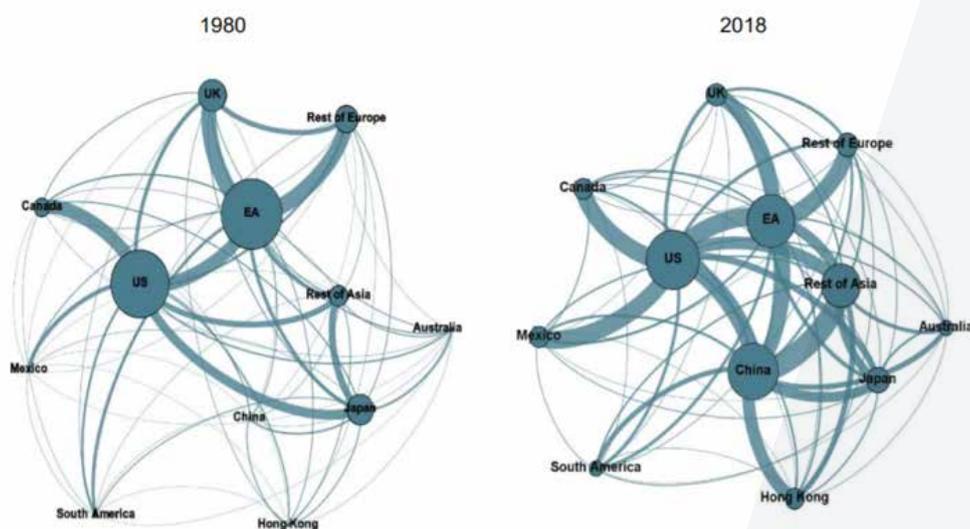
The global situation shows signs of economic slowdowns, mostly brought about by external policy conditions such as the uncertainty that continues to surround Brexit and the ongoing trade war between the United States and China. US economic pressures have been mounting and the US Federal Reserve and other central banks have responded by reducing interest rates and the ECB's policy has been entitled "QE-Infinity". The continued effectiveness of these policies remains a question at this point but they are being seen as initial monetary responses to the deterioration of the general macroeconomic conditions and as a hedge against political instability driving the business cycle.

The impact of QE on other asset classes should be considered. While price inflation has been modest, other assets have increased in price due to the impact of QE. Housing is one area, especially in the UK. In Ireland a combination of supply constraint and changes in the income elasticity of renters has resulted in Dublin taken on a "San Francisco of Europe" status. While homeless figures have levelled at around 10,200 there is little sign of decline. This is a dramatic change from around 1,500 in 2010. The ongoing housing crisis in Dublin has implications for competitiveness of the Irish economy.

The recent attack on Saudi Arabia had the potential to create a spike in oil prices. Generally, it takes 5 months before oil price shocks to affect the real economy. In the case of the Irish economy that may be quicker due to the near 100% dependence of Ireland on imported energy. A Hard Brexit would also be damaging to the Irish energy market due to ending the single market for electricity on this island.

The final economic consideration is the role of machine learning and artificial intelligence on the labour market. This could be the subject of a wider commentary but a useful and relevant set of quotes on the impact in financial services are provided from a recent (July 2019) OECD report of the role of AI in society. AI has the potential at first to be moderately disruptive and then highly disruptive to the position of accountancy and most importantly accounting technicians. Repetitive, complicated tasks that apply clear rules (i.e. an algorithm) will be the first "white collar" tasks to be automated via AI and machine learning. This has the potential to disrupt the client-base in the FIRE sector (Finance, Insurance and Real Estate). This will mean that the value-added prospect for an accounting technician will have to exist in addition to what can be completed via the application of capital ICT investment. In certain cases, as in the productivity puzzle in the UK, the nature of the market conditions may encourage the substitution of labour for capital, especially if that labour is in receipt of low wages and accepting of high wage volatility. The Irish labour market is different, and while underemployment of graduates remains high at 36% (similarly high in the UK), the labour market conditions in the UK are not found here as labour regulations are tighter and there is a more comprehensive and supportive system of taxes and transfers.

Chart 28: Global trade network in 1980 and 2018



Sources: IMF Direction of Trade Statistics and Bank of England calculations.
Notes: Line thickness is proportional to total goods trade between regions. Circle size is proportional to regions' total goods trade with the other regions shown in the chart. Data based on nominal US dollars.

Source: <https://www.bankofengland.co.uk/-/media/boe/files/speech/2019/climbing-the-jobs-ladder-speech-by-andy-haldane.pdf?la=en&hash=427F17CEDFEC6AE82075792F82238C96006F65BC>

The implications for the accounting profession are largely in the form of exogenous impacts on practices. Small practices will see pressures rise with respect to new trading and regulatory frameworks for their clients with deep UK links. Larger practices that are deeply involved in the multinational sector will have to look potential changes in the US and EU approaches to the taxation of intellectual property and other intangibles. This is largely out of the control of firms and practicing accountants but the profession can provide guidance to policymakers as how to mitigate the risks to the industrial policy of the country and disruption to the sector. Irish firms will need to become more international over the next few years, reflecting the larger trend of globalization and the “Pivot East” strategy with the rise of China. This will require new skills for the accounting profession which has traditionally worked with American and European counterparties.

As was the case in the last downturn there is the potential for accounting professionals to suffer out-of-pocket costs in the winding-up of going concerns. The matter was raised several times during the legislative changes made to personal insolvency and bankruptcy but a satisfactory solution to all parties has yet to be concluded.

Are the Droids Taking Our Jobs?

The short answer for the accounting profession is probably. While there are disputes on the speed and volume of the change, there is general agreement that here-to-fore complex but largely algorithmic tasks will be subject to the implications.

While the OECD does not see the same level of job destruction as McKinsey and others the impact on the labour market should not be ignored. Even where jobs are not destroyed there exists a wage effect. Work by MIT’s Daron Acemoglu and Pascual Restrepo illustrates the presence of robots and automation having a depressive effect on wages. Providing a product that adds value and is difficult to automate via machine learning or statistical analysis (see explanation diagrams) will ensure that most effective insurance against disruption. An effective policy of lifelong learning will be the starting point of ensuring labour market relevance.

Building on work done by Prof. John Heywood of Trinity College Dublin for the American Society for Engineering Education, the pressures of digital change and automation have significant implications for the professions.

Foroohar points out that in the U.S. the possession of a graduate qualification is no longer a ticket to social mobility indeed it “can result in downward mobility”.¹ Robert Reich² public servant and economist takes a slightly different view. “the demand for well-educated workers in the United States seems to have peaked around 2000 and then fallen as the supply of well-educated workers has continued to grow [...] since 2000 the vast majority of college graduates have experienced little or no income gains at all [...] To state it in another way, while college education has become a pre-requisite for joining the middle class, it is no longer a sure means of gaining ground once admitted to it”.³

Foroohar points out that between now and 2024 America will create 14, 000,000 jobs. They will nearly all require at least a two-year associate’s degree, a consequence of which is that community colleges should become “the new high schools”- “a basic necessity for every American”.

Support for this argument comes from data about the U.S. workforce.⁴ About a third of new jobs up to 2020 will require no more than an associate degree but they will require something more than a high school diploma.⁵ These jobs have come to be called “New Middle Skilled” and contrary to Reich, it may argued from an earnings perspective that many of these jobs will bring workers into the middle class.⁶

¹Foroohar, R (2016) How the financing of colleges may lead to disaster. New York Review of Books, October 13th 2016.

²Reich, R. B (2016). *Saving Capitalism for the Many, Not the Few*. New York. Alfred A. Knopf.

³Foroohar, R (2016). *Makers and Takers. The Rise of Finance and the Fall of American Business*. New York. Crown Business/Penguin Random House p209.

⁴Career Vision. Opportunities Abound in Middle Skill Jobs. <https://careervision.org/opportunities-aboundmiddle-skill-jobs> Accessed 14th August 2017. Provides links to U.S. Department of Labor and Bureau of Labor Statistics.

⁵Carnevale, A. P., Rose, S. J., and B. Cheah (2011). *The College Payoff, Occupations, Lifetime Earnings*. Washington, DC. Georgetown University Center on Education and the Workforce.

⁶Goodwin, B (2012). Research says/ don’t overlook middle skill jobs. *Educational Leadership*. 89(7), 86-87.

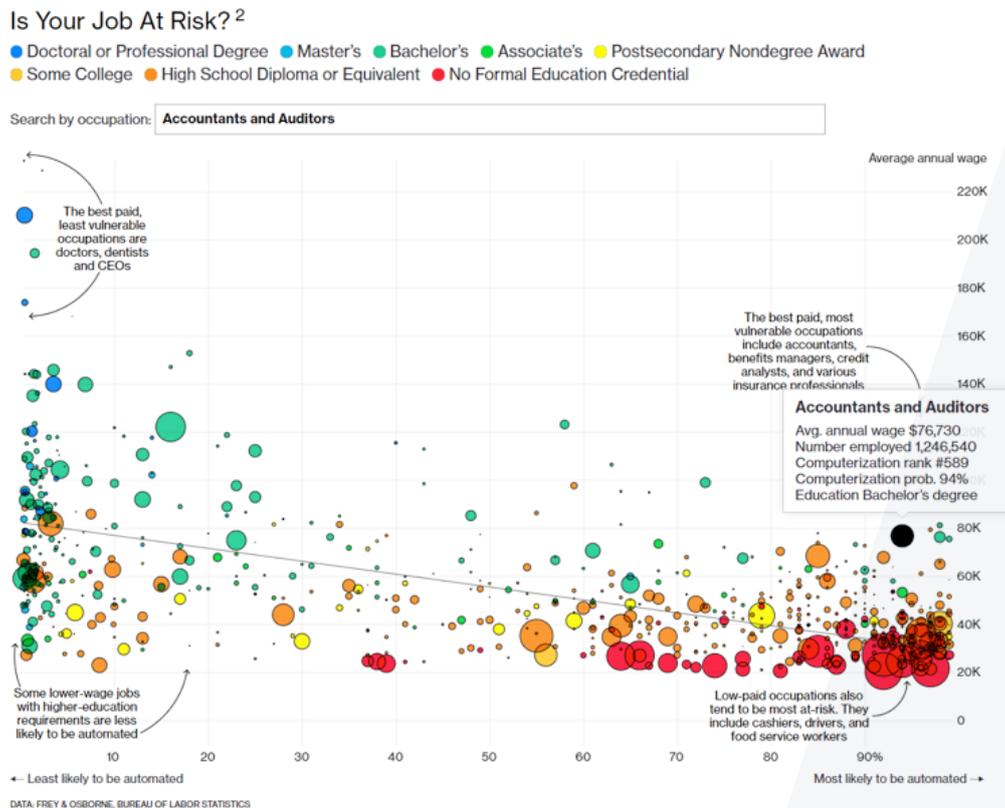
Economic Commentary

The Susskind's conclude that "increasingly capable non-thinking machines will displace much of the work of human professionals."⁷ Young graduates know that this is the case, and some are worried. A survey of 8,000 college educated young professionals from 30 countries revealed that 51% thought they would need to be retrained to stay relevant in their positions, and 40% thought that automation would threaten their current job because there would be less demand for their skills, while 53% said automation would make the workplace more impersonal. But those who had technological skills thought that automation would increase the number of jobs open to them.⁸

Exhibit 1. Adapted from – Top areas of job growth in the next six years simplified but ranked in order of demand from Waldock, C. Closing America's job gap. US Bureau of Labor Statistics. Cited in Sparks, E and M. J. Waits (2011). Degrees for What Jobs? Raising Expectations for Universities and Colleges in a Global Economy. National Governors Association.

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

Bloomberg, a news wire service, did an analysis of job exposure that is best described in the graphics below:



Source: <https://www.bloomberg.com/graphics/2017-jobs-automation-risk/>

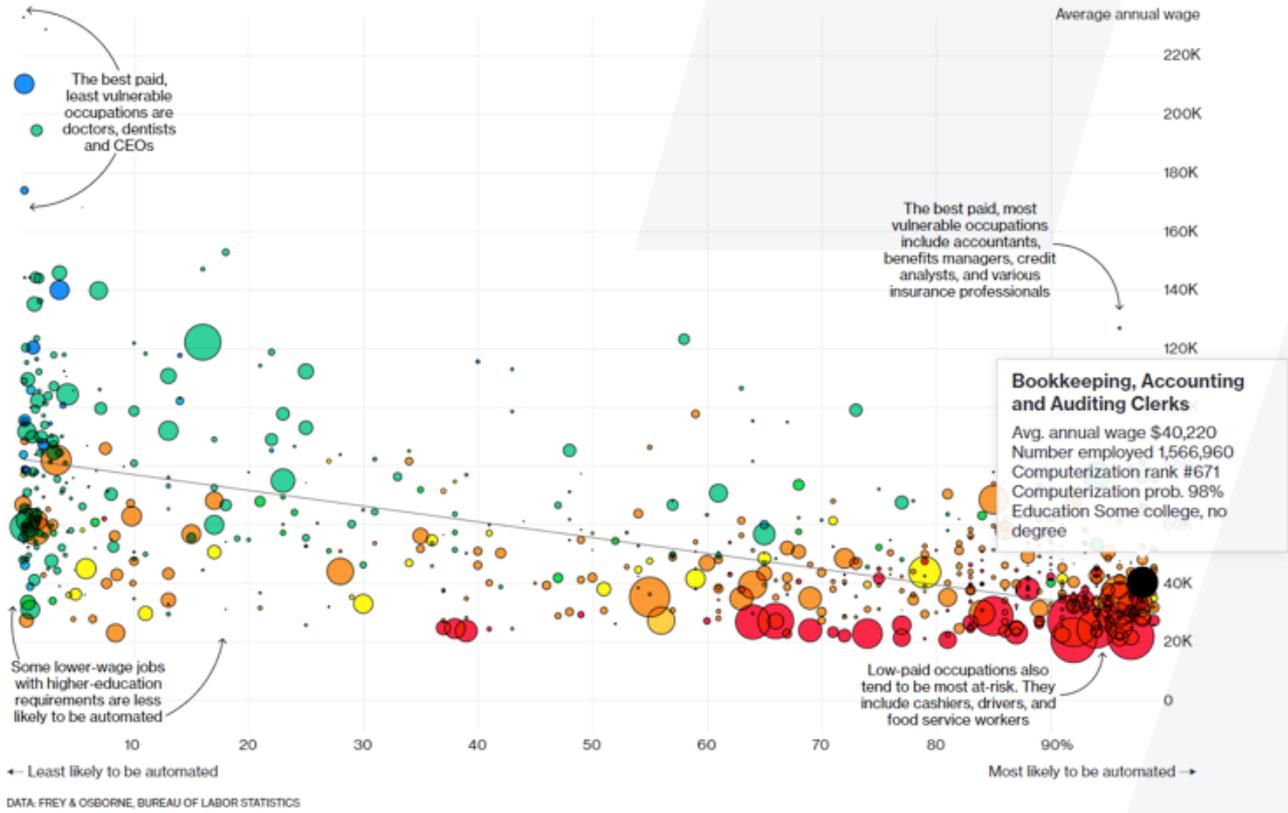
⁷Susskind, R and D. Susskind (2015). *The Future of the Professions. How Technology will Transform the Work of Human Experts*. Oxford. Oxford University Press.

⁸Patel, P (2017). Millennials are concerned automation will reduce their job prospects the *Institute* (The IEEE news Source) 10th May 2017. IEEE.org (<http://iee.org>). cites Deloitte Millennial Survey (<https://www2.deloitte.com/global/en/pages/about-deloitte/articles/millennialsurvey.html>). See also automation (<http://theinstitute.ieee.org/iee-roundup/blogs/blog/will-automation-kill-or-create-jobs>)

Is Your Job At Risk? ²

- Doctoral or Professional Degree
- Master's
- Bachelor's
- Associate's
- Postsecondary Nondegree Award
- Some College
- High School Diploma or Equivalent
- No Formal Education Credential

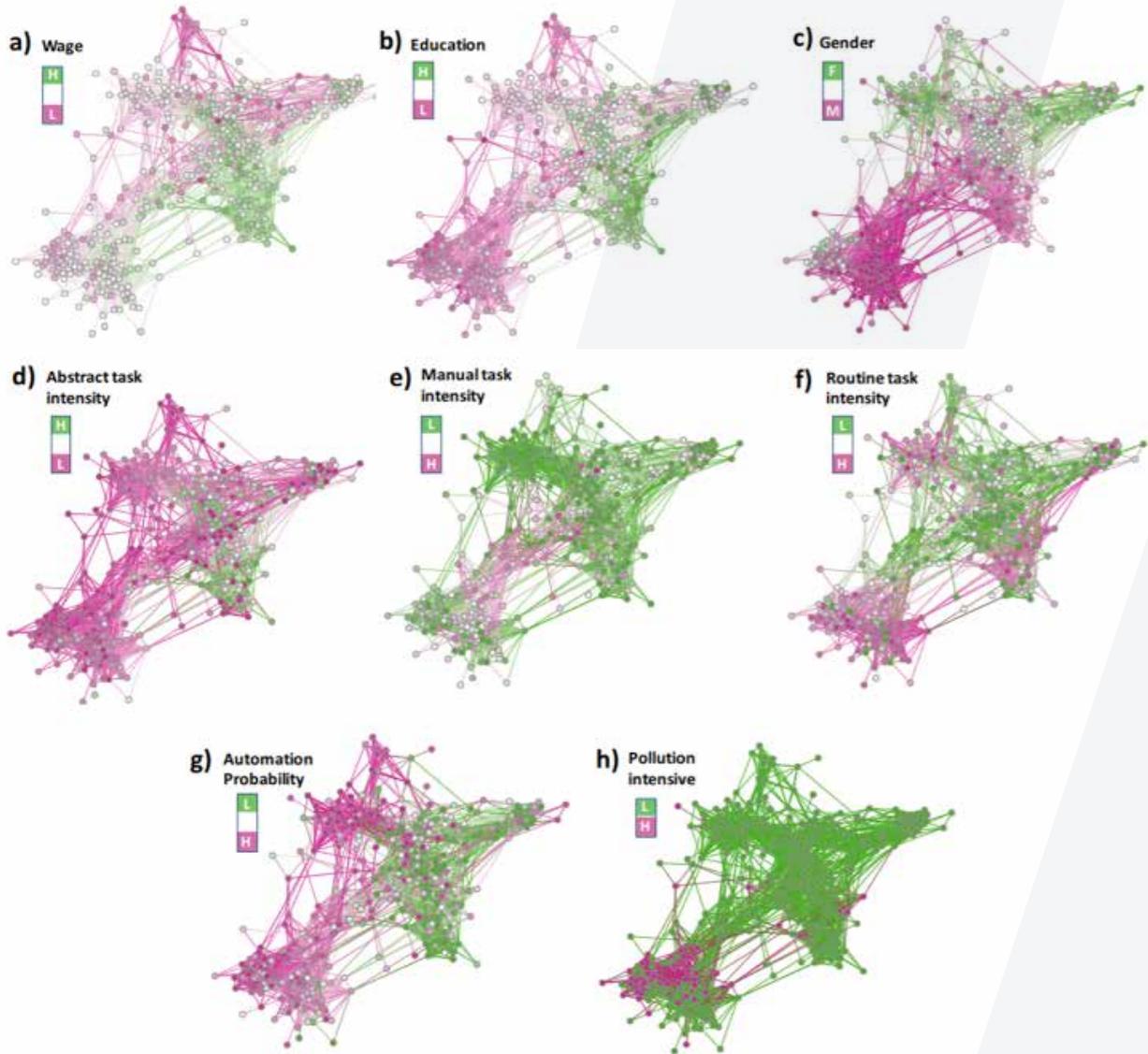
Search by occupation:



Source: <https://www.bloomberg.com/graphics/2017-jobs-automation-risk/>

Further work at the Centre for Complexity Economics at the University of Oxford in association with the Santa Fe Institute has created job neighbourhood maps and then looked at the risks of automation. The main issue is not your individual job being at risk but your general neighbourhood. The worse shape your neighbourhood, the worse your prospects for horizontal transfer into another employment situation and a higher probability of being subject to technologically-driven structural unemployment. Accounting, nestled within business services, is one of those sectors, at risk. Largely healthcare and education are secure areas of employment in the medium-term.

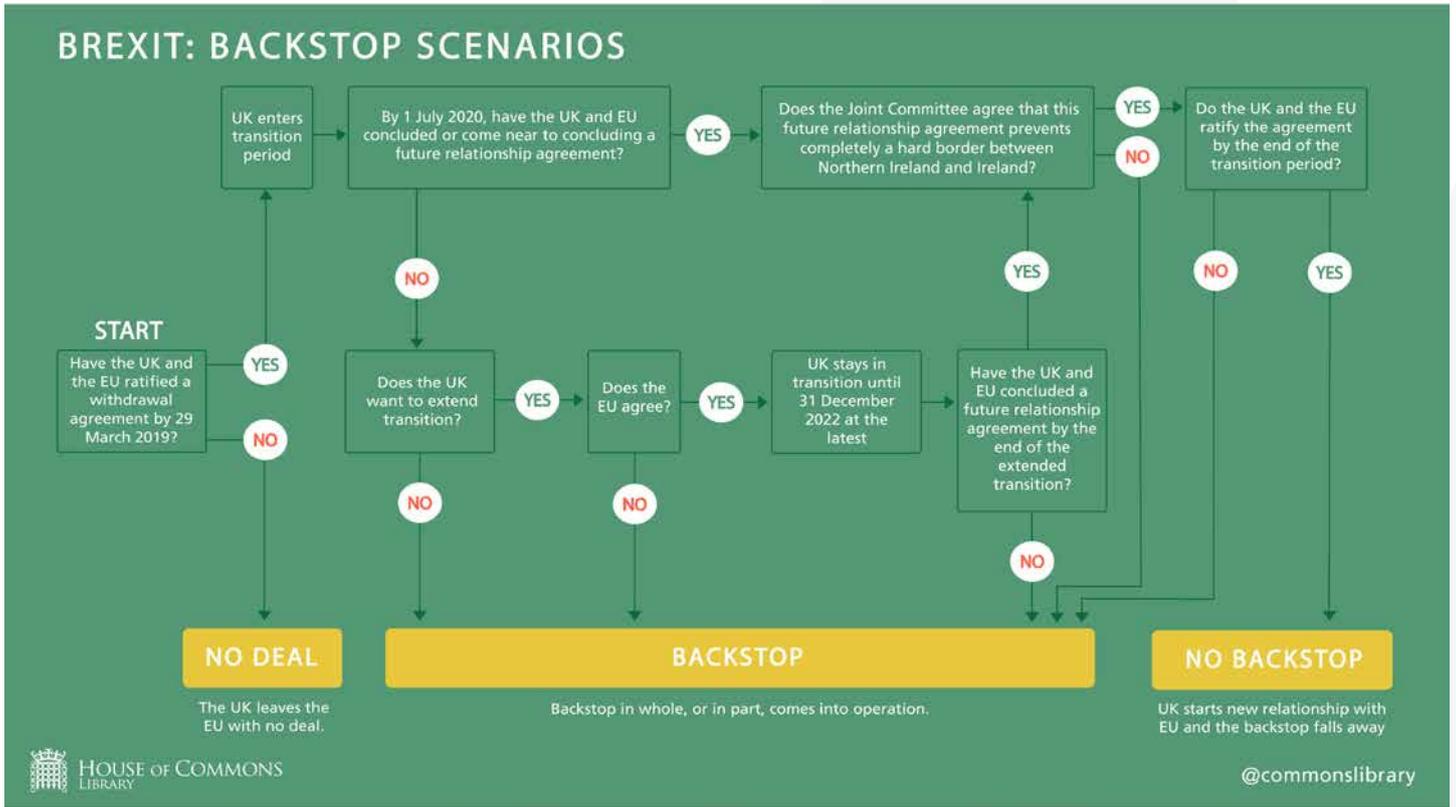
THE JOB SPACE PROVIDES A NEW LENS ON LABOUR.



Source: Mealy, Penny and del Rio-Chanona, R Maria and Farmer, J. Doyne, *What You Do at Work Matters: New Lenses on Labour* (March 18, 2018).

Panel a, b and c: Occupation nodes are coloured in accordance with their average wage, educational requirements and gendered proportions. Data is drawn from the US census data (available from IPUMS (Ruggles et al., 2017)) in 2010. Panel d, e and f: Nodes are coloured by their abstract, manual and routine task intensity, based on DOT task measures made available by Autor and Dorn (2013). Panel g: Nodes are coloured by their susceptibility of computerisation as estimated by Frey and Osborne (2017). Panel h: Node colours denote the set of pollution-intensive ('brown') jobs, which were identified by (Vona et al., 2017) as occupations that are seven times more likely to work in industries in the 95th percentile of pollution intensity.¹¹

Brexit



Rialtas na hÉireann
Government of Ireland

Preparing for the withdrawal of the United Kingdom from the European Union

Contingency Action Plan Update
July 2019



¹¹Available SSRN: <https://ssrn.com/abstract=3143064> or <http://dx.doi.org/10.2139/ssrn.3143064>

Scenario B: “Disorderly” Brexit

A disorderly Brexit would have a severe impact on the Irish economy with output and employment adversely affected, especially in the short-term. Come September, if this was the most likely scenario, then the budgetary strategy for 2020 would be anchored upon the baseline budgetary parameters as in the orderly (A) scenario and then also involve:

- allowing the automatic stabilisers¹ provide counter-cyclical support; and
- temporary, targeted funding for the sectors most affected.

Since the precise impact upon the economy, and on particular sectors and overall employment, cannot be projected within the normal levels of certainty the indicative GGB is presented with a likely indicative range.

The magnitude of the deterioration to the nominal general government balance is set out below.

Table 5: disorderly Brexit, per cent of GDP

	2020	2021	2022	2023	2024
Revised GGB (SES 'orderly' baseline)	0.4	0.6	0.8	1.0	1.2
Brexit Impact	-1	-1	-1	-1	-3/4
Indicative GGB [^]	-1/2 to -1 1/2	-1/2 to -1	-1/4 to -3/4	-1/4 to 1/4	0 to 1/2
Nominal deterioration in GG balance €bn	c.-6 1/2	c.-6	c-6	c.-5	c-5

[^]Figures are presented in ranges given the uncertainty associated with an unprecedented event such as a disorderly Brexit.
Note: rounding may affect totals.

Image 4: Economic impact of a no deal Brexit¹

Source: Department of Finance, Summer Economic Statement (2019)

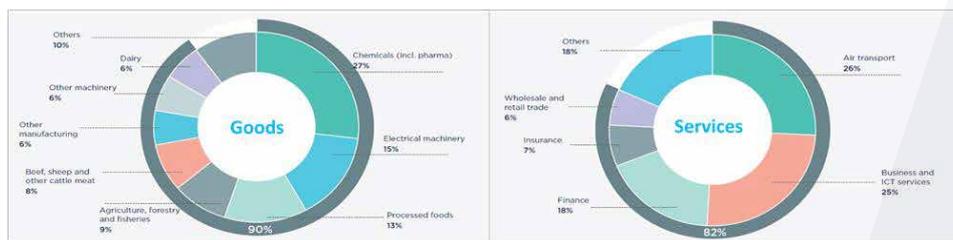


Image 5: Ireland's key goods and services exports to the UK

Source: Copenhagen Economics, Ireland and the Impacts of Brexit (2018)

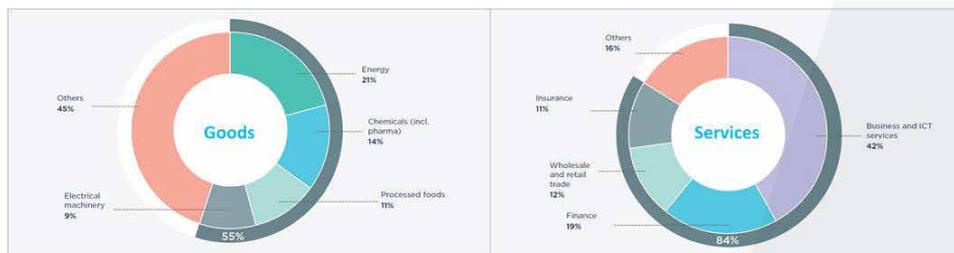


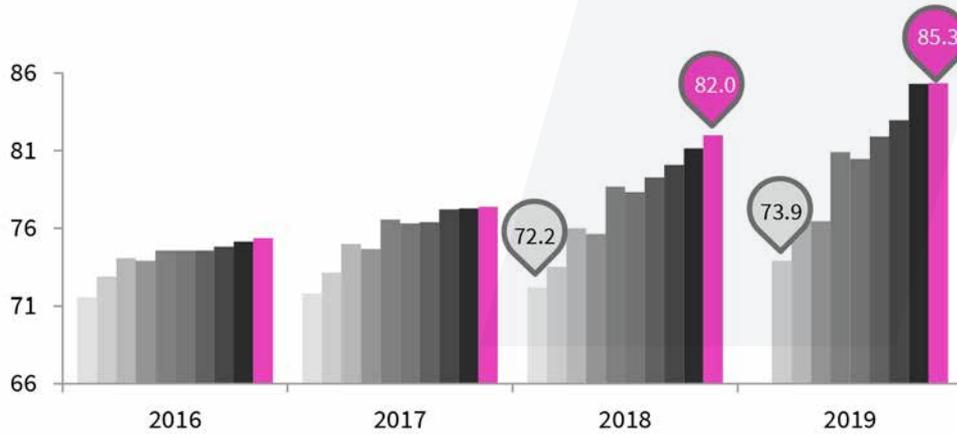
Image 6: Ireland's key goods and services imports from the UK

Source: Copenhagen Economics, Ireland and the Impacts of Brexit (2018)

Source: Government of Ireland. (2019) *Preparing for the Withdrawal of the United Kingdom from the European Union: Contingency Action Plan Update. July 2019.*

Figure 10: Spending Drift Over 2016–2019

€ billion, general government expenditure over different forecast vintages



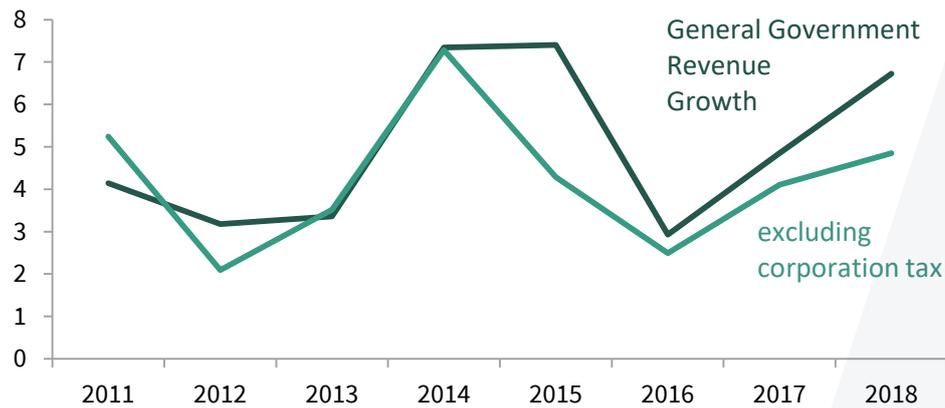
Sources: CSO; Department of Finance; and Fiscal Council workings.

Note: Lighter grey bars indicate older forecasts; red bars indicate current estimates. Note that forecasts of expenditure produced prior to *Budget 2017* were not on a so-called “ex-post” basis. This means that the Department did not include expenditure increases that would have been allowable under the fiscal rules as part of their initial forecasts. Therefore, the extent of spending drift relative to more realistic plans is overestimated.

Source: Fiscal Council. *Pre-Budget 2020 Statement*. <https://www.fiscalcouncil.ie/wp-content/uploads/2019/09/Pre-Budget-2020-Statement.pdf>

Figure 8: Revenue Growth has Averaged 5.8 per cent since 2014

% change year-on-year, general government basis



Sources: Department of Finance; and Fiscal Council workings.

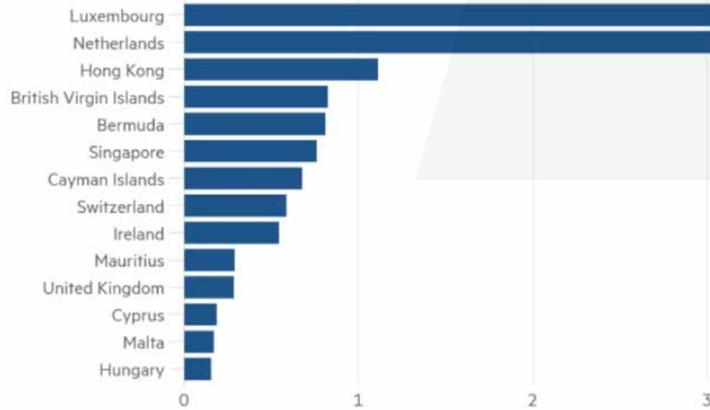
Note: One-offs are excluded from general government revenue.

Source: Fiscal Council. *Pre-Budget 2020 Statement*. <https://www.fiscalcouncil.ie/wp-content/uploads/2019/09/Pre-Budget-2020-Statement.pdf>

Issue of “Phantom FDI” will become more pronounced over the next year. It has major implications for the Irish business model if the international community clamps down on this structure of tax avoidance. Ireland’s corporate tax system relies heavily on these windfalls and provides employment in the accountancy and legal services areas.

Phantom investment stock dominates in some countries

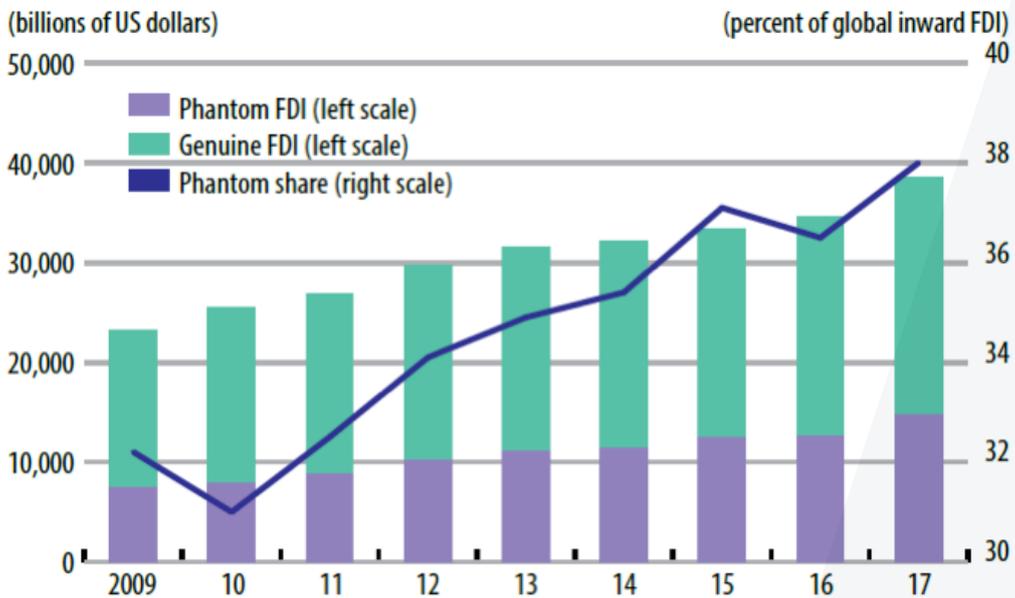
Inward FDI to resident special-purpose entities, 2017 (\$tn)



Source: Jannick Damgaard, Thomas Elkjaer, and Niels Johannesen © FT

Reaching new heights

Phantom FDI has outpaced the growth of genuine FDI.

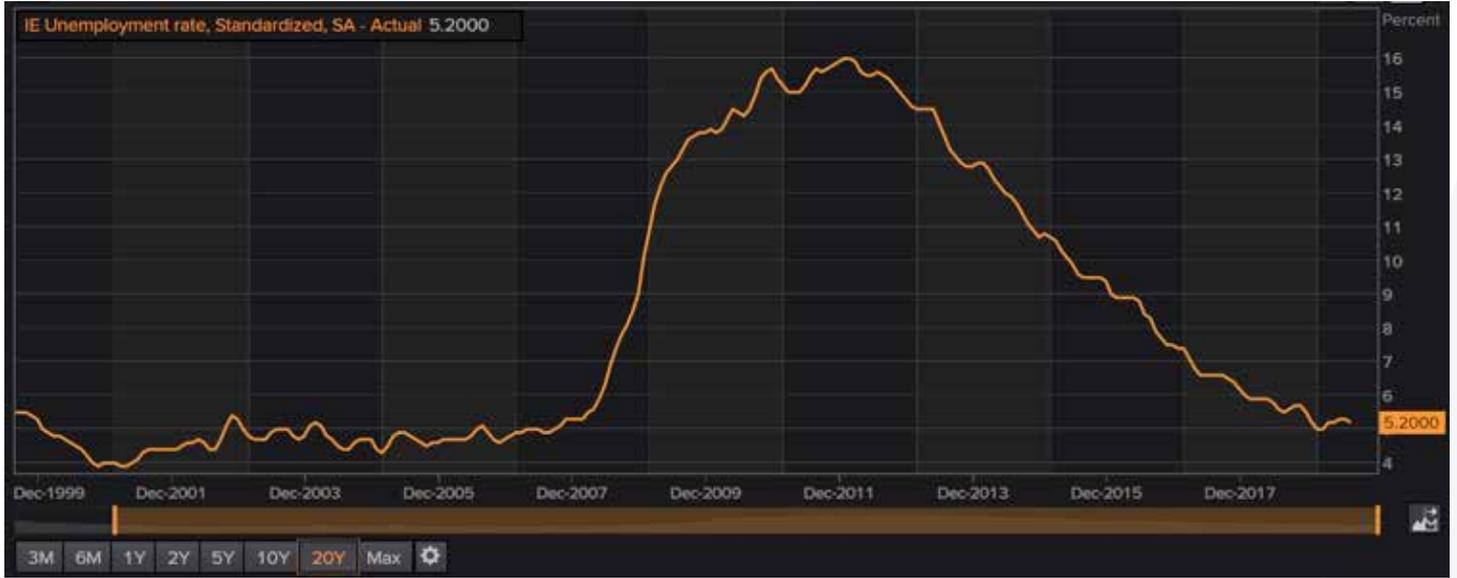


Source: Damgaard, Elkjaer, and Johannesen (forthcoming).

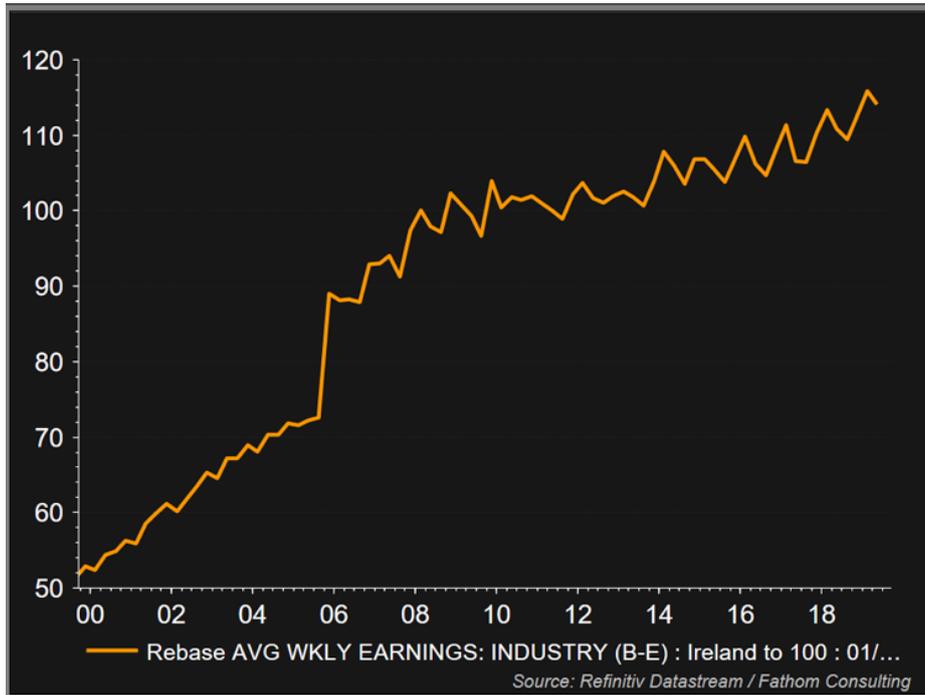
Note: FDI = foreign direct investment.

Economic Commentary

Labour Market conditions continue to tighten.

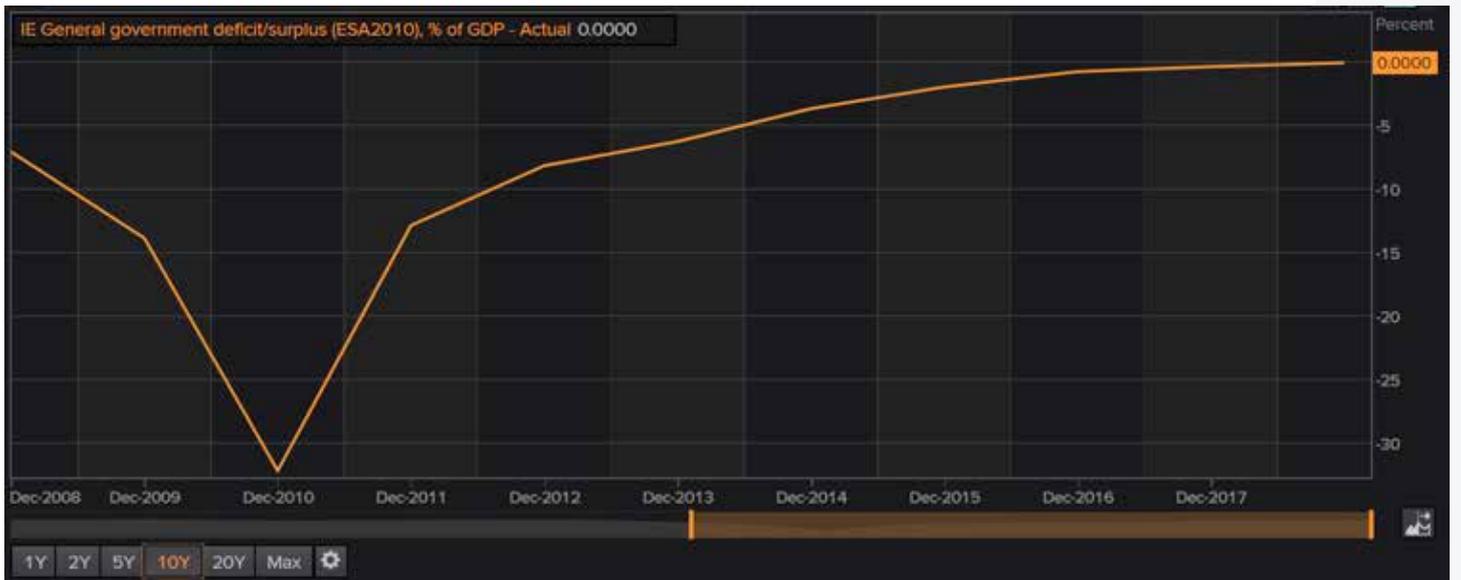
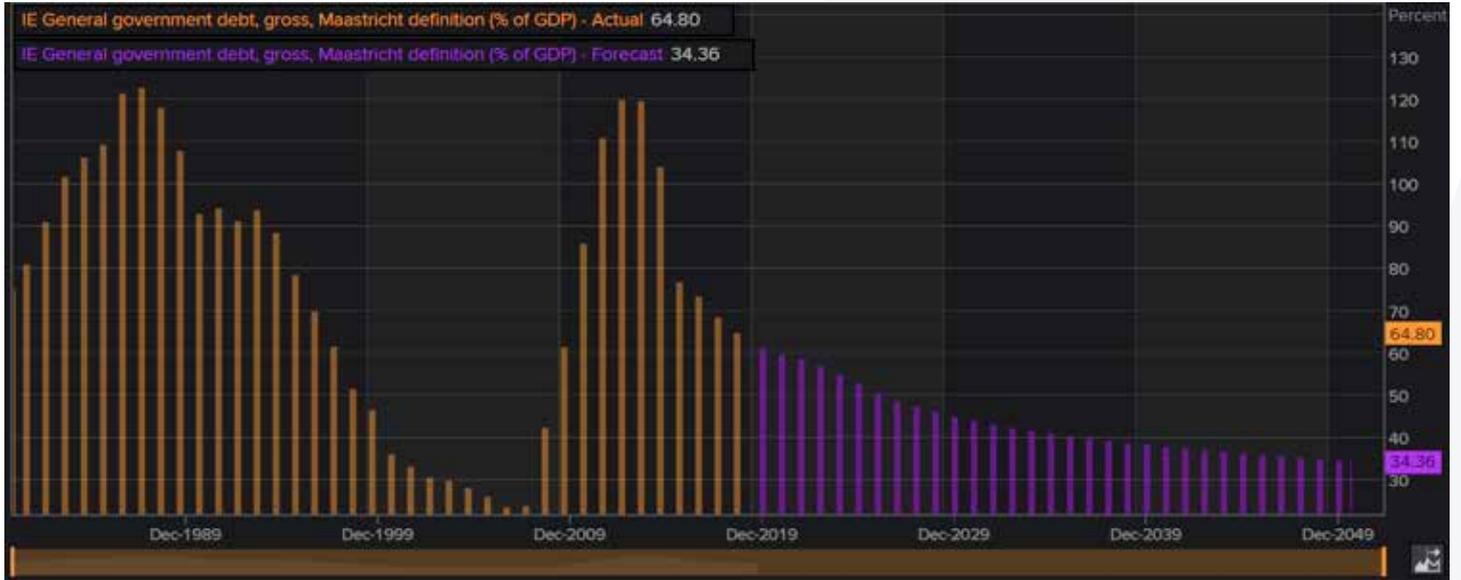


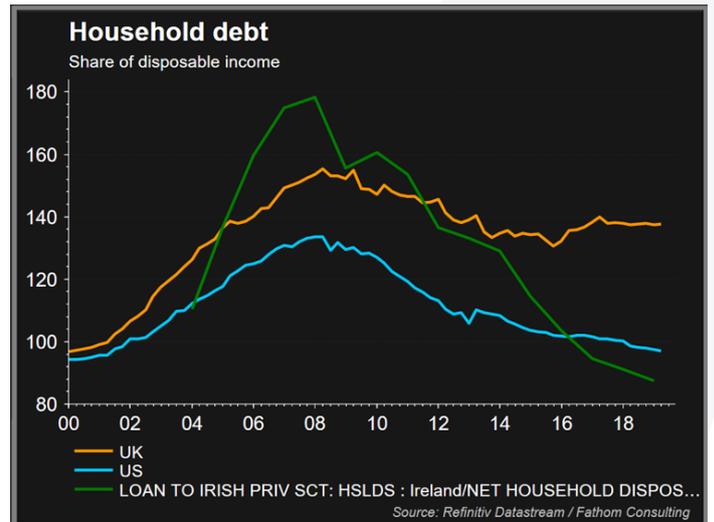
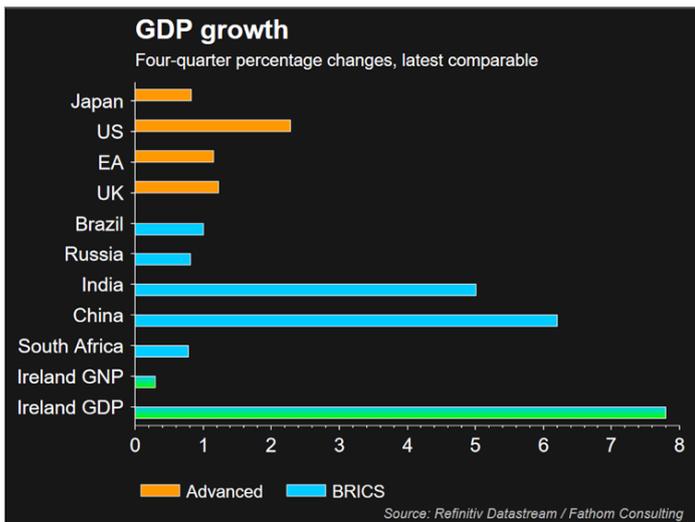
Average Weekly Industrial Earnings (1/1/08 = 100)



Economic Commentary

Macroeconomic conditions continue to improve.

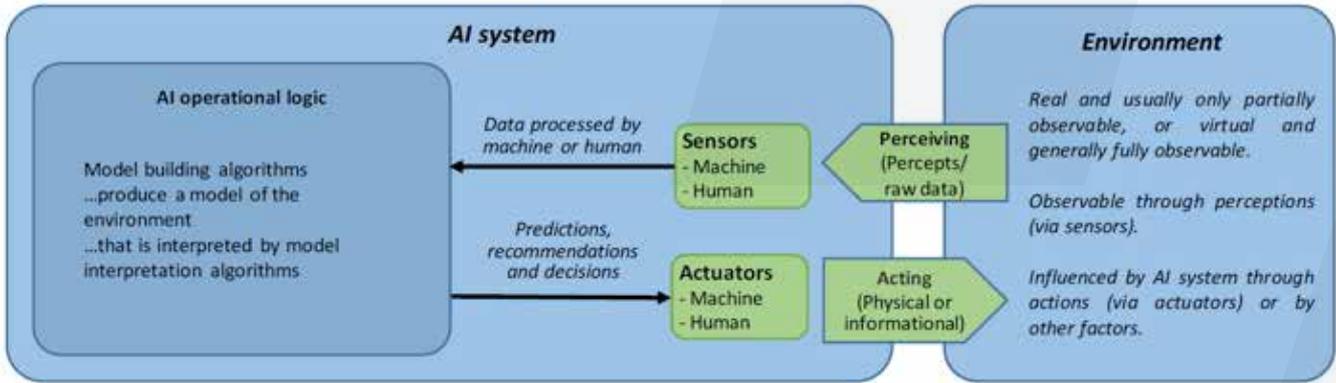




A Brief Word on AI

AI and Machine Learning – The OECD View:

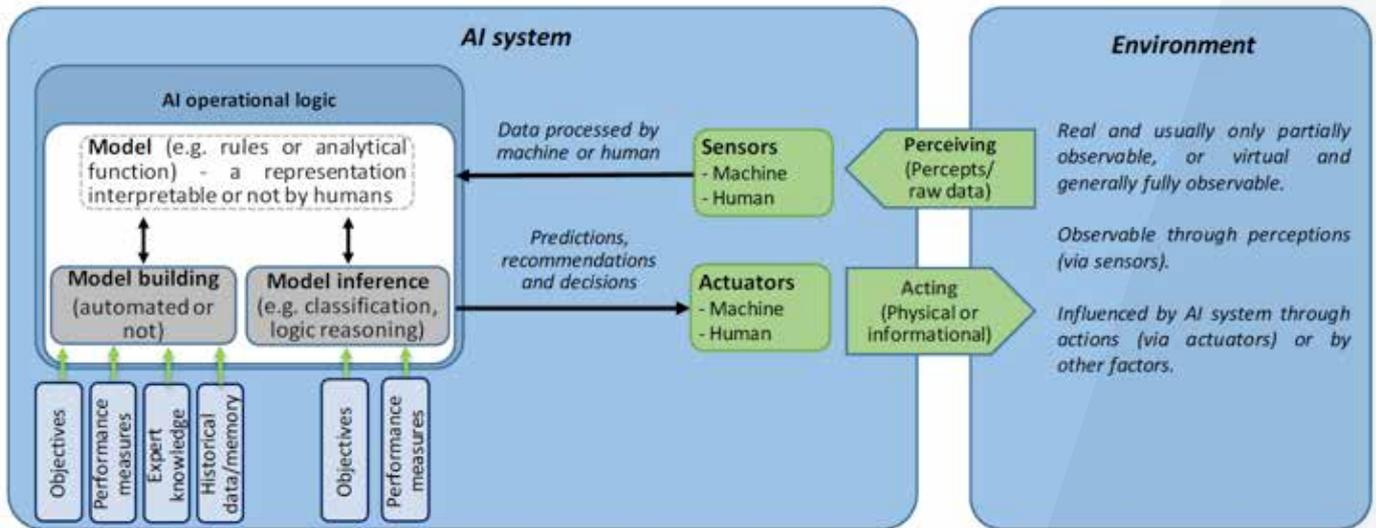
Figure 1.3. A high-level conceptual view of an AI system



Source: As defined and approved by AIGO in February 2019.

Source: OECD (2019), *Artificial Intelligence in Society*, OECD Publishing, Paris, <https://doi.org/10.1787/eedfee77-en>

Figure 1.4. Detailed conceptual view of an AI System



Source: As defined and approved by AIGO in February 2019.

Source: OECD (2019), *Artificial Intelligence in Society*, OECD Publishing, Paris, <https://doi.org/10.1787/eedfee77-en>

In the financial sector, large companies such as JPMorgan, Citibank, State Farm and Liberty Mutual are rapidly deploying AI. The same is true for start-ups such as Zest Finance, Insurify, WeCash, CreditVidya and Aire. Financial service companies are combining different ML practices. For example, French start-up QuantCube Technology analyses several billion data points collected from over 40 countries. It uses language processing, deep learning, graph theory and more to develop AI solutions for decision making in financial corporates.

Economic Commentary

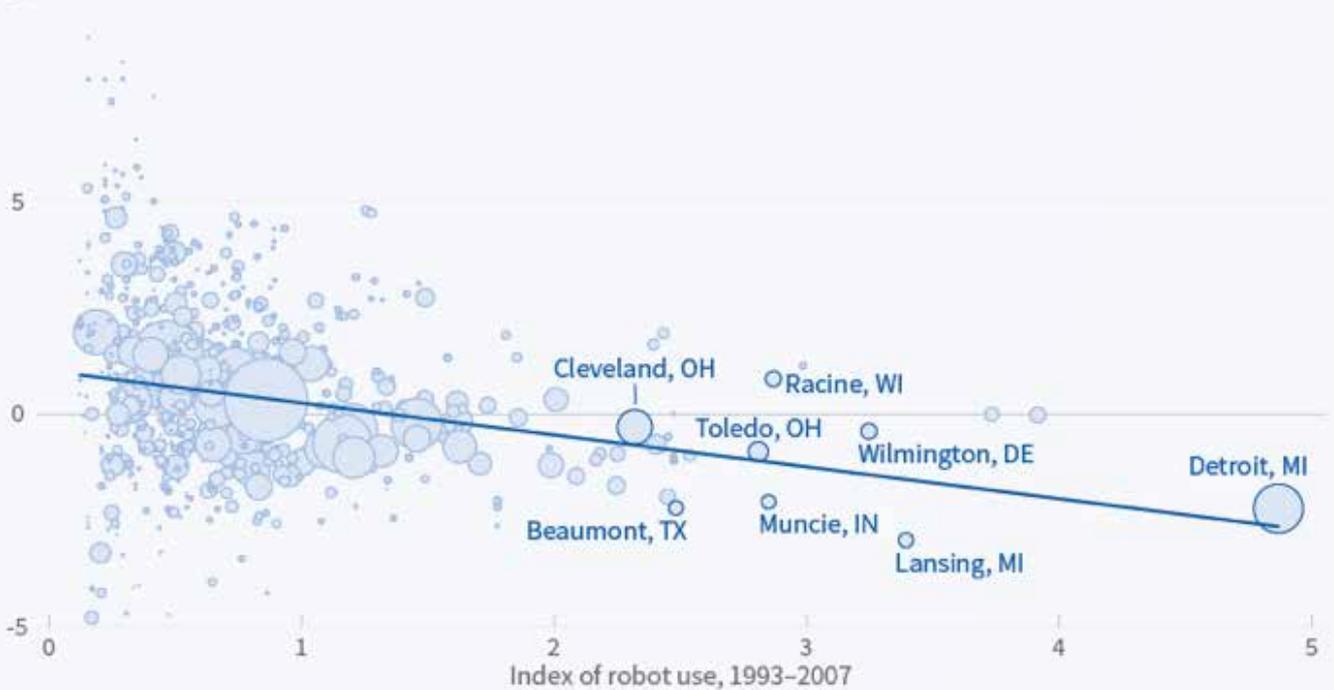
The use of AI benefits both customers and financial institutions within the front office (e.g. client interaction), middle office (e.g. support for front office) and back office (e.g. settlements, human resources, compliance). The deployment of AI in the front, middle and back offices is expected to save financial entities an estimated 1 trillion dollars by 2030 in the United States, impacting 2.5 million financial services employees (Sokolin and Low, 2018). Increasingly advanced AI tools are decreasing the need for human intervention. In the front office, financial data and account actions are being integrated with AI-powered software agents. These agents can converse with clients within platforms such as Facebook Messenger or Slack that use advanced language processing. In addition to improving traditional customer service with AI, many financial companies are using AI to power “robot advisors”. In this approach, algorithms provide automated financial advice and offerings (OECD, 2017).

Another interesting development is the use of sentiment analysis on financial social media platforms. Companies such as Seeking Alpha and StockTwits focus on the stock market, enabling users to connect with each other and consult with professionals to grow their investment. The data produced on these platforms can be integrated in decision-making processes (Sohangir et al., 2018). AI also helps enable online and mobile banking by authenticating users via fingerprint or facial recognition captured by smart phones. Alternatively, banks use voice recognition as a password to customer service rather than numerical passcodes (Sokolin and Low, 2018).

In the middle office, AI can facilitate risk management and regulatory oversight processes. In addition, AI is helping portfolio managers to invest more efficiently and accurately. In back office product design, AI is broadening data sources to assess credit risk, take insurance underwriting risk and assess claims damage (e.g. assessing a broken windshield using machine vision). (OECD (2019), *Artificial Intelligence in Society*, OECD Publishing, Paris, <https://doi.org/10.1787/eedfee77-en>: 57-59)

Employment and Exposure to Robots

Change in private employment (percentage points), 1990–2007



Larger circles denote larger commuting zones

Source: Researchers' calculations using International Federation of Robotics, U.S. Census, and other data

Source: Acemoglu, Daron and Restrepo, Pascual. *Robots and Jobs: Evidence from U.S. Labor Markets* (NBER Working Paper No. 23285) <http://www.nber.org/papers/23285>

Conclusions

The accounting, paralegal work, some financial analyst positions and certain types of general office work are exposed to job destruction but job “neighbourhoods” matter more than individual jobs. Neighbourhoods that are presently under pressure are highly exposed to job destruction in the medium term due to the impact of machine learning and artificial intelligence. The challenge for employees will be to ensure a future where co-robotics, the human interface (emotional intelligence) dimension of work will be better exploited to bring about productivity gains and ensure future employment and find avenues for job creation.

The most important challenge is that employers become more open to the application of lateral/horizontal transfer of learning. Previous studies of skills demand in the labour force in the US and UK have highlighted the limited take-up of horizontal transfer going back to the Robbins Report of 1963. This is partly due to firm-specific human capital being built up with a previous employer, which is typically discounted upon application to a new situation. This means that accounting technicians that lose their jobs due to automation will find it difficult to shift sectors. The evidence from other sectors is that automation will begin to eat into real and nominal wages before job destruction begins in earnest. Given the tight labour market in Ireland, this is unlikely to manifest immediately but an expanding wage differential between technicians and other more advanced qualifications would act as a bellwether.

The workers that take on a role of not just the technician but also the explainer, clarifier, demonstrator and narrator of the practices and requirements of accounting compliance will find their situation more secure against the drive towards automation and machine learning. The human aspects of a profession are those that will need to be developed and expanded.

The short-term challenges are related to Brexit and changes in the global economy. The uncertainty of Brexit is eroding business and consumer confidence. Employees located in the agri-food sector will feel the impact of Brexit most quickly and severely. Those related to manufacturing and tourism will be likely to see a milder but more sustained impact. Account and lawyers in small practices will need to understand the implications of large foreign exchange movements, new certifications, taxes, customs, tariffs and logistical challenges that will change the overheads of clients. Global economic conditions being less sanguine due to a slowing German economy and the China-US trade war will eventually trickle-down into the Irish economy, slowing it and softening demand for labour. Most jobs should be initially robust within this declining market as long as the decline does not result in a 2008-style sustained crash.

Overall the outlook for accounting technicians in the short-term is robust with some challenges brought about by Brexit and the global economic conditions but with a more uncertain long-term future based on existing data and analysis of labour market skill requirements and the advancing abilities of artificial intelligence and machine learning.

Changes

External changes

Externally, HR in Ireland is still being affected by the uncertainty of Brexit. In addition, HR needs to be prepared for the changes in Employment Law and Regulations. Going into 2020, the HR industry needs to be ready for the gender pay gap reporting legislation with the submission deadlines drawing closer. The Gender Pay Gap Information Bill 2019 has completed Dáil Éireann (Third Stage). According to the CIPD HR Practices 2019 Survey, though the majority of CIPD members support legislation in this area; only 30% of companies have calculated a gender pay gap. In preparing for such reports, companies need to give an account of their average gaps in pay and bonuses between men and women, provide an explanation and outline the actions to be taken to achieve parity.

Other changes in regulations include the Parent's Leave and Benefit Act 2019 that came into force on 1 Nov 2019; and minimum wage increases in 2020. Furthermore, changes are anticipated for the Employment Permit System and Immigration Law. With Ireland's growing reputation as a digital hub for multinational companies, hiring overseas has been a common strategy used to fill vacant roles. The changes in the Employment Permit System – in particular the Critical Skills Employment Permits and General Employment Permits, require specific attention in order to prepare HR for their strategic workforce plans.

Internal changes

Looking inside of organizations, HR is transforming; from its processes and practices – right down to its people. Most business leaders now recognize that they need to improve people experiences and processes in the workplace. A Harvard Business Review article titled “Design Your Employee Experience as Thoughtfully as You Design Your Customer Experience” by Denise Lee Yohn, reveals that organizations need to apply to their HR practices the principles of customer experience design that their marketing and operations teams likely already use. In explaining how to do this, Lee Yohn recommends that organizations begin with needs-based segmentation, grouping employees into clusters based on their wants and needs. Most companies organize employees in standard groupings such as Job Title, Rank, Department, Business Unit or Geography. Yet just as customer experience design requires a more nuanced understanding of customers than simple demographics or economic value, employee experience design should be based on employees' drivers and desires. Implementing ways to develop and maximize employees' experiences has shaped the way HR operates and will be a continuous change for HR.

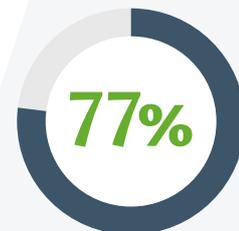


Dr Na Fu

People function has become the most critical organizational element in history. This report will discuss the future changes and challenges for businesses in Ireland, concluding with the benefits and contributions that HR professionals could make in 2020 and beyond.



Anticipate increasing their employee numbers in 2020



Of companies plan to increase basic pay in 2020

Challenges

Continuously tightened labor market

The most recent figure for unemployment in Ireland is 4.8% (CSO, Oct 2019). The stat proves that one of the most significant challenges for Irish companies currently is the recruitment of new hires. War for talent is becoming worse than ever under almost full employment. According to the recent IBEC HR Update 2019: Key pay and workplace trends, 42% of respondents anticipate increasing their employee numbers in 2020 and 77% of companies plan to increase basic pay in 2020; with a projected median pay increase of 2.5% to retain their people. One of HR's greatest challenges is identifying where and how to source talent, with more innovative, strategic and creative approaches needed.

Implementation of HR by line managers to develop a collaborative and high-trust culture

Along with attracting talent, organizations need to retain their existing talent. A common saying in business is that people do not leave companies; they leave their managers. A lot of research has found evidence for the importance of leadership from people's immediate managers. HR and senior management teams design HR policies and practices for positive outcomes. However, if they are not implemented properly by the line managers, employees won't be able to experience these practices (see Fu et al., 2019 on line managers as paradox navigators). Taking performance feedback as one example, if managers are not trained to provide developmental feedback, employees won't have positive experiences with the feedback or the way the feedback is communicated to them. Therefore, HR needs to focus on promoting positive and supportive leadership of line managers. One solution for this could be a coaching model for performance. Organizations need to develop managers' coaching skills before they are promoted to people managers. By having competent managers with strong people skills, HR will create more value for the business whilst embedding a collaborative and high-trust culture within the company.

Digitalization and people analytics

Digital transformation is impacting how we operate businesses and manage people. Two challenges faced by HR are the digitalization of people management and how to use people data to inform better decisions. Organizations are facing great challenges of collecting high-quality data, analysing the data and taking strategic actions based on the findings in order to improve organisational performance. Based on the research of over 155 organizations based in Ireland, organisations have data – but a lack of technology has limited their capabilities to analyse and take strategic action based on the data. HR needs to further improve the process of digitalization and promote the use of people analytics in the workplace.

Contributions

People

HR has a large impact on promoting workplace health. Health-related terms such as employee engagement, wellbeing, mental health and work-life balance have been at the forefront of HR discussions recently as people are put under more pressure with work and work-related issues. Increased costs in accommodation, long commutes and large workloads are just some of the problems affecting Ireland's workers, with remote access to emails and social media making it easier to break the work-home divide. A HR contribution to creating a sustainable workplace would be timely in helping employees to increase both their psychical and mental health.

Society

HR's role has been extended to not only managing people in organizations but also for the benefit of a range of stakeholders and wider society. The recent #MeToo and #TimesUp global movements, together with the gender pay gap issue, are combining to put pressure on organizations to redefine and adhere to their stated values. HR has been involved in, and has led to, the development of changes to tackle some of the key issues reactively. How to make a positive and large impact on society is a question that all in the HR sector need to address proactively.

Climate change

Climate change is not only an environmental issue; it reaches into many other areas, including the workplace. Many organizations set up sustainability teams to help address issues related to the climate emergency. Taking ownership of sustainability is nothing new for HR but has been increasingly recognized. After all, for an organization to truly benefit from making sustainable changes, all employees must be aware of how to tackle environmental issues rather than just a small dedicated team. Therefore, HR has a responsibility to help bring about change in relation to such world issues by making them more visible to staff and promoting viable ways to tackle them.

2019 in Review

In line with the economy, the Abrivia Accountancy - Industry and Commerce Team experienced a very busy year in terms of volume of new roles created throughout the year. Although anecdotally speaking to clients there were concerns regarding the uncertainty created by what the likely outcome of Brexit would be and its corresponding impact on businesses in Ireland. This did not translate into a slow down in hiring or a reduction in the demand for talent.

In fact, the economy actually outperformed expectations. While most analysts were predicting GDP to run at about 4% for 2019 it has ended up nearly hitting 6% (5.8%). This negated probably any slowdown from the potential risks associated with Brexit!

Challenges in the Accountancy Industry and Commerce Team centered around finding, attracting and retaining great talent. This was particularly the case in areas of high demand amongst roles for part-qualified and recently qualified accountants. By recently qualified accountants we are talking about people with 1 to 3 years PQE.

The impact of a buoyant economy is that it offered huge choice to accountancy professionals due to the abundance of opportunities which were available to good people. This has been to the detriment of our clients. We know that from experience there was a lot of challenges with hiring processes. This included candidates being counter offered from their current employer, candidates having more than one offer and even a number of instances of “no shows” for interview! The biggest of these challenges was just finding good quality people. This definitely limited clients choice in recruitment processes.

Roles that were in particular demand tended to be within the space of burgeoning finance teams, where the emphasis was on added value. Many of our clients were looking for Finance Business Partner, Commercial Accountants and people to joining their FP&A Teams. This meant that good commercial accountants, with strong communications skills whom could provide valuable insights to support decision making, were of increasingly high demand.

We also saw a continuing trend where relative to the overall market there was a small number of Temporary and Contract positions being created by clients. This tells you something about the mindset of companies and their confidence in adding permanent hires to head count. It also continues to be challenging to find professionals for Temporary and Contract roles. The reason for this is that most people that want a permanent role in this market can find one.



Donal O'Brien
Director

+353 1 531 3725
donal.obrien@abrivia.ie

2020 is likely to be the year the effects of our booming economy become the most apparent. Emigrants returning home after years abroad are likely to provide an interesting pool of candidates for employers.

Expectations for 2020

We are expecting that 2020 will continue to offer our clients many of the challenges that they have already experienced in 2019. This is based on the fact that most economic indicators are predicting continued growth in the Irish economy albeit at a slower rate! So expect continued challenges in terms of attracting great talent and also retaining good people. Many HR functions have focused retention plans centered around offering great workplaces which flexible working environments with options to work from home, strong L&D plans and good work life balances. Most companies have benchmarked themselves particularly against remuneration packages of their key competitors.

About Abrivia Accountancy Industry & Commerce

Abrivia Accountancy, Industry and Commerce is headed by Donal O'Brien who has over fifteen years' recruitment experience within the Accounting, Industry and Commerce sector. Donal is supported by an expert team of recruitment professionals who all specialise in separate market segments within Accountancy Industry and Commerce. Within Accountancy we provide permanent, contract and temporary talent for these roles.

Industry & Commerce Salaries

LARGE COMPANIES (500+ EMPLOYEES)

Sector	Dublin 2020	Dublin 2019	Regional 2020	Regional 2019
	€	€	€	€
EXECUTIVE				
Finance Director/CFO	115K - 185K	110K - 180K	80K - 160K	80K - 160K
Head of Treasury	115K - 185K	110K - 180K	115K - 165K	110K - 160K
Financial Controller	95K - 120K	90K - 120K	70K - 110K	70K - 100K
Group Financial Controller	95K - 125K	90K - 120K	80K - 90K	75K - 85K
Head of Financial Reporting	77K - 105K	75K - 100K	65K - 75K	60K - 70K
MID - SENIOR LEVEL				
Group Treasury Manager	90K - 130K	85K - 130K	75K - 95K	70K - 90K
Finance Business Partner	70K - 95K	65K - 85K	65K - 80K	60K - 75K
FP&A Manager	75K - 85K	70K - 85K	65K - 75K	60K - 75K
Finance Manager	70K - 90K	70K - 90K	65K - 75K	60K - 75K
Revenue Manager	70K - 90K	70K - 90K	65K - 70K	60K - 70K
Project Accountant	60K - 80K	55K - 70K	55K - 60K	50K - 60K
Group Accountant	55K - 65K	55K - 65K	50K - 60K	45K - 55K
Systems Accountant	55K - 65K	50K - 65K	50K - 60K	45K - 55K
Financial Analyst	55K - 75K	55K - 70K	50K - 60K	50K - 60K
FP&A Analyst	55K - 75K	55K - 75K	55K - 65K	50K - 65K
Senior Financial Accountant	70K - 80K	65K - 80K	60K - 70K	55K - 65K
Financial Accountant	55K - 65K	50K - 60K	50K - 60K	45K - 55K
Multilingual Qualified Accountant	55K - 65K	50K - 60K	50K - 60K	45K - 55K
Financial Reporting Accountant	55K - 65K	50K - 60K	50K - 60K	45K - 55K
Revenue Accountant	60K - 70K	55K - 70K	60K - 70K	55K - 70K
Management Accountant	55K - 65K	50K - 65K	50K - 55K	45K - 55K
Treasury Accountant	55K - 65K	50K - 65K	50K - 55K	45K - 55K
Cost Accountant	55K - 65K	50K - 65K	50K - 60K	50K - 60K

Industry & Commerce Salaries

LARGE COMPANIES (500+ EMPLOYEES)

Sector	Dublin 2020	Dublin 2019	Regional 2020	Regional 2019
	€	€	€	€
INTERNAL AUDIT				
Head of Internal Audit	100K - 160K	100K - 150K	80K - 130K	80K - 130K
Internal Audit Manager	75K - 90K	70K - 90K	60K - 75K	58K - 70K
Internal Auditor	55K - 70K	50K - 65K	55K - 65K	50K - 60K
PART QUALIFIED				
Assistant Financial Accountant	45K - 50K	40K - 50K	35K - 40K	30K - 40K
Assistant Management Accountant	35K - 48K	34K - 45K	30K - 35K	25K - 35K
Trainee Accountant (P/Q 2+ years)	35K - 40K	34K - 40K	30K - 37K	30K - 34K
Trainee Accountant (P/Q 1 - 2 years)	28K - 32K	26K - 30K	25K - 30K	24K - 28K
Graduate / Trainee Accountant	25K - 28K	24K - 28K	22K - 25K	20K - 24K
Analyst	40K - 50K	40K - 50K	40K - 50K	40K - 50K
ACCOUNTS STAFF				
Payroll Manager	55K - 70K	55K - 70K	45K - 65K	42K - 62K
Payroll Clerk	30K - 45K	30K - 40K	30K - 35K	28K - 32K
AP Manager	55K - 70K	50K - 70K	47K - 65K	45K - 65K
AP Clerk	28K - 38K	26K - 35K	25K - 35K	22K - 32K
Credit Control Manager	55K - 70K	55K - 70K	45K - 65K	45K - 65K
Credit Control Clerk	32K - 45K	30K - 40K	25K - 35K	20K - 30K
AR Clerk	28K - 38K	28K - 38K	25K - 35K	22K - 32K
Accounts Assistant	30K - 45K	30K - 40K	25K - 35K	22K - 32K

Industry & Commerce Salaries

SMALL TO MEDIUM (<500 EMPLOYEES)

Sector	Dublin 2020	Dublin 2019	Regional 2020	Regional 2019
	€	€	€	€
EXECUTIVE				
Finance Director	80K - 140K	80K - 140K	70K - 100K	70K - 100K
Financial Controller	75K - 100K	75K - 95K	65K - 85K	65K - 85K
MID - SENIOR LEVEL				
Finance Manager	70K - 85K	65K - 85K	60K - 80K	55K - 80K
Project Accountant	55K - 65K	50K - 65K	55K - 60K	50K - 55K
Group Accountant	55K - 60K	50K - 60K	45K - 55K	45K - 52K
Systems Accountant	55K - 60K	50K - 60K	45K - 55K	45K - 50K
Financial Analyst	55K - 65K	50K - 65K	45K - 60K	45K - 60K
FP&A Analyst	55K - 75K	55K - 75K	55K - 65K	50K - 65K
Senior Financial Accountant	65K - 70K	60K - 70K	55K - 60K	50K - 60K
Financial Accountant	55K - 65K	50K - 65K	55K - 60K	50K - 60K
Multilingual Qualified Accountant	55K - 60K	50K - 60K	45K - 55K	40K - 50K
Management Accountant	55K - 60K	50K - 60K	50K - 60K	50K - 60K
Cost Accountant	55K - 60K	50K - 60K	50K - 60K	50K - 60K
PART QUALIFIED				
Assistant Financial Accountant	30K - 40K	30K - 40K	30K - 40K	30K - 40K
Assistant Management Accountant	30K - 40K	30K - 40K	30K - 40K	30K - 40K
Trainee Accountant (P/Q 2+ years)	30K - 40K	30K - 40K	30K - 35K	30K - 35K
Trainee Accountant (P/Q 1-2 years)	28K - 35K	28K - 34K	26K - 30K	26K - 30K
Graduate / Trainee Accountant	26K - 30K	26K - 30K	25K - 28K	25K - 28K
ACCOUNTS STAFF				
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	40K - 50K	40K - 50K
AP Manager	45K - 60K	45K - 60K	40K - 50K	40K - 50K
AP Clerk	28K - 40K	28K - 36K	25K - 35K	24K - 32K
AR Clerk	28K - 40K	26K - 35K	25K - 35K	22K - 30K
Accounts Assistant	30K - 35K	28K - 35K	24K - 30K	22K - 30K

Industry & Commerce Salaries

SHARED SERVICES CENTRE

Sector	Dublin 2020	Dublin 2019	Regional 2020	Regional 2019
	€	€	€	€
EXECUTIVE				
Director of Shared Services	130K - 150K	130K - 150K	100K - 120K	100K - 120K
Manager of Shared Services	90K - 115K	90K - 110K	80K - 100K	80K - 100K
GENERAL LEDGER				
Manager	60K - 100K	60K - 100K	70K - 90K	70K - 90K
Supervisor	55K - 65K	54K - 65K	50K - 60K	50K - 55K
Accountant	55K - 60K	50K - 60K	45K - 55K	45K - 50K
GL PQ Accountant	35K - 45K	34K - 45K	30K - 40K	30K - 40K
ACCOUNTS RECEIVABLE				
Manager	45K - 60K	45K - 60K	45K - 55K	45K - 55K
Supervisor	55K - 65K	55K - 65K	45K - 55K	45K - 55K
Accountant	50K - 60K	50K - 55K	45K - 55K	45K - 50K
GL PQ Accountant	35K - 45K	35K - 45K	30K - 40K	30K - 40K
ACCOUNTS PAYABLE				
Manager	45K - 60K	45K - 60K	45K - 55K	45K - 55K
Team Leader	40K - 55K	40K - 50K	35K - 45K	35K - 45K
Analyst	35K - 40K	32K - 40K	25K - 35K	25K - 32K
Executive	30K - 35K	30K - 34K	25K - 30K	25K - 30K

Accountancy & Financial Services

2019 in Review

The market in Financial Services has seen continued growth throughout 2019, which has followed on from a strong 2018. A number of established companies have committed to expanding their workforce in Ireland due to a number of key factors, including the ability to passport into the European Market.

With Brexit being pushed back to 2020 at the earliest, we are yet to see its subsequent effect on the Irish market. However, to date the Financial Services market has experienced strong and continued growth. As stated above, the commitment by companies to expand their workforce in Ireland has continued in 2019 and we have also seen these roles being spread out across the country. The FSI estimates that there are over 42,000 people employed directly within the Financial Services Market in Ireland with 33% of those being based outside of Dublin.

According to a study published by IBEC Ireland is currently home to 17 of the top 20 global banks and 14 of the worlds top 15 AIRCRAFT leasing companies. With over 1,100 funds Ireland is responsible for administrating over €4.1 trillion in assets.

As with recent years Big 4 Accountants with relevant Financial Services experience are still the highest in demand. However, we are seeing a trend where companies are now prioritizing specific industry experience over a practice-trained background.

Expectations for 2020

As we move into 2020 we are facing a very similar scenario to last year with continued growth forecasted. The European Commission has recently increased their predictions of Irelands GDP from 4% to 5.6% for 2019 making it the highest in Europe. However the report goes on to state that the uncertainty around Brexit, the tight labour market and the diminishing space capacity are all issues that can have a negative effect going forward.

Recruitment is predicted to increase again in 2020 with companies fighting it out to hire the right people. The market has become one that is weighted heavily in favour of the candidates and companies are projecting salary increases. In a recent report IBEC has stated that over 75% of companies plan to increase salaries with the projected median pay increase of 2.5%



Tadhg Kearney
Associate Director
Accountancy & Financial Services

+353 1 905 2560
tadhg.kearney@abrivia.ie

2019 has seen substantial growth within the Financial Services market with increased hiring across most sectors. This along with the announcement by the Central Bank that over 100 companies have requested authorisation to operate in Ireland has made this a booming market.

As we move into 2020, trends suggest another very busy year within Financial Services.



**Employees of FSM market
based outside Dublin**

About Abrivia Accountancy & Financial Services

The Abrivia Accountancy & Financial Services Division is headed up by Tadhg Kearney. Tadhg has over 7 years' experience recruiting within the Irish and International markets and he currently leads a team of 4 dedicated recruiters who are responsible for all roles within Financial Services. Abrivia have been successfully providing recruitment solutions to the Financial Services market both domestically and internationally since 2005.

Accountancy Salaries

Sector	Dublin 2020	Dublin 2019	Regional 2020	Regional 2019
	€	€	€	€
EXECUTIVE				
CFO / Finance Director	110K - 180K	110K - 180K	90K - 150K	90K - 145K
Head of Finance / Financial Controller	95K - 140K	90K - 140K	70K - 125K	65K - 120K
RECENTLY QUALIFIED - MID SENIOR LEVEL				
Finance Manager	75K - 95K	70K - 95K	60K - 80K	55K - 80K
Financial Reporting Manager	75K - 90K	70K - 90K	60K - 75K	60K - 75K
Financial Reporting Accountant	57K - 70K	55K - 70K	50K - 55K	45K - 55K
Senior Financial Accountant	65K - 80K	65K - 75K	50K - 75K	50K - 75K
Financial Accountant	58K - 70K	58K - 68K	50K - 60K	45K - 60K
Recently Qualified Financial Accountant	55K - 60K	54K - 58K	45K - 55K	40K - 55K
Senior Financial Analyst	60K - 80K	60K - 80K	50K - 70K	50K - 70K
Financial Analyst	55K - 70K	55K - 65K	40K - 55K	38K - 55K
Management Accountant	55K - 70K	55K - 70K	50K - 70K	50K - 70K
Insurance / Reinsurance Accountant	65K - 80K	65K - 80K	50K - 70K	50K - 70K
Internal Audit Manager	65K - 90K	65K - 85K	60K - 70K	55K - 70K
Internal Auditor	55K - 70K	55K - 65K	40K - 50K	40K - 50K
Senior Regulatory Accountant	60K - 80K	60K - 80K	55K - 75K	55K - 75K
Regulatory Accountant	52K - 67K	50K - 65K	50K - 60K	45K - 60K
Project Accountant	55K - 75K	55K - 75K	50K - 75K	50K - 75K
Treasury Accountant	55K - 65K	55K - 65K	45K - 60K	45K - 60K
PART QUALIFIED				
Assistant Accountant	30K - 45K	30K - 45K	28K - 35K	27K - 34K
Accounts Technician	30K - 45K	30K - 40K	25K - 35K	24K - 34K
Graduate / Junior Accountant	28K - 34K	28K - 32K	25K - 30K	24K - 28K

Financial Services Salaries

Sector	Dublin 2020	Dublin 2019	Regional 2020	Regional 2019
	€	€	€	€
CORPORATE/PRIVATE/RETAIL BANKING				
Credit Manager	50K - 75K	50K - 75K	50K - 75K	50K - 75K
Credit Analyst	40K - 55K	40K - 55K	40K - 50K	35K - 50K
Senior Credit Analyst	45K - 60K	45K - 60K	45K - 60K	45K - 60K
Lending Manager	50K - 70K	45K - 68K	45K - 65K	45K - 65K
Lending Administrator	35K - 40K	32K - 38K	30K - 35K	28K - 35K
Mortgage Administrator	30K - 40K	26K - 36K	28K - 35K	25K - 35K
Corporate Relationship Manager	70K - 90K	65K - 85K	60K - 85K	60K - 85K
Head of Treasury	90K - 150K	85K - 150K	80K - 150K	80K - 150K
Treasury Manager	65K - 90K	60K - 90K	60K - 90K	55K - 90K
Dealer	40K - 50K	40K - 55K	35K - 55K	35K - 55K
Treasury Administrator	30K - 40K	30K - 40K	30K - 40K	25K - 40K
FUND SERVICES				
VP Fund Accounting	80K - 90K	75K - 90K	75K - 90K	75K - 90K
Fund Accounting Manager	65K - 85K	60K - 85K	60K - 85K	55K - 85K
Fund Accounting Supervisor	45K - 55K	40K - 50K	35K - 45K	35K - 45K
Senior Fund Accountant	35K - 45K	30K - 40K	30K - 40K	30K - 38K
Fund Accountant	30K - 35K	30K - 35K	30K - 35K	27K - 33K
TRANSFER AGENCY/INVESTOR SERVICES				
Transfer Agency Manager	70K - 95K	65K - 90K	28K K - 35K	65K - 90K
Senior Transfer Agency Administrator	45K - 55K	40K - 45K	35K - 45K	35K - 45K
Transfer Agency Administrator	30K - 35K	30K - 35K	30K - 35K	27K - 33K
TRUSTEE/CUSTODY				
Trustee Manager	65K - 90K	60K - 90K	60K - 90K	60K - 90K
Senior Trustee Officer	45K - 60K	45K - 60K	45K - 60K	45K - 60K
Trustee Administrator	35K - 40K	30K - 40K	30K - 40K	30K - 40K
Custody Manager	70K - 90K	65K - 90K	60K - 90K	60K - 90K
Senior Custody Administrator	55K - 60K	50K - 60K	40K - 60K	40K - 60K
Custody Administrator	30K - 40K	30K - 40K	30K - 40K	30K - 40K

Financial Services Salaries

Sector	Dublin 2020	Dublin 2019	Regional 2020	Regional 2019
	€	€	€	€
PRICING/CORPORATE ACTIONS				
Manager	50K - 60K	50K - 65K	50K - 65K	50K - 65K
Senior Administrator	35K - 45K	35K - 45K	35K - 45K	35K - 45K
Market Data Administrator	30K - 45K	30K - 45K	30K - 40K	30K - 40K
Pricing Specialist	40K - 50K	40K - 50K	35K - 50K	35K - 50K
CLIENT SERVICES				
Senior Manager	80K - 95K	75K - 95K	75K - 95K	75K - 95K
Manager	60K - 75K	60K - 75K	55K - 75K	55K - 75K
Supervisor	45K - 50K	40K - 50K	35K - 48K	35K - 48K
Administrator	30K - 35K	30K - 35K	30K - 35K	28K - 35K
FRONT OFFICE				
Investment Manager (Private Equity)	75K - 110K	70K - 110K	60K - 110K	60K - 110K
Investment Analyst (Private Equity)	55K - 65K	50K - 60K	45K - 60K	45K - 60K
Portfolio Manager	70K - 100K	65K - 95K	60K - 95K	60K - 95K
Portfolio Analyst	55K - 65K	50K - 65K	50K - 65K	50K - 65K
Equity Analyst	50K - 65K	45K - 65K	40K - 65K	40K - 65K
Credit Analyst	45K - 65K	40K - 65K	40K - 65K	40K - 65K
Fixed Income Analyst	40K - 65K	40K - 65K	40K - 65K	40K - 65K
Dealer	50K - 65K	50K - 65K	45K - 65K	45K - 65K
Trader	50K - 65K	50K - 65K	45K - 65K	45K - 65K
Wealth Manager	60K - 80K	55K - 80K	50K - 80K	50K - 80K
MIDDLE OFFICE/TREASURY				
Treasury Manager	65K - 90K	60K - 90K	60K - 90K	55K - 85K
Treasury Administrator	45K - 60K	45K - 60K	45K - 60K	35K - 45K
Settlements Administrator	35K - 40K	30K - 40K	30K - 40K	28K - 35K

Financial Services Salaries

Sector	Dublin 2020	Dublin 2019	Regional 2020	Regional 2019
	€	€	€	€
BACK OFFICE				
Cash Management Administrator	30K -35K	30K -35K	28K - 35K	28K - 35K
Settlements Administrator	30K -35K	30K -35K	28K - 35K	28K - 35K
Payments Administrator	30K -35K	30K -35K	28K - 35K	28K - 35K
COMPLIANCE AND RISK				
Compliance Manager	70K -90K	65K -90K	60K - 90K	60K - 90K
Compliance Officer	55K -65K	50K -60K	40K - 60K	40K- 60K
Compliance Administrator	45K -45K	35K -45K	30K - 40K	30K - 40K
AML/KYC Officer	40K -50K	35K -45K	30K - 45K	30K - 45K
Risk Manager	60K -90K	60K -90K	60K - 90K	60K - 90K
Risk Officer	45K -65K	45K -65K	40K - 60K	40K- 60K
Risk Analyst	40K -50K	40K -50K	35K - 45K	35K - 45K

Office Support

2019 in Review

2019 has seen an increase in the number of permanent roles on the market with replacement hiring and new job creation. Similar to 2018, temporary and contract roles have remained consistent however with the number of permanent opportunities on the market it is increasingly difficult to fill these roles.

The demand for experienced Legal Secretaries remain, and we have seen salaries, benefits, and the demand for a more flexible work environment increase.

As the economy is now close to full employment the number of experienced professionals has reduced on the Irish Market. Recruitment processes are now moving swiftly to avoid losing sought after candidates who are often involved in numerous processes.

The legal secretarial market in Dublin remained strong in 2019 with a consistent demand for experienced and skilled legal secretaries. We have observed an increase in salaries for senior legal PA/secretaries once they have a specific sectoral knowledge, e.g. commercial litigation, conveyancing etc.

We have experienced an increased demand for legal secretaries and executives with conveyancing experience.

The temp and contract market has been busy in 2019, much of the demand for contract hires is driven by project work, maternity, sick leave and holiday cover. Many businesses choose this as a viable and cost-effective option when recruiting for staff.

Expectations for 2020

The demand for talent remains strong for 2020 with increase in salaries predicted across the board. We anticipate continued growth in the office support jobs market. Employers will need to offer competitive salaries and packages in order to hire and retain top talent. The focus will also be on promoting their culture, values and brand. With this growth, we expect also to see an increase in counter offers also as employers are willing to pay more to keep valuable employees.

About Abrivia Office Support

Michelle Earley heads up Abrivia's Office Support division. 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.

Valerie is a Recruitment Consultant for Abrivia's office support and Supply Chain Division and is responsible for creating engaging partnerships by providing excellent opportunities for candidates. Valerie has previously worked in the travel and retail industries, where she gained extensive experience in sales, customer service and management. Valerie holds a B.Sc. in Human Resource Management from Dublin Institute of Technology and is CIPD accredited.



Michelle Earley
Associate Director Office Support

+353 1 531 3733
michelle.earley@abrivia.ie



Valerie McNulty
Recruitment Specialist
Office Support & Supply Chain

+353 1 531 3730
valerie.mcnulty@abrivia.ie

We anticipate continued growth in the office support jobs market for 2020. With this growth, we expect also to see an increase in counter offers also.

Office Support Salaries

Sector	Dublin 2020	Dublin 2019	Regional 2020	Regional 2019
	€	€	€	€
Executive Assistant	45K - 70K	45K - 60K	36k - 52K	35K - 50K
Personal Assistant (3+yrs)	37K - 52K	35K - 50K	31K - 50K	30K - 50K
Personal Assistant (1 -3+yrs)	27K - 36K	25K - 35K	26K- 36K	25K - 35k
Legal Secretary (3+yrs)	36K - 55K	35K - 55K	26K - 45K	25K - 45K
Legal Secretary (1-3yrs)	27K- 37K	26K - 36K	23K - 33K	23K - 33K
Office/Admin Manager	36K - 55K	35K - 55K	30K - 45K	30K - 45K
Receptionist (3+yrs)	29K - 36K	28K - 36K	25K - 34K	24K - 33K
Receptionist (1-3yrs)	23K - 31K	22K - 30K	22K - 29K	21K - 28K
Administrator (3+yrs)	28K - 42K	27K - 42K	24K - 35K	24K - 34K
Administrator (1-3yrs)	22K - 33K	22K - 32K	21K - 28K	20K - 28K
Data Entry Clerk	21K - 28K	20K - 28K	21K - 26K	20K - 25K
Sales Support Administrator	26K - 36K	26K - 36K	22K - 32K	22K - 32K

Insurance, Compliance & Risk

2019 in Review

2019 has been a mixed year for the Insurance Industry. On one hand there has been a growth in profits posted by companies along with an increase in headcount. While on the other hand there has been criticism leveled at the industry in relation to high premiums and high claim payouts on the General Insurance side and on the Life Insurance side a crackdown on how the brokers are rewarded.

General Insurance has been in the headlines the most with Personal Injury claims being highlighted as an example of a claims culture developing in Ireland. Politicians, Judges and the general public have all weighed in on this issue and the Insurance industry is currently at a crossroads going into 2020 in relation to how they are going to manage these claims.

In an overall context we have seen growth across all areas of the insurance industry. According to Insurance Ireland there are now 28,000 people employed directly or indirectly within the industry. Ireland is also able to boast that we currently have 11 out of the top 15 insurance companies in the world having a presence here.

The two areas we have seen the biggest growth in 2019 has been in Claims and in General Broking. As mentioned above due to the increased scrutiny on the payout of claims companies have been building out their claims teams and also trying to develop strong internal fraud teams.

The General Broker market has also seen an increase in hiring and has been one of the big winners in recent years due to the growth of the economy. We have seen the area of Cyber Insurance/Cyber Crime as a growing area within Broking as more companies try to safeguard against hacking attacks.

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



Tadhg Kearney
Associate Director
Accountancy & Insurance

+353 1 905 2560
tadhg.kearney@abrvia.ie



11 out of the top 15 insurance companies having a presence in Ireland

Expectations for 2020

The Insurance market is primed for another busy year across all areas. With Brexit still on the horizon more and more companies are increasing their presence here to avail of the passporting rights into Europe. Although not always using Ireland as their European Headquarters many companies have decided to increase their headcount nonetheless, and others have plans to continue to grow in 2020.

About Abrivia Insurance, Compliance & Risk

Abrivia's Insurance, Compliance and Risk division is headed up by Tadhg Kearney. Tadhg has over 7 years' experience recruiting primarily within the Insurance & FS market and he has successfully managed both large recruitment drives and stand-alone roles for some of the World's largest Insurance & FS Companies.

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

Insurance, Compliance & Risk Salaries

Sector	Dublin 2020	Dublin 2019	Regional 2020	Regional 2019
	€	€	€	€
GENERAL INSURANCE				
Underwriting				
Head of Underwriting	100K - 150K	100K - 150K	100K - 150K	100K - 150K
Underwriting Manager	80K - 100K	80K - 100K	80K - 100K	80K - 100K
Senior Underwriter	60K - 85K	60K - 85K	60K - 85K	60K - 85K
Commercial Underwriter	45K - 75K	45K - 75K	45K - 75K	45K - 75K
Personal Lines Underwriter	30K - 45K	30K - 45K	45K - 75K	45K - 75K
Claims				
Head of Claims	90K - 110K	90K - 110K	90K - 110K	90K - 110K
Claims Manager	75K - 90K	75K - 90K	75K - 90K	75K - 90K
Claims Team Lead	60K - 70K	55K - 70K	55K - 70K	55K - 70K
Senior Claims Handler	50K - 70K	50K - 65K	45K - 65K	45K - 65K
Personal Injury Claims Handler	40K - 60K	40K - 55K	35K - 55K	35K - 55K
Property Claims Handler	30K - 40K	30K - 40K	28K - 36K	28K - 36K
Motor Claims Handler	32K - 45K	32K - 45K	30K - 40K	30K - 40K
Loss Adjuster	30K - 45K	30K - 45K	30K - 45K	30K - 45K
Claims Admin	30K - 35K	30K - 35K	28K - 32K	28K - 32K
LIFE INSURANCE & PENSIONS				
Head of Underwriting	100K - 130K	100K - 130K	100K - 130K	100K - 130K
Underwriting Manager	85K - 100K	80K - 100K	70K - 90K	70K - 90K
Life/Medical Underwriter	50K - 70K	50K - 70K	50K - 70K	50K - 70K
Trainee/Initial Underwriter	30K - 45K	30K - 45K	30K - 45K	30K - 45K
Senior Pensions Consultant	65K - 90K	65K - 90K	65K - 90K	65K - 90K
Pensions Consultant	45K - 60K	45K - 58K	45K - 58K	45K - 58K
Senior Pensions Administrator	40K - 50K	40K - 50K	40K - 50K	40K - 50K
Pensions Administrator	30K - 38K	30K - 38K	30K - 38K	30K - 38K
Life Administrator	30K - 35K	30K - 35K	30K - 35K	30K - 35K
COMPLIANCE				
Head of Compliance	90K - 130K	90K - 130K	90K - 130K	90K - 130K
Compliance Manager	70K - 100K	70K - 90K	70K - 90K	70K - 90K
Compliance Specialist	45K - 70K	45K - 65K	45K - 65K	45K - 65K
Compliance Executive	35K - 50K	30K - 50K	30K - 45K	30K - 45K

Insurance, Compliance & Risk Salaries

Sector	Dublin 2020	Dublin 2019	Regional 2020	Regional 2019
	€	€	€	€
RISK				
Chief Risk Officer	120K - 150K	120K - 150K	120K - 150K	120K - 150K
Senior Risk Manager	90K - 120K	90K - 120K	90K - 115K	90K - 115K
Risk Manager	70K - 100K	70K - 100K	70K - 95K	70K - 95K
Risk Specialist	45K - 65K	45K - 60K	43K - 58K	43K - 58K
Risk Executive	40K - 55K	40K - 50K	38K - 48K	38K - 48K
REINSURANCE				
Chief Underwriting Officer	110K - 160K	110K - 160K	110K - 160K	110K - 160K
Underwriting Manager	80K - 100K	80K - 100K	80K - 100K	80K - 100K
Senior Underwriter	65K - 95K	65K - 95K	60K - 90K	60K - 90K
Underwriter	45K - 70K	45K - 70K	40K - 70K	40K - 70K
Junior Underwriter	30K - 45K	30K - 45K	30K - 45K	30K - 45K
Head of Claims	85K - 100K	85K - 100K	85K - 100K	85K - 100K
Claims Manager	70K - 90K	70K - 90K	70K - 90K	70K - 90K
Claims Adjuster	35K - 50K	35K - 50K	35K - 50K	35K - 50K
Senior Reinsurance Technician	50K - 75K	50K - 75K	50K - 75K	50K - 75K
Reinsurance Technician	35K - 55K	35K - 55K	35K - 55K	35K - 55K
CAPTIVE				
General Manager	100K - 130K	100K - 130K	100K - 130K	100K - 130K
Head of Underwriting	85K - 120K	85K - 120K	85K - 120K	85K - 120K
Insurance Manager	60K - 75K	60K - 75K	60K - 75K	60K - 75K
Account Manager	60K - 75K	60K - 75K	60K - 75K	60K - 75K
Insurance Analyst	36K - 50K	35K - 50K	36K - 45K	36K - 45K
BROKER				
Senior Account Executive	60K - 75K	60K - 75K	60K - 75K	60K - 75K
Account Executive	45K - 65K	45K - 60K	45K - 60K	45K - 58K
Senior Commercial Account Handler	40K - 55K	40K - 48K	40K - 50K	38K - 48K
Commercial Account Handler	40K - 45K	35K - 45K	35K - 45K	35K - 45K
Personal Lines Handler	30K - 40K	30K - 40K	28K - 40K	28K - 38K
Business Development	40K - 60K	35K - 60K	35K - 60K	35K - 60K
Claims Manager	60K - 70K	50K - 65K	50K - 60K	45K - 55K
Claims Advisor	38K - 50K	35K - 50K	30K - 45K	30K - 42K

Technology

2019 in Review

Ireland's recruitment market is in the middle of an evolution as it reacts and is shaped by political policies, the economy and changes in technology. Variations in the way we are working is ramping up also zero-hour contracts, day rate contracting and remote working is really theming.

2019 saw a very noticeable increase in demand for candidates within the cyber security and data space. Cyber security is a skillset in demand across most industries. With the market naturally moving towards AI and automation of processes, the more conventional roles are being combined to form a hybrid of skills that may not have been seen before. Throughout the next few years candidates will be expected to upskill to meet the criteria of these new roles.

The housing issue in Dublin, Cork and Galway in particular has seen an increase in companies offering sign on bonuses to attract international candidates. Alike last year, clients based in Dublin are seeing external factors such as rental market inflation inhibiting their ability to attract talent and thus there has been continual upward pressure on salaries in order to attract the best people.

Finally, it's all about the package! Aside from working in a great role in a collaborate organization, the benefits package is still incredibly important to candidates. Healthcare, remote working, pensions, gyms are just some of the popular perks being used to attract the best candidates. Flexible ways of working are top of the agenda for both candidates and employers and are very important in an ever changing and diverse workforce. This is especially true for candidates with young families and or for those in commuter towns.



Andrew Meehan
Associate Director
Technology Team

+353 1 531 3737
andrew.meehan@abrivia.ie

Ireland's labour market in 2019, proved it is agile and resilient in face of serious challenges, whilst remaining a prominent place to invest in the midst of global economic uneasiness. Ireland's competitiveness and agility will be essential to sustain our strong performance in employment. With Brexit still not a done deal, hindering US economic policies, and financial markets underperforming, 2020 won't go without its provocations.

Uncertainties aside, both local and international organisations here in Ireland continue to perform well and will require talent to sustain this. Well thought out flexible employer branding strategies are now essential in attracting and retaining top talent.

Largely, 2020 is shaping up to be another productive year on the job and economic fronts. Ireland needs to remain competitive, keep somewhat of a cap on salaries, and offer some flexibility. We have every reason to believe Ireland can stay ahead of the curve and outperform other countries throughout the year ahead.

Expectations for 2020

In 2020, I am forecasting that we will see activity centered around firms that have newly set up in Dublin look to add substance and headcount to their operations. The war for talent will continue with some skillsets experiencing big shortages particularly in the areas of scala developers and cyber security professionals.

High growth industries will include fintech, online transaction processing, and big data. The use of contingency staff will continue as reactive and Brexit-related projects crop-up. I also feel HR spend on retention tactics and employer branding will grow.

Salary will continue on the same trajectory as in 2019 – with increases seen across the board. As Ireland increasingly becomes a more attractive market for companies to establish operations here, given Irelands relationship with Europe, agile talent pool, and somewhat stable political environment. I feel we will see a market dictated by candidates.

About Abrivia Technology

Abrivia Technology is managed by Andrew Meehan.

Andrew holds a Master's Degree in Human Resource Management (MBS) coupled with a Degree in Accounting and Strategic Management (BA). Andrew is also a member of the Chartered Institute of Personnel Development (CIPD). He has over 9 year's recruitment experience in the Cyber Security and IT infrastructure space. He is here to provide holistic technology recruitment solutions to existing and new clients. 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 IT security, 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 2020	Dublin 2019	Regional 2020	Regional 2019
	€	€	€	€
SENIOR APPOINTMENTS				
CTO	100K - 170K	100K - 170K	110K - 160K	110K - 160K
Software Development Manager	90K - 120K	90K - 120K	80K - 120K	80K - 120K
Programme Manager	90K - 135K	90K - 125K	85K - 120K	85K - 120K
Project Manager	65K - 100K	65K - 110K	60K - 90K	60K - 100K
Infrastructure/Support Manager	55K - 85K	55K - 95K	50K - 80K	50K - 90K
DEVELOPMENT & DESIGN ROLES				
Oracle/SQL	55K - 85K	40K - 85K	35K - 80K	35K - 80K
Data warehousing/ Business Intelligence	55K - 90K	45K - 90K	40K - 80K	40K - 80K
Technical Architect	75K - 110K	75K - 110K	60K - 110K	60K - 110K
Java/J2EE	55K - 90K	45K - 90K	35K - 85K	35K - 85K
VB/.NET/C#	55K - 95K	40K - 95K	35K - 85K	35K - 85K
C/C++	45K - 80K	35K - 80K	35K - 70K	35K - 70K
Web/PHP Development	35K - 80K	35K - 80K	30K - 75K	30K - 75K
UI/UX Designer	65K - 95K	40K - 95K	55K - 85K	35K - 85K
Mobile Developer	65K - 80K	35K - 80K	55K - 75K	35K - 75K
Mainframe	45K - 65K	30K - 65K	40K - 50K	25K - 50K
ERP/CRM				
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	50K - 90K	50K - 90K	40K - 80K	40K - 80K
ERP (Other) Consultant	40K - 80K	40K - 80K	35K - 75K	35K - 75K
Navision Consultant	45K - 85K	45K - 85K	40K - 80K	40K - 80K
CRM Consultant	45K - 75K	45K - 75K	40K - 80K	40K - 80K

Technology Salaries

Sector	Dublin 2020	Dublin 2019	Regional 2020	Regional 2019
	€	€	€	€
INFRASTRUCTURE / SUPPORT				
Helpdesk/Desktop Support	25K - 35K	25K - 35K	25K - 33K	25K - 33K
Systems Administrator	45K - 65K	45K - 65K	35K - 55K	35K - 55K
UNIX/Linux Administrator	45K - 70K	45K - 70K	35K - 70K	35K - 70K
Network Specialist	50K - 80K	50K - 80K	35K - 80K	35K - 80K
Security Specialist	45K - 90K	45K - 90K	35K - 80K	35K - 80K
Virtualisation Specialist	50K - 90K	50K - 80K	50K - 80K	50K - 80K
Database Administrator	60K - 80K	60K - 80K	45K - 75K	45K - 75K
QA / TESTING / LOCALISATION				
Test/QA Manager	70K - 85K	55K - 80K	60K - 70K	50K - 70K
Test/QA Team Leader	50K - 70K	50K - 70K	45K - 60K	45K - 60K
QA Engineer	35K - 60K	35K - 60K	30K - 55K	30K - 55K
Localisation Engineer	25K - 40K	22K - 40K	25K - 40K	22K - 40K

Technology Contract Rates

Sector	Dublin 2020	Dublin 2019	Regional 2020	Regional 2019
	Rate € p/d	Rate € p/d	Rate € p/d	Rate € p/d
SENIOR APPOINTMENTS				
CTO	€700 - €1,600	€700 - €1,600	€650 - €1,200	€650 - €1,200
Software Development Manager	€650 - €1,100	€650 - €1,100	€550 - €1000	€550 - €1000
Programme Manager	€550 - €1,400	€550 - €1,400	€500 - €950	€500 - €950
Project Manager	€450 - €850	€450 - €850	€400 - €800	€400 - €800
Infrastructure/Support Manager	€350 - €800	€350 - €800	€300 - €750	€300 - €750
DEVELOPMENT & DESIGN ROLES				
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
ERP/CRM				
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

Technology Contract Rates

Sector	Dublin 2020	Dublin 2019	Regional 2020	Regional 2019
	Rate € p/d	Rate € p/d	Rate € p/d	Rate € p/d
INFRASTRUCTURE / SUPPORT				
Helpdesk/Desktop Support	€175 - €250	€175 - €250	€150 - €200	€150 - €200
Systems Administrator	€250 - €350	€250 - €350	€200 - €300	€200 - €300
UNIX/Linux Administrator	€300 - €450	€300 - €450	€250 - €450	€250 - €450
Network Specialist	€300 - €600	€300 - €600	€300 - €550	€300 - €550
Security Specialist	€300 - €600	€300 - €600	€250 - €550	€250 - €550
Virtualisation Specialist	€300 - €600	€300 - €600	€250 - €550	€250 - €550
Database Administrator	€300 - €600	€300 - €600	€250 - €550	€250 - €550
QA / TESTING / LOCALISATION				
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

Multilingual, Call Centre & Customer Service

2019 in Review

Abrivia's multilingual recruitment team recruits for Local & Multinational companies that require recruitment support for multilingual professionals across all sectors. In 2019 we saw continued demand for Swedish, Finnish, Norwegian, German, Dutch and Danish Languages as the most sought after in multilingual professionals which will continue into 2020. With GDP growth of close to 6% for 2019 (ESRI) and the Irish economy being the fastest growing market in the Euro Zone this has impacted on recruitment with close to full employment. A large number of companies are attracted to Ireland and are continuing to grow and set up hubs in Dublin. With the uncertainty of Brexit looming Dublin has an even greater appeal to global companies. The most notable growth sectors have been online advertising, online retail, IT, Insurance and Financial Services.

In 2019 we saw a continued demand for candidates across all sectors and with some uncertainty in the market due to Brexit. Irish economic growth is set to continue in 2020 if UK stays in EU. According to Economic & Social Research Institute's Quarterly Economic Commentary 2019, the Irish economy looks set to perform well in 2020. In 2020, the economy is expected to grow by 3.1%. We foresee a similar demand for multilingual & customer service staff in 2020 with unemployment rates hitting a low of 4.9% in October 2019. Salaries have increased in 2019 and companies are also looking at creative ways to retain candidates offering retention bonuses and salary increments based on length of service. Candidates are now also relying heavily on companies' reputations and are doing their research online as company culture, employee appreciation, training, development and opportunities to progress are all key factors for candidates looking for a new role. Candidates have an expectation that their salaries will be competitive and are more concerned about company culture, development and progressive opportunities. Clients are very focused on hiring candidates that fit the company culture and will hire based on behavioral and competency-based interviews and will forego experience in junior level roles in order to fill urgent vacancies and invest in training.

What is notable to mention is that in this area a large number of candidates are relocating to Dublin to fill vacancies but the biggest concern for candidates is the shortage of rental accommodation which is cited again and again as a massive disincentive for relocating to Dublin. A lot of candidates have a preference for Ireland over the UK due primarily to the uncertainty of Brexit but the negative media attention regarding the housing crisis has raised many concerns for potential candidates.



Emily Mason
Associate Director
Multilingual, Call Centre
& Customer Service Team

+353 1 531 3730
emily.mason@abrivia.ie

Due to continued growth in the Irish Market with unemployment rates hitting 4.9% in October 2019 there is still a very high demand for candidates in Call Centre, Multilingual & Customer Service. The market is getting more competitive and candidates have lots of opportunities due to expansion and attrition. However a lot will depend on the outcome of Brexit as this will impact the economy in 2020.



GDP growth for 2019

Expectations for 2020

We anticipate continued growth in the multilingual, call center & customer service jobs market for 2020. As the country hits full employment and companies continue to grow. With this growth, we expect also to see an increase in counter offers also as employers are willing to pay more to keep valuable employees. However a lot will depend on what happens with Brexit as this will impact on the economy.

About Abrivia Multilingual, Call Centre & Customer Care

Emily Mason manages Multilingual, Call Centre & Customer Care. Emily has over 15 years' experience in recruitment working across multiple sectors from high volume roles up to senior Director Level. Emily is degree qualified and gained International experience in Sales & Event Management globally before returning to Dublin and transferring her skillset into a busy recruitment desk. Emily joined Abrivia 3 years ago having worked previously for 2 of Irelands leading recruitment firms. Emily has developed excellent relationships across a number of different sectors in Ireland and due to a demand in the market was approached to support in recruiting multilingual candidates and due to the success of this project she has since launched the Multilingual, Call Centre & Customer Service Division within Abrivia and it has grown rapidly over the past 24 months.

Emily is supported by a team of recruiters and is currently expanding further to meet the growing needs of our clients.

Multilingual, Call Centre & Customer Care Salaries

Sector	Dublin 2020	Dublin 2019	Regional 2020	Regional 2019
	€	€	€	€
MULTILINGUAL SALARIES				
Customer Service Manager	37K - 72K	35K - 70K	35K - 67K	35K - 65K
Customer Service Team Leader	33K - 45K	33K - 42K	30K - 42K	30K - 40K
Customer Service Advisor	27K - 40K	27K - 37K	24K - 36K	24K - 35K
Technical Support Level 1-3	25K - 40K	25K - 37K	22K - 36K	22K - 35K
Business Development Rep	25K - 40K	25K - 37K	22K - 36K	22K - 35K
Sales Manager	50K - 95K	50K - 90K	45K - 75K	45K - 75K
Inside Sales Team Lead	35K - 60K	35K - 55K	33K - 50K	33K - 50K
Accounts Payable/Receivable	30K - 40K	30K - 37K	26K - 36K	26K - 35K
Credit Collections	27K - 35K	27K - 33K	24K - 32K	24K - 30K
Order Management Agent	27K - 37K	27K - 37K	23K - 37K	23K - 35K
Call Centre Manager	60K - 125K	60K - 125K	50K - 100K	50K - 100K
Telesales Manager	40K - 60K	37K - 55K	30K - 52K	30K - 50K
Inbound Telesales	26K - 38K	26K - 37K	23K - 42K	23K - 40K
Outbound Telesales	28K - 42K	28K - 42K	25K - 42K	25K - 40K
Account Manager	26K - 68K	36K - 68K	33K - 67K	33K - 65K
Sales Support	27K - 40K	27K - 37K	25K - 37K	25K - 35K

Sales & Marketing

2019 in Review

It has been a vibrant year in recruitment with most sectors growing with demand outstripping supply within Sales and Marketing. It is hard to attract and retain top talent in this current economic climate. We have noticed employers investing a lot more resources and time in building their brand, assessing competitor's employee benefits and speeding up the recruitment process to attract top talent. Flexible ways of working are very important in an ever changing and diverse workforce, particularly for those in commuter towns and employees with young families.

Ireland's unemployment rate of 5.3% has certainly dramatically improved from nearly 16% in 2012. More people are working in Ireland than ever, which is very positive for the Irish economy. We see Dublin as the main hub for job creation with other regional cities seeing large increases in investment and job creation namely Cork and the wider Munster area. We are aware of the ongoing demand for experienced professionals in Digital Marketing, Internal Communications, Marketing Specialists and Brand Managers. On the Sales side we notice high demand for Software Sales, Sales Directors, Business Development Managers and Internal Sales.

Partly due to the housing crisis we notice that it is becoming harder for candidates to find accommodation, leading to problems attracting senior and specialised candidates to relocate to the greater Dublin area.

The Sales and Marketing sectors have been evolving quickly as companies react and adapt to changing marketing conditions. We see a consolidation of suppliers within the FMCG marketplace, while niche specialised suppliers are competing well and challenging traditional brick and mortar Businesses.

The Sales and Marketing sectors are undergoing changes brought about by shifting in technology, politics and the economy. Cyber Security and Brexit are two key drivers, seeing the emergence of unique roles in response to a growing demand for online security, compliance and data mining. Based on 2019 trends we see the Tech sector growing 5 times the rate of the rest of the economy.



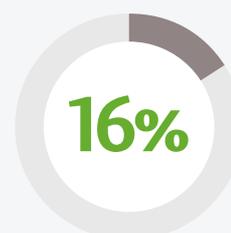
Ciarán Gallagher
Sales & Marketing Consultant

+353 1 531 3729
ciaran.gallagher@abrivia.ie

Sales trends indicate an increase in opportunities across several core industries such as Technology, Construction and Engineering. In Marketing we see an increase in senior positions in Performance Marketing, Ecommerce and Category and Insight Analysts.



Irish unemployment rate for 2019



Irish unemployment rate for 2012

Expectations

There is real concern around the instability caused by Brexit and US trade policies. Most small to medium enterprises and multinationals have implemented contingency plans for 2020 and built risk into their forecasts. Brexit remains high on the agenda for firms as they look ahead at the economic landscape. While uncertainty surrounding a deal may slow things somewhat for the first quarter of 2020, the signs are that Ireland will become a far more attractive place to do business. This is good news for jobs and we are already seeing considerable positive movement specifically in financial services with the relocation of multinational companies' head offices to Ireland. Manufacturing and FMCG sectors are understandably concerned about the potential impacts of possible trade barriers on exports and will have some work to do to stay competitive in this changing landscape. We have seen considerable planning, preparation and investment in attracting international business to Ireland by the government, IDA and industry bodies.

We see demand increasing in Marketing Specialist, Category Managers and Insights, with salary's likely to increase above market rates. Sales will continue to be fragmented with some sectors doing better than others. We expect Senior Account Managers, Sales Directors, Business Development Managers and Key Account Managers to be highly sought after with salaries increasing between 5-10% per annum.

Trends

The overarching trend is an increase in opportunities across most industries, particularly in Technology, Construction and Engineering Sales. Experienced candidates with 5+ years consecutive sales experience are in constant demand. The overall trend is for this to continue which will put pressure on salaries, as companies seek to outbid each other for the best talent. In general Sales salaries are increasing marginally for 2019 and we predict increases of approximately 5-8% for 2020. With Tech, Inside Sales / Consultative Sales and Business to Business Sales professionals being best positioned to command higher salaries in 2020.

We see more flexibility in the way companies are structuring their benefits to appeal to candidates coming from larger multinational firms. SMEs have changed the game offering more soft benefits to compete and attract the top talent from global multinational firms.

We see increased competition in more specialised job markets particularly senior positions in Performance Marketing, Ecommerce, Trade Marketing and Insights. For these types of professional salaries can be negotiated upwards. In general marketing salaries remained constant for 2019 and we predict increases of approximately 5-8% across the board in 2020.

About Abrivia Sales & Marketing

Ciarán is an experienced Sales & Marketing professional with a proven track record in Sales and Account Management. He has worked for over 10 years in Field Sales within FMCG Industry and the drinks Industry. He has worked for global multinational companies in Ireland having spent time In Coca Cola HBC, Cuisine De France, Molsoncoors and indigenous companies like Easibake Foods in Portadown and Glendalough Distillery from Wicklow.

He is qualified to a Master's level with a Diploma in Sales & Business Development from UCD Michael Smurfit Business School and Degree in Business & Event Management from Limerick Institute of technology. Ciarán is highly motivated and determined to develop his client base and grow the business in 2020.

Sales & Marketing Salaries

Sector	Dublin 2020	Dublin 2019	Regional 2020	Regional 2019
	€	€	€	€
SALES ICT				
Sales Director	120K - 200K	120K - 200K	100K - 150K	90K - 150K
Sales Account Director	90K - 150K	80K - 150K	80K - 150K	80K - 150K
Sales Manager	70K - 120K	65K - 110K	80K - 100K	75K - 95K
Corporate Account Manager	50K - 100K	50K - 100K	55K - 100K	55K - 90K
Account Manager	35K - 90K	35K - 80K	30K - 60K	25K - 55K
Business Development Manager	45K - 80K	40K - 80K	40K - 70K	40K - 65K
Internal Account Manager	35K - 70K	35K - 60K	30K - 60K	25K - 55K
Telesales – Outbound	35K - 60K	30K - 50K	35K - 50K	30K - 45K
Telesales – Inbound	35K - 60K	30K - 50K	35K - 65K	30K - 60K
MARKETING ICT				
Marketing Director	100K - 170K	100K - 150K	80K - 110K	80K - 100K
Marketing Manager	80K - 20K	80K - 100K	75K - 100K	75K - 90K
PR / Communications Manager	70K - 100K	70K - 90K	60K - 90K	60K - 80K
Product / Brand Manager	65K - 90K	60K - 85K	60K - 85K	55K - 70K
Marketing Executive	40K - 90K	40K - 80K	40K - 80K	40K - 70K
SALES SERVICES / B2B				
Sales Director	100K - 250K	100K - 230K	100K - 160K	100K - 150K
National Sales Manager	70K - 120K	70K - 120K	70K - 110K	65K - 100K
Regional Sales Manager	60K - 130K	60K - 120K	65K - 85K	60K - 80K
Key Account Manager	45K - 80K	45K - 75K	50K - 90K	50K - 80K
Business Development Manager	50K - 85K	50K - 80K	50K - 90K	45K - 80K
Telesales – Outbound	30K - 65K	30K - 50K	25K - 60K	25K - 55K
Telesales – Inbound	30K - 60K	30K - 50K	25K - 45K	25K - 40K
MARKETING SERVICES / B2B				
Marketing Director	95K - 160K	90K - 150K	90K - 130K	80K - 120K
Marketing Manager	70K - 120K	65K - 110K	70K - 110K	65K - 100K
PR / Communications Manager	70K - 110K	70K - 100K	60K - 90K	55K - 85K
Product / Brand Manager	60K - 95K	60K - 85K	65K - 90K	60K - 90K
Marketing Executive	45K - 70K	45K - 60K	35K - 55K	35K - 50K

Sales & Marketing Salaries

Sector	Dublin 2020	Dublin 2019	Regional 2020	Regional 2019
	€	€	€	€
SALES FMCG				
Sales Director	75K - 130K	70K - 120K	70K - 100K	70K - 90K
National Sales Manager	65K - 130K	65K - 120K	70K - 95K	60K - 90K
Regional Sales Manager	70K - 95K	65K - 90K	65K - 80K	60K - 75K
Key Account Manager	65K - 85K	60K - 80K	60K - 90K	55K - 80K
Territory Manager	50K - 80K	50K - 75K	45K - 75K	45K - 70K
Sales Representative	40K - 70K	40K - 60K	40K - 60K	40K - 55K
Van Sales	40K - 70K	40K - 60K	40K - 60K	40K - 55K
Merchandiser	40K - 60K	35K - 50K	40K - 50K	40K - 45K
Telesales	35K - 55K	35K - 50K	35K - 50K	35K - 45K
MARKETING FMCG				
Marketing Director	100K - 180K	100K - 150K	85K - 130K	85K - 120K
Marketing Manager	80K - 120K	75K - 100K	70K - 90K	65K - 80K
Brand Manager	65K - 95K	65K - 85K	60K - 85K	55K - 70K
Assistant Brand Manager	50K - 75K	50K - 70K	45K - 65K	45K - 60K
Category Analyst	45K - 70K	45K - 65K	35K - 60K	35K - 55K
SALES MEDICAL/PHARMA				
Marketing Director	90K - 160K	90K - 140K	90K - 130K	90K - 120K
Marketing Manager	80K - 100K	80K - 90K	70K - 100K	70K - 95K
Brand Manager	65K - 100K	65K - 80K	60K - 90K	60K - 80K
Product Manager	70K - 100K	70K - 90K	70K - 95K	70K - 85K
SALES FS/INSURANCE				
Account Manager / Director	120K - 170K	120K - 155K	100K - 150K	100K - 140K
Area Sales Manager	90K - 120K	85K - 110K	80K - 95K	80K - 90K
Sales Manager	75K - 120K	75K - 110K	60K - 80K	60K - 75K
Business Development Manager	70K - 130K	70K - 110K	55K - 80K	55K - 70K
Sales Representative	55K - 75K	55K - 65K	60K - 75K	60K - 70K
Telesales	35K - 55K	35K - 50K	30K - 50K	30K - 45K

A nighttime photograph of a cityscape. In the foreground, a bridge with a yellow railing is illuminated from below, casting a warm glow. The bridge spans across a body of water, which reflects the lights and the dark blue sky. In the background, several buildings are visible, some with lights on, and a prominent blue neon light strip runs along the edge of a building on the right. The sky is a deep, dark blue with some lighter clouds.

Abrivia Recruitment Specialists does not make any warranties or representations regarding the use, validity, accuracy or reliability of, or the result of the use of, or otherwise respecting, the content of this salary survey. The content of this salary survey is provided 'as is' without warranties of any kind either express or implied (including but not limited to fitness for purpose, merchantability, particular quality, etc.). Abrivia Recruitment Specialists will not be liable for any damage of any kind arising out of or relating to use of or inability to use this information, including but not limited to for incidental, indirect, punitive, special or consequential damage of any kind. The limitations stated in this disclaimer shall apply to the fullest extent possible, but shall not operate, be interpreted to or attempt to exclude or limit Abrivia Recruitment Specialist liability for death or personal injury caused by Abrivia Recruitment Specialists negligence or as otherwise prohibited by the applicable law.

Abrivia
Recruitment Specialists
17 Upper Mount Street
Dublin 2, Ireland

+353 1 531 3720
info@abrivia.ie
www.abrivia.ie

ABRIVIA
Futures Secured