

An aerial photograph of a city waterfront at sunset. The sky is filled with dramatic, golden-hued clouds. In the foreground, a body of water reflects the light. Along the riverbank, several modern buildings are under construction, with several cranes visible. A paved walkway and a small green field are visible on the left side of the frame. The overall scene is a mix of urban development and natural beauty.

Salary Survey 2024

ABRIVIA
Futures Secured

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Welcome

As we proudly embark on our 17th year in the dynamic world of recruitment, it is with great enthusiasm that I introduce the 13th edition of the Abrivia Recruitment Salary Survey for 2024. Our aim is to provide an accurate account of salaries across a wide range of roles and industries. Through a mix of industry specific recruiters, external subject matter experts and the help of our candidates and clients we have highlighted the key changes that we see in the current market.

As we navigate the intricate terrain of the recruitment market, we recognise the broader challenges that impact professionals and businesses alike. The issues of rising costs of living, inflationary pressures, and a shortage of housing contribute to the overarching complexity faced by the recruitment landscape. These external factors add layers to the dynamic environment in which companies and individuals operate, influencing decisions and shaping the contours of the workforce.

In response to these evolving market dynamics, a notable shift has emerged in the approach to hybrid work models. Many companies, unwavering in their commitment to adaptation, are now embracing a structured three-day in-office approach. Prior to this year the market was favouring a two day in three days from home model and although still popular this is not the majority across the market. This strategic shift demonstrates a nuanced understanding of the delicate balance between remote and in-person collaboration, reflecting the resilience and adaptability of businesses in the face of change. As with most things there is no solution that suits everyone and we advise our clients to find what approach suits their employees best and as always a flexible approach allows them to stay as competitive as possible within the hiring market.

Despite the multifaceted challenges encountered in 2023, the year remained bustling and dynamic, underscoring the resilience exhibited by both businesses and professionals. The market demonstrated unwavering activity, hinting at the presence of a robust and adaptable workforce navigating through the complexities of the current landscape.

One of the significant trends shaping the employment landscape is the emerging disparity between the supply of qualified professionals and the demand for their expertise. A striking development in 2023 has been the surge in emigration across diverse age groups. The lingering restrictions on international travel during the pandemic have led many individuals to seize the opportunity for global exploration. Unlike previous years, this emigration wave is not being counterbalanced by returning workers, as a substantial cohort, having missed their initial chances to travel, is now venturing abroad.

As in previous years, Abrivia remains committed to providing comprehensive insights into the marketplace. Our dedicated team of Recruitment Consultants, boasting a combined experience of over 50 years in recruitment, is collaborating with two distinguished subject matter experts to offer a nuanced understanding of the current economic climate.

We are honoured to have Charles Larkin, Director of Research at the University of Bath and Adjacent Lecture & Research Associate at the School of Business, Trinity College Dublin, contributing his expertise to delve deep into the prevailing economic conditions. Additionally, focusing on Leader- Follower Dynamics and Organisational Structure in this post-COVID environment, we have the privilege of working with Dr. Jon Gruda, Invited Associate Professor of Organisational Behaviour at Catolica Porto Business School, and Lecturer at Maynooth University and UCD Professional Academy.

As we look forward to 2024, the market continues to exhibit signs of buoyancy and dynamism. The challenges of the previous year have not dampened the spirit of progress, and businesses are gearing up for a year of continued growth and adaptation.

In this 13th edition of our Salary Survey, we aim to provide you with valuable insights and data to navigate the evolving employment landscape. Thank you for your continued trust in Abrivia Recruitment as your partner in success.

Warm regards,

Tadhg Kearney

Managing Director



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ABRIVIA NEW SERVICE LINE

RECRUITMENT ADVISORY & EXECUTIVE COACHING

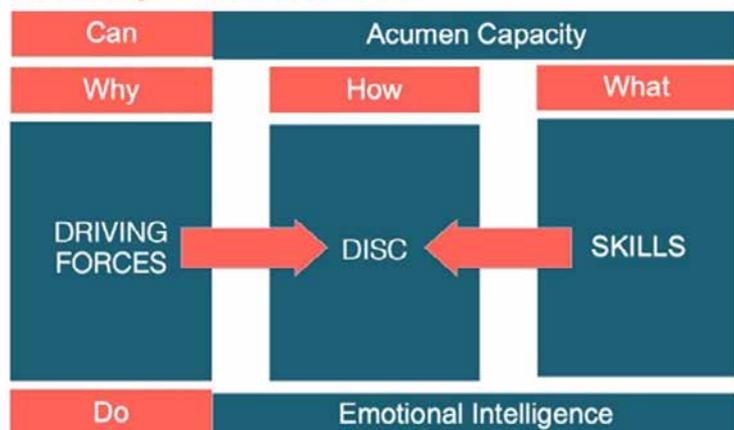
It has been another tremendous year for Abrivia. It was an extremely busy year for the team in Recruitment Advisory and Executive Coaching. We are delighted to say that we have successfully worked with a large number of clients rolling out the following complimentary services:

Thomas Testing International Success Insights + The Five Sciences

Currently, I've successfully finished my Certification Training, gaining qualification as a Thomas Testing International Success Insights Multi-Science Analyst. This certification enables me to proficiently utilise and impart insights to clients, incorporating a mix of TTI assessment reports, including the Core Sciences.

The Science of Self

Summary – Core Sciences



Coaching

Behaviours (DISC) - How we do things

Measured in four dimensions (Dominance, Influence, Steadiness and Compliance) DISC measures a person's action preferences, revealing how an individual will behave.

14 Motivators (Driving Forces) - Why we do things

Discover what motivates and engages a person by examining six unique continua: knowledge, utility, surroundings, others, power, and methodologies.

Soft Skills (Competencies) - What we are skilled to do

Examine 25 unique personal skills that identify which skills have been most well developed, providing a prediction of his or strengths and weaknesses in the future.



Donal O'Brien Chairman Abrivia Recruitment Specialists

- Erickson Qualified Coach (ICF Accredited)
- Erickson High Performance Team Coaching Qualified
- Psychology + Soul Centred Living, University of Santa Monica
- Impacting Leaders (Michael Neill), Mindvalley
- TTI Success Insights (Psychometric Testing)
- Multi-Science Certified – The 5 Sciences:
 - Behaviours - How we do things
 - Driving Forces - Why we do things
 - Competencies - What skills we have
 - Emotional Intelligence - How do we apply EQ in our lives
 - Axiology/Acumen - Can we apply balanced judgement
- Qualified Wim Hof Method Instructor
- Unleashed - Coaching Clients to an Unstoppable Life (Christine Hassler), Mindvalley
- Conscious Parenting Mastery (Dr Shefali), Mindvalley
- Current Chairman of Abrivia Recruitment Group
- Head of Learning, Development and Culture Abrivia Recruitment
- Top 10 Trained Chartered Accountant - RSM International
- BA Accounting & Finance, DCU

Advisory & Executive Coaching

Emotional Intelligence (EQ) - *Do we apply EQ in our personal and business lives*

Understand a person's ability to sense, understand, and regulate self and social situations that enable high levels of collaboration and productivity.

Acumen / Perception (ACI) - *Can we make balanced judgments and decisions*

Commonly known as acumen, identify how a person thinks within three dimensions: feeling, doing, and thinking.

Benchmarking a role

In addition, we provide Benchmarking. If a job could talk, it would tell us exactly what sort of person it required for superior performance. Because jobs can't talk, we have to find other ways to work out what's important. The hard skills for a job are fairly easy to determine - level of education, experience and technical skills. What is sometimes harder to determine is the behaviours, motivators, professional skills, etc. required for superior performance in a role and what type of person would be the best match for the job and the organisational culture. The job benchmarking process identifies the traits and qualities most important to success in a particular job.

Summary

All these courses are so adept at delivering new knowledge and insight. They are taught passionately by people who are magnificent at their individual crafts. However, the real gift of these courses was actually to help me turn inward and apply the tools and techniques on myself. It involves working on and developing yourself. Fulfilling your human potential.

We believe that we have a unique toolkit of skills and experience to help support business owners, C Suite professionals, Managers and in fact all people from all walks of life with challenges they may feel that they are facing in this moment. We will be supporting people access all the resources that are already within them allowing them to have more energy, confidence passion and joy in everything that they do. So, wherever you are on your journey – we will make your life smooth and easy.

Our services here include:



Executive Coaching

This is an opportunity to use Coaching to help grow any one of the 8 areas of wellness including Finance, Work/ Career, Emotional, Relationships/Social, Physical and Spiritual dimensions of life. Coaching is all about guide and advancing people faster in their personal and professional journey.



Career Coaching / Outplacement

Find your purpose and regain your passion. We can provide a range of other supports in terms of helping create a winning CV, excel in an interview or attract positions to you through networking and enhancing your digital presence. We also run bespoke courses for individuals and teams who have been made redundant or have chosen to transition out of a business.



Wim Hof Method Instructor

Work on you're the three pillars of Conscious Breathing, Mindset and Cold-Water immersion to develop your mindset, clarity and resilience. Increase your energy levels, reduce stress and sleep better. It is a technique designed to impact deeply on your physiology to boost your confidence and activate the Autonomic nervous system and improve you happiness performance and immune system.



Personal Mastery

Developing a clarity of purpose, understand your why (motivation), working on Emotional Intelligence (EQ) (said to be the biggest differentiator for Leadership performance), embracing a GROWTH mindset and working on the 4 Dimensions of Mind, Emotion, Body and Spirit to lead a happier and healthier life.

Advisory & Executive Coaching



Business Mastery / Leadership Development

Using proven scientific reports to improve your communication and impact in the business, developing your self-awareness, identifying learning gaps, presenting bespoke personal development plans, working on culture strategy and high-performance teams. All tailored and structured to support leadership professionals.



Team Development (WeQ)

Using value-based coaching techniques, this program helps align and motivate teams to achieve and exceed goals and targets. Working with creative models and techniques to bridge strong team intelligence through trust, openness, appreciative inquiry and chain state visioning to move a team from formation to mastery and ultimately leveraging off the dynamic of team intelligence (WeQ).



Selection and Onboarding

Attract and obtain the high potential talent for your business. Once they have been sourced make sure that they are given all the tools and resources to succeed quickly. We can help make this happen by setting up the perfect onboarding environment focusing on educating, integrating and hitting goals quickly with people new to a group or company.

Executive Coaching



Career Coaching



Wim Hof Method Certified



Personal Mastery



Business Mastery



Leadership Development



Selection and Onboarding



Economic Commentary

The Irish economy at the moment has reached a point of full employment and growth performance on a par with “converging” economies in Eastern Europe. The Irish economy is one of the strongest in Europe and at the recent event commemorating the 50th anniversary of the founding of the National Economic and Social Council (NESCC) at Dublin Castle, the progress of the Irish economy was celebrated. Ireland’s life expectancy went from 71 to 83 years of age. The country moved from an era where mass emigration was the order of the day to one where 1 in 5 living in Ireland have been born abroad. In 1973, 24% of the population worked in agriculture - that is now only 4%. The most dramatic aspect is the number of people who are at work in Ireland: Ireland has 2.6 million people at work, the largest number in its history. At the same time, workers in Ireland have changed their relationship with their employers, with only 7 industrial disputes in 2022 versus 182 in 1973 with a loss of 206,725 working days. The partnership model, which was at the core of the NESCC, has clearly made for a more effective dialogue between business, labour and government for the overall benefit of the economy.

Where does the Irish economy go next?

There are a few key points to reflect upon:

- Deglobalisation
- Demographic Aging
- Digitalisation
- Decarbonisation

The “4 Ds” are a good frame to understand how the Irish economy will need to evolve over the next decade and what is driving current policy conversations on Merrion Street.

We will start with a discussion of deglobalisation. Political economy has returned as a discipline. Nearly 200,000 people are employed by US FDI companies, with a further 167,000 indirectly employed, generating €30 billion for the Irish economy. Overall, the FDI sector is responsible for about 20% of Irish private sector employment. US companies have €1.9 trillion in assets in Ireland and spend €3.7 billion a year on research and develop. Ireland’s employment and economic success is built upon globalization. The reason for Ireland’s attractiveness is that as the largest English-speaking, common law economy in the European Union single market, it is a natural location for US companies. Importantly, the European Union plays an outsized role globally in setting regulatory norms. Initially this could be seen with GDPR, but new reporting requirements for environmental, social and governance (ESG) in annual accounts and the much discussed EU AI Act are representative of the so-called “Brussels Effect”. This is how countries outside of the United States gravitate towards EU regulatory standards as a means of navigating global trade. Here the utility of meeting European compliance while located in a legal system that is conversant with US



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Economic Commentary

standards and laws and with a friendly government and access to a market of 448 million people becomes apparent. This is the power of globalisation. It shrinks distances and has the capacity to take the geographically peripheral and place that country centre stage.

Notably, globalisation has been suffering since 2016. While Brexit and the election of Donald Trump were both seen as watershed events, the more important change that has taken place was a general political move towards greater “friend-shoring” and a deeper scepticism about free trade. This can most clearly be seen in current US trade policy. Despite the change in administration, US trade policy has remained largely consistent between the Trump and Biden administrations. The recent meeting between President Xi of China and President Biden in San Francisco highlighted how the US relationship with China is one of guarded engagement based on distrust. Clearly both economies are deeply intertwined and need one another but political relations have a long way to travel before they return, if ever, to where they were in the early 2000s. Europe has a similar, though slightly less aggressive, approach to China, which has been accompanied by a “de-risking” strategy. All told, it is the clearest manifestation of globalisation entering a slower, slightly retreating phase.

One of the clearest developments in the need to align to the new approach taken by the US to globalisation has been the success of the OECD Base-Erosion and Profit Shifting (BEPS) programme on global corporate taxation. This about de-risking globalisation by bringing transparency into global tax competition. The 12.5% rate of tax has been the cornerstone of Irish industrial policy for two decades. Before that, the low manufacturing rate of tax (10%) was the ace that Ireland had up its sleeve when negotiating with multinationals. To appease the BEPS process, Ireland will be moving to a 15% rate of tax. While this is unlikely to draw firms away from Ireland, it does mark the end of the tax avoidance era that has helped Ireland’s taxation receipts. Corporate taxation accounts for 25% of overall tax revenue. According to the Irish Fiscal Advisory Council estimates, just three firms accounted for approximately 33% of all corporation tax revenues in 2021. This share remained high and close to a third throughout the five-year period from 2017 to 2021. Therefore 3 firms are responsible for 8% of total tax revenues in 2021, up from 5% in 2017. IFAC found that two sectors, ICT and pharma-chemical, account for over 90% of the corporation tax paid in 2021. Since August of this year, the corporate taxation receipts have been weakening, with three consecutive months of receipts being below the 2022 figure and below expectation. That is quantified into €0.4bn or 2.7% below for the year. In terms of the month of October, the corporate tax receipts were €1bn below, or 45% of the 2022 figure.

As of December 2023 the Irish economy was already showing signs of entering into a recession. The technical definition of a recession is two quarters of negative GDP growth figures. Ireland had four quarters of negative GDP growth figures. Though small, these do mean that Ireland’s economy has stalled. What is not clear is how important that is for the day-to-day economy that we all live in. There have been several years of discussion and work by the CSO, Central Bank, ESRI and IFAC to come up with an alternative measure of the Irish economy which takes into account a more complete picture that tempers the role of multinational activities in Ireland while still including them. This arises from the large gap between GDP and GNP in Ireland, which as of Q3 2023 was €24.4bn or a gap of 19% between the two figures. This is much larger than it was in the past and in the case of economies such as the US, would be under a 2% difference between the figures. Modified Gross National Income or GNI* was the solution sought by Ireland. A full explanation has been provided by IFAC here. The reason for this is that macroeconomic indicators of this nature are designed to assist in the fiscal management of the economy. In other words, to help with finding a pathway of taxing and spending to manage the “4 D’s” mentioned earlier. Right now the economy has weakening modified domestic demand and is going through a correction driven by the main drivers of the GDP and corporate tax windfall – tech and pharmaceuticals – now going through a post-COVID correction.

More worryingly, Ireland is also about to enter into a potentially damaging cycle of national pay talks that will eat away at national competitiveness and endanger the exchequer. The ongoing cost-of-living crisis has increased the pressure on all parties in this round of discussions. While inflation is beginning to moderate, it remains higher than has been the norm since 2008 and highly volatile, reflecting the impact of two wars impacting upon the prices of grain and energy. The global growth outlook is now around 2.9%, which is well below the twenty year average of 3.8%. In the European Union, Germany is expected to grow at an anaemic 0.9% in 2024 and the UK, still an important part of the Irish labour market, will be growing at 0.6% in 2024. There are spillover effects for Ireland that arise from the performance of neighbouring economies. Germany’s economic woes will likely drive the European Central Bank towards a more dovish set of monetary policy decisions but not before trying to ensure that European inflation rates

are clearly locked into a trajectory towards the targeted 2%. The decision of the German Constitutional Court with respect to the “debt brake” has caused the German government to restructure their budget and declare an “exceptional emergency” and shown the vulnerability of the German approach to budgetary management. The fact that the new version of the Stability and Growth Pact fiscal rules is informed by this rigid approach could potentially hamstring the responsiveness of all Euro member states to the “4 Ds”. Crucially for the Eurozone economy, it will act as a deadweight on the capacity for the highly carbon-intensive German economy to transition with minimal disruption and employment effects.

The UK is more complicated for Ireland. The UK’s economy has been undermined by the ongoing effects of Brexit as well as the inexplicable low productivity performance of the country for over a decade. While Ireland’s trade with the UK has been dwindling since the 1970s, it is still an important partner and the UK and Ireland share an active and integrated labour market. This means that the ongoing poor performance of the UK economy reduce opportunities for employment on the part of Irish nationals. Ireland’s more flexible labour and immigration laws will make it a more attractive location for EU and non-EU nationals currently working in the UK. Political economy is a factor and by December 2024 there is likely to be a new government in power. With Prime Minister Sunak’s current approval rating hovering around 27% according to YouGov polls, it is most likely that the new government will be led by Sir Keir Starmer, and that will bring about a radical reorientation of British economic policy.

The US continues to good economic performance with expected growth around 1.5% in 2024 following 2.1% growth in 2023. The S&P 500 broadly based stock index had excellent performance throughout the fourth quarter of this year and is hitting new 2023 highs. The view is that the US is on the cusp of a new bull market in equities. This is mostly in response to the overall real economy in the US slowing, placing less strain on the economy and therefore reducing the possibility of inflation remaining persistent. This will ensure that the forward guidance by Fed Chairman Jerome Powell as to a shift in monetary policy towards a more dovish mode can take place. This will reduce, in turn, pressures on corporate valuations, borrowing costs and the probability of a re-occurrence of a Silicon Valley Bank style failure. While on the face of it this would appear to be problematic for Ireland, it does have a positive aspect. If the Fed moves towards an easier monetary policy, Ireland may be the beneficiary as investment in the tech sector will begin to recover. The flip side of this will be weaker corporate tax receipts for the next year and some potential employment consolidation events by multinationals as they respond the more difficult financing environment of the US economy but also correct for some of their hiring activities during the pandemic. At the end of the day the US economy’s performance is incredibly strong and while the cost-of-living crisis and weaker retail sales in October is causing a political economy issue for the Biden Administration, macroeconomically the US picture is one of returning to a more sustainable level of growth but with some leading indicators that, if maintained from more than two quarters, could be indicative of an economy entering into a recession. Importantly, the 2024 presidential election has the potential to increase uncertainty for businesses as they will need to navigate what are very different economic policy platforms between the Biden Administration and former President Donald Trump. A point of consistency between both administrations is their willingness to pursue policies that reduce corporate tax avoidance by locating activities in tax efficient jurisdictions, like Ireland.

The move in the Irish tax rate will mean needing to move to a model where tax rates are nice but ultimately you need something more to make people want to come to your country. In the context of US investment, Ireland continues to have great support from the US authorities and in terms of employment, Ireland’s outward FDI to the US is responsible for 110,000 jobs across all 50 states and invest \$235.7bn in the US. This level of investment in the US from such a small and politically friendly country will go a large part of the way to explaining Ireland’s continued success at attracting FDI as well as securing the necessary political support from Washington to keep that FDI coming. At the end of the day FDI needs to be convinced that there is a value prospect in coming to Ireland. A large part of that is determined by a combination of a high standard of living and access to high quality human capital. This is part of the reason for Ireland’s continued support for expanding access to higher education and the reforms taking place across the entire higher and further education sector. The creation of the National Tertiary Office and the National Apprenticeship Office were both moves to improve pathways to secure more young people into higher education and ensure a continued pool of high human capital. This is most apparent in sectors relating to green technology and advanced computing.

A discussion of education leads us to another “D”, demographics. Ireland currently has one of the youngest populations in the European Union. Ireland’s median age is 38.8 years old, which is the second lowest after Cyprus. Ireland’s rate of over-65s is at 15. But while this is a much better position than most of the rest of Europe, the picture is due to change very rapidly over the next decade. Right now Ireland’s working age population to pensioners ratio is a very healthy 4:1. By 2030 it will be 3.5:1 and by 2050 it will be 2:1. This means that the cost burden of supporting public services and old age non-contributory pensions for those over 65 will

become a major concern to the Exchequer. The solution has been found in a combination of measures: increasing the pensionable age, introducing an auto-enrolment contributory pension system and with the creation of sovereign wealth funds to build a “nest egg” for the future. Budget 2024 was orientated towards this question. The Minister for Finance announced the Future Ireland Fund, with the goal of growing the fund to €100 billion by 2035 to offset the demographic effects of aging and to protect living standards and public services for the future.

At the core of any discussion about aging and pensions in Ireland is home ownership. The median age of a house purchaser in Ireland is 39 years old. This is up from 2010, when it was 35 years old. The median income of a house purchaser with a mortgage is also on much higher than in 2012, from €37,100 to €79,200 in 2021, which is a 46% increase (€93,300 for those in Dublin City). Over the same period of time, median income in Ireland moved from €36,079 to €44,955, a 25% increase. This reflects the ongoing affordability crisis in Ireland. This affordability crisis is the harbinger of a future old age pensions and accommodation crisis. The Irish system of public services is still aligned to the idea of households owning their own home by their middle-to-late 50s and most definitely owning their homes outright by the time they reach the old age pension. The current demographics, combined with the costs of higher education for the children of these late purchasers will break down this assumed cycle of ownership and household savings. This is of course for the lucky ones.

Those that continue to rent will face a deeply precarious old age unless government policies are put in place to support the emerging demographic of elderly renters. Models for the future are already in place in major cities with large rental populations over the age of 65. In New York City for example, the following policies exist The Tenancy and Eviction Support Services (TESS) programme allows New Yorkers 60 years of age and older who are at risk of being evicted from their homes to receive free legal representation and social services. The NYC Rent Freeze Programs include the Senior Citizen Rent Increase Exemption (SCRIE) Program and the Disability Rent Increase Exemption (DRIE) Program, helps those in rent controlled and rent stabilized apartments stay in affordable housing by freezing their rent payments. SCRIE is a particularly useful model for the Ireland of the present and future as its criteria aligns well to creating a sustainable community that can age in place. Aging in place and creating “naturally occurring retirement communities” is useful for the provision of medical and support services. It is much less costly for healthcare providers to keep elderly people in their homes as opposed to hospitals or nursing facilities. The criteria of the New York City’s SCRIE are: be at least 62 years old; be the Head of Household as the primary tenant named on the lease/rent order or have been granted succession rights in a rent controlled, rent stabilized or a rent regulated hotel apartment; have a combined household income for all members of the household that is \$50,000 or less (median household income is \$63,998, individual median income is \$32,320); and spend more than one-third of your monthly household income on rent. This may be a policy to investigate for future governments.

Home ownership has important wealth implications. Irish owner-occupiers have on average household wealth of €303,900. Irish renters have average household wealth of €5,300. The CSO found that 92% of those in the lowest net wealth category were renters. While income inequality is a common point of discussion amongst policymakers, wealth inequality matters as well. The work of the leading economist Thomas Piketty is focused on wealth and the dramatic and lasting intergenerational effects of wealth inequality. His famous explanation of the grip of wealth inequality is embodied by his equation $r > g$ highlights how wealth, aided by the continuous compounding of interest income or yields from assets when greater than the economic growth rate, will drive and compound inequality in an economy. Access to wealth, while not everything, does expand opportunity sets. In the work by Nobel Prize winner Angus Deaton and Anne Case, much is made of the role of income inequality but also wealth inequality and how many are unable to leave their community of low opportunity due to a lack of an initial endowment of income necessary to relocate to a major metropolitan area with wider employment possibilities. The latest work, presented at the Brookings Institute, to supplement their famous *Deaths of Despair and the Future of Capitalism* (2020), which looks at the effects of education on this cycle of inequality can be found here.

This leads to the all-important “D” of digitalisation. Artificial intelligence (AI) is a general-purpose technology with immense potential, comparable to the impact of the steam engine and electricity.¹ This will result in major disruptions in the area of employment. Some, like Daniel Susskind, are techno-pessimists. Others, such as ChatGPT CEO Sam Altman, see a future where AI has the potential to vastly expand what humans are capable of doing. AI can potentially change tasks within high-skilled occupations and that is shaping the labour market.² AI exposure leads to AI vacancy posting, but there is no yet significant evidence about the effect of AI exposure on employment or wage growth.³ There is some regional variation in the data but the conclusions remain inconclusive. Ongoing work

1 Brynjolfsson & McAfee, 2014; Brynjolfsson et al., 2014; Agrawal et al., 2018; Agrawal et al., 2023

2 Brynjolfsson et al., 2023; Webb, 2019; Felten, Raj, Seamans, 2019; Brynjolfsson & McAfee, 2014

3 Acemoglu et al., 2021

at the Institute for Policy Research as part of the major research project on digitalisation, People Led Digitalisation, located at the University of Bath has been able to make some preliminary findings about labour markets and AI.⁴ To understand the labour market effects of AI, you must first have a definition. A working AI definition from the *AI Index 2023 Annual Report* from the Stanford Human-Centered Artificial Intelligence and the *Lightcast report on AI skills* provides a good starting point for compiling data.⁵ The labour market can divide AI into seven skill clusters:

1. Artificial Intelligence
2. Machine Learning
3. Neural Networks
4. Natural Language Processing (NLP)
5. Visual image recognition
6. Robotics
7. Autonomous Driving

There are two adjacent skill groups that can be investigated:

8. Cloud Computing + Cloud Solutions
9. Cybersecurity

By linking together the data presented in sources such as Lightcast, with firm-level data from the database FAME and regional labour market data from the UK Office of National Statistics, the project has been able to make some interesting preliminary findings. When looking at job advertisement data, there is evidence that there is a lack of precision among employers stating the AI skills they desire. Employers are good at identifying skills gaps with certain types of software in specific fields, most especially cybersecurity and cloud computing, and less so in the seven areas of AI. What is not apparent yet is how employers use the AI skills they do seek. Answering the question “are they just looking for existing ICT skills but seeking candidates with the potential to work in the AI space in the future” requires further research. Since 2019 there has been a steady increase in the number of jobs in the AI space. If you include cybersecurity and cloud computing this expands again. The most dramatic changes have happened in 2022 with a large increase in demand for AI and Cybersecurity jobs. Systems engineers are the most in demand, though the most AI-intensive job, Signal Processing Engineer, has relatively low demand using UK data. Unsurprisingly, the concentration of AI-intensive jobs is in major cities, most especially London. Looking at the impact of AI on firm performance, we have found some interesting preliminary results. AI-intensity is connected to export orientation of a firm, the amount of value to be found in intangible capital (e.g. intellectual property) and the strong association with hybrid/remote working and part-time employment. AI workers appear, at least in the UK, to be closely associated with export-orientated firms with highly flexible working conditions akin to project or piece-work. This is consistent with research elsewhere finding AI-investing firms experience an increase in sales, employment and market valuations due to innovation and the shift of US firms’ workforce composition towards STEM profiles.⁶

Our research goes one step further, looking at AI in the medical device space. Part of some initial work with Maynooth University’s Prof Martin Curley at the Innovation Value Institute, we find that AI can have a very strong growth effect when we look at it from the point of view of capital complementarity. This model, with in-system (endogenous) innovations, shows a more efficient use of the resources, meaning that the same production can take place with less capital stock or higher output per worker. This results in productivity benefits without increasing external investment (exogenous). These positive outcomes come from two sources:

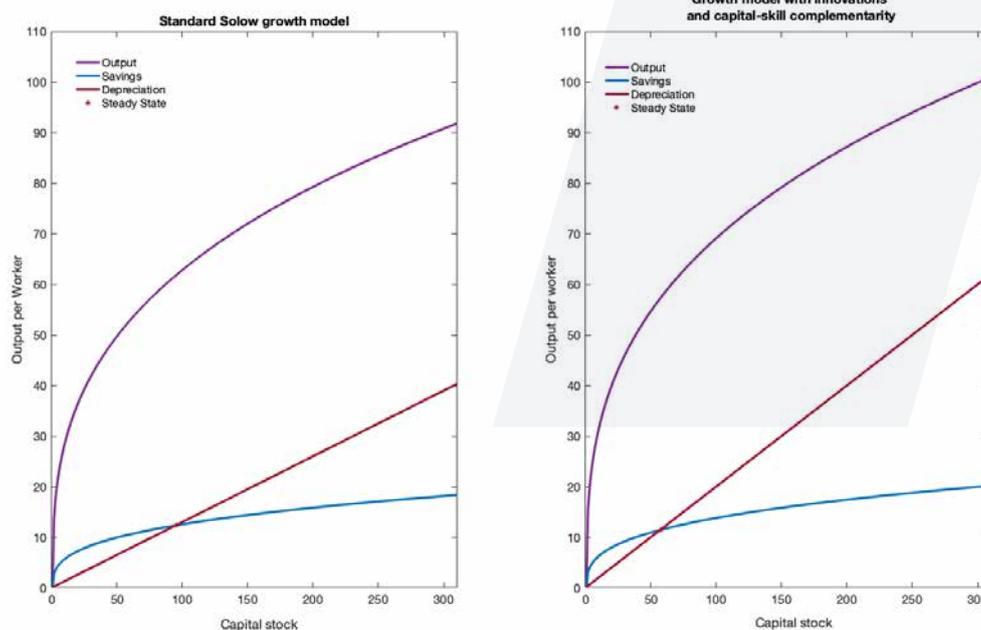
technological improvement and capital complementarity. The technological improvement itself is the driver in the long run. Capital skill complementarity adds productivity gains in the transition towards the steady state of economic growth (the famous Solow Growth Model). The improvement in productivity is brought about by work being reallocated to the higher output tasks of critical thinking and decision-making rather than the mundane.⁷ This is the power of this capital skill complementarity effect.

4 Especially the work Dr Aída García-Lázaro.

5 Maslej et al, 2023, Taska, et al., 2023

6 Babina, Fredyk, He and Hodson, 2022

7 We present a partial equilibrium model with endogenous growth on the spirit of Comin and Gertler (2006) and Hasumi, Iiboshi, and Nakamura (2018). The model introduces innovation and adoption of new technologies. We depart from the



Based on some of initial work, it is clear what a powerful effect AI can potentially have on the performance of the economy. To reap these economic rewards through, it is evident, from the work that has been undertaken, that employers must know how to effectively use AI as a tool to complement high human capital labour. To replicate existing tasks will result in the sub-optimal use of this labour and poor economic performance. The challenge for the next decade is making sure that the human and business interface with AI is about doing things differently and in a way that works with human capabilities and not rerunning the infamous quote of Robert Solow about computers - You can see the computer age everywhere but in the productivity statistics.⁸

The final of our “Ds” is decarbonisation. Climate change, as COP28 has made abundantly clear, is a reality for all of us. Closer to home the recently flooding and destruction of homes and businesses shows how quickly cities and towns can be destroyed and emergency supports appear ill prepared for the task. The Minister for Finance addressed this head on with a second fund which relates to the challenges of climate change. This will be €14 billion put aside in the Infrastructure, Climate and Nature Fund by 2030 to facilitate investment in infrastructure in the event of economic downturns and to support climate and nature related projects. Ireland’s preparedness for climate change is a function of infrastructure, both public and private. At the moment Ireland is underprepared. Part of the response has been to rethink the spatial planning of Ireland and to emphasise public transport over motorways. This causes the country to make some difficult choices. Retrofitting, in the current context of a full employment economy and the increased price of building materials, will be a *de facto* decision not to build badly needed new housing for the population. The national roads

previous literature in expanding the complementarities between capital and labour by introducing Dolado, Motyovszki, and Pappa (2021) capital-skill complementarity features in the endogenous growth model. Our framework consists of i) innovators, ii) adopters, iii) intermediate good producers and iii) final good producers.

Please see:

Barbieri, Brian and Gemma Bewley. “Historical Public Spending in Ireland: An Experimental Dataset”. *Irish Fiscal Advisory Council Analytical Note Series No. 15.* (2022).

Baumol, William J., and William G. Bowen. “On the performing arts: the anatomy of their economic problems.” *The American Economic Review* 55, no. 1/2 (1965): 495-502.

Baumol, William J. “Macroeconomics of unbalanced growth: the anatomy of urban crisis.” *The American Economic Review* 57, no. 3 (1967): 415-426.

Casey, Eddie and Killian Carroll. “The path for Ireland’s health budget”. *Irish Fiscal Advisory Council Analytical Note Series No. 14.* (2021).

Comin, Diego, and Mark Gertler. “Medium-term business cycles.” *American Economic Review* 96, no. 3 (2006): 523-551.

Dolado, Juan J., Gergő Motyovszki, and Evi Pappa. “Monetary policy and inequality under labor market frictions and capital-skill complementarity.” *American Economic Journal: Macroeconomics* 13, no. 2 (2021): 292-332.

Hasumi, Ryo, Hirokuni Iiboshi, and Daisuke Nakamura. “Trends, cycles and lost decades: Decomposition from a DSGE model with endogenous growth.” *Japan and the World Economy* 46 (2018): 9-28.

Solow, Robert M. “A contribution to the theory of economic growth.” *The Quarterly Journal of Economics* 70, no. 1 (1956): 65-94

8 Robert Solow, “We’d better watch out”, *New York Times Book Review*, July 12 1987, page 36.

infrastructure, though much improved, still has many examples of poor to unsafe stretches that need to be addressed. Further, it creates clear political economy questions, as rural Ireland and the agricultural sector are locked in a debate with Dublin on the future pathway forward. The agriculture sector experiences this in the context of having been encouraged towards an export-drive in dairy production during the financial crisis years that now need to be reversed to meet climate targets. Importantly, decisions in agriculture, especially dairy and dry stock cattle, take several years to unwind.

Industry is concerned about uncertainty. Recent policy reversals by the British Government have both confused and infuriated industry, especially the automotive and transport sectors. James Lovelock, the famous scientist who was remember for the coining of “Gaia Theory”, wrote a book several years ago about climate change entitled *A Rough Ride to the Future* (2014) . In it he outlined that humanity would survive and that climate change was likely to play out as it has in the policy sphere – too little, too late and too uncertain but with a glimmer of hope. Much as in the COVID pandemic, when countries are faced with existential crises, they are capable of motivating people and resources to solve complex problems quickly. Lovelock’s book provides a guide to some of the ways that humanity will stumble its way towards a new equilibrium with the natural world.

In the world of employment, green finance, green technologies and green reporting requirements will create a whole new suite of jobs. The challenge will be ensuring that the education system responds with sufficient agility to create a steady stream of human capital to fill those jobs. While policies from the new Department of Further and Higher Education, Research, Innovation and Science, along with the newly created Research Ireland funding body go some distance to providing a strategy, it will be the quality of the implementation that will determine Ireland’s capacity to succeed in this space.

In conclusion, the economic outlook for Ireland is strong but so are the headwinds. The “4 Ds” Deglobalisation, Demographic Aging, Digitalisation, and Decarbonisation make the future uncertain but will require policymakers and business to take planning and preparation more seriously. 2024 will prove to be an important year for Ireland as it will need to make decisions that will have economic and political implications for years to come and in ways that are uncertain. In such a context the ability to make decisions in the face of uncertainty and error-correct quickly will be key.

The Dual Impact of Leadership

Leaders - Brand Ambassadors and Interview Influencers

Have you ever wondered what makes a workplace truly stand out to top talent? In this era of heightened company culture awareness, it's leaders acting as brand ambassadors who often tip the scales.

Leaders as Brand Ambassadors

Leaders are not just figureheads; they are the embodiment of the organization's ethos, which is often decisive in attracting potential employees. Effective leaders, through their actions and communication, create a compelling narrative that projects the organization as a hub of innovation, growth, and employee-centric practices. This ability to articulate a clear, attractive vision of the workplace is essential in today's market, where potential candidates are not merely seeking employment but a place where they can align their personal and professional aspirations with the company's mission.

To excel in this role, leaders must be well-versed in the art of storytelling, weaving the company's successes, culture, and future ambitions into a coherent and inviting narrative. They should be seen as embodying the company's values, acting as living testimonials to the organization's commitment to its employees and broader societal goals. This role is particularly vital in a landscape where the traditional boundaries between personal and professional lives are increasingly blurred, and candidates look for organizations that offer more than just a job – they seek a purpose and a community. And this starts at the interview stage already.

Influencing Through Interviews

The influence of leadership styles during interviews is a subtle yet powerful factor in a candidate's decision-making process. The interview is an opportunity for leaders to showcase not just their individual leadership style but also the prevailing management ethos and organizational values within the organization. Leaders who can effectively communicate the organization's vision, demonstrate a deep understanding of the candidate's career trajectory, and show a genuine interest in ensuring a mutual fit, significantly boost the organization's attractiveness to potential recruits.

A leader's approach in an interview – be it inclusive, visionary, or empathetic – offers candidates a preview of the organizational culture and the management style prevalent in the company. This interaction is a critical moment where the company's values and leadership philosophy are conveyed not just through words but through the demeanor, attentiveness, and engagement style of the interviewer. It is here that leaders have the opportunity to make a lasting impression, one that can tilt a candidate's decision in favor of joining the organization.



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The Dual Impact of Leadership

Shaping Organizational Appeal in Recruitment

The interplay between leaders acting as brand ambassadors and their role in interviews is critical in shaping an organization's appeal in the recruitment market. Leaders who adeptly embody the organization's values in their day-to-day interactions and reinforce these during interviews create a consistent and persuasive image of the company. This dual role is especially important in light of challenges such as declining employee engagement, as identified in recent Gallup surveys. Leaders must address these gaps by offering clarity of expectations and a strong connection to the company's mission during their interactions with team members. And it all starts with potential recruits. Here, in the eyes of candidates, organizational leaders offer a tangible feel of the organizational ethos. This seamless alignment between the conveyed message and the interview experience is pivotal in building trust and attracting top talent.

Navigating Recruitment Challenges

Navigating the intricacies of recruitment, particularly when integrating leaders as brand ambassadors, presents unique challenges. A primary obstacle is ensuring consistent communication and leadership approach. Variations in leadership styles, if not aligned, can result in conflicting messages during the recruitment process, potentially harming the organization's image. This inconsistency can confuse potential candidates and dilute the effectiveness of the company's branding efforts.

To address these issues, organizations must adopt a multi-faceted strategy:

1. **Leadership Development:** Investment in comprehensive leadership development programs is crucial. These programs should focus on the authentic representation of the company's values and culture. By fostering leaders who are not only proficient in their roles but also deeply ingrained with the company ethos, organizations can ensure a more uniform and effective brand representation. Such programs might include workshops, mentorship opportunities, and ongoing training sessions to reinforce the company's core values and leadership expectations.
2. **Interview Training:** Providing leaders with specialized training for conducting interviews is another critical step. This training should encompass techniques for accurately assessing a candidate's skills and aptitude, while also conveying the company's ethos effectively. Leaders should be equipped with skills to ask insightful questions, engage candidates meaningfully, and provide a clear and attractive picture of what working at the company entails. This training can help leaders become more adept at identifying candidates who are not only skilled but also a good cultural fit for the organization.
3. **Feedback Mechanisms:** Implementing robust feedback mechanisms is essential to capture the candidate's experience during the interview process. These mechanisms can take various forms, such as post-interview surveys or follow-up discussions, which provide valuable insights into the effectiveness of the interview process and the impact of leaders' roles as brand ambassadors. By analyzing this feedback, organizations can continuously refine their approach, making necessary adjustments to ensure that leadership styles and communication during interviews align with the company's desired brand image.

In summary, navigating these recruitment challenges requires a concerted effort to align leadership development, interview practices, and feedback processes with the organization's overall branding and cultural objectives. By doing so, organizations can not only enhance their brand image but also attract and retain talent that resonates with their core values and vision.

Conclusion: A New Era of Leadership in Recruitment

In the current talent landscape, where candidates prioritize meaningful engagement and value alignment with their employers, the role of leaders as brand ambassadors and cultural exemplars becomes increasingly significant. This new paradigm demands that leaders not only manage but also inspire, not just direct but also connect. It's about building relationships that transcend the usual employer-employee dynamics, fostering a sense of belonging and purpose.

Organizations, therefore, must pivot their focus towards developing leaders who are adept at these multifaceted roles. This involves investing in leadership training programs that emphasize authentic representation, ethical leadership, and effective

The Dual Impact of Leadership

communication skills. Leaders must be equipped to narrate the company's story in a way that resonates with current and prospective employees, showcasing a vision that aligns with their aspirations and values. Moreover, as leaders become more integral to the recruitment process, their influence in shaping organizational culture and employee satisfaction grows. Their interactions during the recruitment process set the tone for the candidate's perception of the company, making it crucial that these interactions reflect the organization's true spirit.

By honing the skills of leaders to excel in these dual roles, organizations can significantly elevate their attractiveness in the competitive talent market. This approach not only aids in acquiring new talent but also plays a critical role in retaining existing employees by reinforcing a culture that resonates with their values and aspirations.

2023 in Review

In retrospect, the accountancy and finance sector in 2023 bore witness to a series of transformative events and trends that shaped the industry's landscape. As we embark on this journey of reflection, we also cast a discerning eye towards the future, aiming to decipher the potential trends that will influence the sector in 2024.

Evolution of Global Mobility:

The year 2023 marked a pivotal shift in the pattern of global mobility among qualified candidates. In contrast to previous years, where there was a notable trend of candidates with 0-2 years of post-qualification experience (PQE) seeking roles abroad, 2023 witnessed a discernible shift. Candidates with 2-4 years of PQE were now actively pursuing international opportunities. This change, largely attributed to delayed travel plans amid the pandemic, created a unique dynamic in the Irish market.

Impact on the 0-4 Years PQE Market:

The ripple effect of candidates within the 2-4 years PQE range seeking international roles became evident in the local market. Traditionally, roles earmarked for returning candidates with 3-4 years PQE faced shortages, intensifying competition among clients seeking professionals within this specific bracket.

Resilience in the Job Market:

Despite the challenges posed by shifting candidate demographics, the job market exhibited resilience. Diverse and compelling roles continued to emerge across sectors, underscoring the adaptability of the industry. However, the scarcity of candidates within the 0-4 years PQE range presented an ongoing challenge for clients in talent acquisition.



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Looking ahead to 2024, cautious optimism permeates the anticipation of a potential return of candidates who deferred their re-entry into the Irish market during the pandemic. This expected influx could alleviate some of the existing talent shortages, providing clients with a broader pool of skilled professionals.

Expectations for 2024

Anticipated Return of Candidates:

Looking ahead to 2024, cautious optimism permeates the anticipation of a potential return of candidates who deferred their re-entry into the Irish market during the pandemic. This expected influx could alleviate some of the existing talent shortages, providing clients with a broader pool of skilled professionals.

Continued Dynamism in Job Market:

The job market is poised to sustain its dynamism in 2024, offering an array of exciting opportunities for both clients and candidates. However, the challenge lies in adapting to evolving candidate preferences and expectations. Employers may need to be agile in crafting roles that resonate with the changing dynamics of the workforce.

Flexible Work Arrangements and Office Dynamics:

The trend towards flexible work arrangements is anticipated to persist in 2024. While remote work remains a predominant feature, some clients may adopt a nuanced approach by increasing office days. This reflects an evolving understanding of the delicate balance between remote work and in-person collaboration, posing both challenges and opportunities for organizations.

Conclusion:

As we bid farewell to 2023, our comprehensive market review not only offers a retrospective analysis but also provides a nuanced lens through which to view the challenges and opportunities of the year ahead. Navigating through global mobility shifts and dynamic work environments, our insights aim to guide industry stakeholders in making informed decisions for the promising terrain of 2024.

About Abrivia Accountancy Industry & Commerce

Abrivia Accountancy, Industry and Commerce is headed by Aoife Davis who has over 12 years' Banking experience in a variety of leadership roles including Advisory, Retail Banking and Relationship Management experience.

Aoife has over 5 years recruitment experience within the Accounting, Industry and Commerce sector and has a proven track record of consistently delivering results in a target driven and demanding environment.

Within Accountancy we provide permanent, contract and temporary talent for these roles.

Industry & Commerce Salaries

LARGE COMPANIES (500+ EMPLOYEES)

Sector	Dublin 2024	Dublin 2023
	€	€
EXECUTIVE		
Finance Director/CFO	120K - 195K	120K - 195K
Head of Treasury	120K - 190K	120K - 190K
Financial Controller	95K - 130K	95K - 130K
Group Financial Controller	100K - 135K	100K - 130K
Head of Financial Reporting	85K - 120K	85K - 110K
MID - SENIOR LEVEL		
Group Treasury Manager	90K - 130K	90K - 130K
Finance Business Partner	80K - 120K	80K - 110K
FP&A Manager	85K - 110K	80K - 110K
Finance Manager	75K - 95K	75K - 95K
Revenue Manager	80K - 95K	75K - 95K
Project Accountant	65K - 85K	60K - 80K
Group Accountant	60K - 70K	55K - 65K
Systems Accountant	60K - 70K	55K - 65K
Financial Analyst	60K - 75K	55K - 75K
FP&A Analyst	60K - 80K	55K - 75K
Senior Financial Accountant	70K - 80K	70K - 80K
Financial Accountant	55K - 70K	55K - 65K
Multilingual Qualified Accountant	60K - 70K	55K - 65K
Financial Reporting Accountant	60K - 70K	55K - 68K
Revenue Accountant	60K - 75K	60K - 70K
Management Accountant	60K - 70K	55K - 65K
Treasury Accountant	60K - 70K	55K - 65K
Cost Accountant	60K - 70K	55K - 65K

Industry & Commerce Salaries

LARGE COMPANIES (500+ EMPLOYEES)

Sector	Dublin 2024	Dublin 2023
	€	€
INTERNAL AUDIT		
Head of Internal Audit	100K - 170K	100K - 165K
Internal Audit Manager	80K - 95K	80K - 95K
Internal Auditor	60K - 80K	60K - 80K
PART QUALIFIED		
Assistant Financial Accountant	45K - 52K	45K - 52K
Assistant Management Accountant	38K - 50K	38K - 48K
Trainee Accountant (P/Q 2+ years)	35K - 50K	35K - 45K
Trainee Accountant (P/Q 1 - 2 years)	35K - 40K	35K - 40K
Graduate / Trainee Accountant	28K - 32K	28K - 32K
Analyst	45K - 55K	40K - 55K
ACCOUNTS STAFF		
Payroll Manager	65K - 85K	60K - 80K
Payroll Administrator	35K - 50K	35K - 48K
Payroll Specialist	35K - 60K	35K - 55K
AP Manager	55K - 75K	55K - 75K
AP Clerk	35K - 50K	33K - 43K
Credit Control Manager	55K - 75K	55K - 75K
Credit Control Clerk	35K - 50K	35K - 45K
AR Clerk	35K - 50K	30K - 40K
Accounts Assistant	30K - 50K	30K - 45K

Industry & Commerce Salaries

SMALL TO MEDIUM (<500 EMPLOYEES)

Sector	Dublin 2024	Dublin 2023
	€	€
EXECUTIVE		
Finance Director	100K - 140K	90K - 140K
Financial Controller	80K - 100K	80K - 100K
MID - SENIOR LEVEL		
Finance Manager	75K - 90K	75K - 85K
Project Accountant	60K - 65K	58K - 65K
Group Accountant	58K - 65K	55K - 65K
Systems Accountant	58K - 65K	58K - 65K
Financial Analyst	58K - 68K	58K - 68K
FP&A Analyst	58K - 75K	55K - 75K
Senior Financial Accountant	65K - 75K	65K - 75K
Financial Accountant	58K - 68K	55K - 65K
Multilingual Qualified Accountant	58K - 65K	55K - 65K
Management Accountant	58K - 65K	55K - 65K
Cost Accountant	58K - 65K	55K - 65K
PART QUALIFIED		
Assistant Financial Accountant	38K - 45K	35K - 45K
Assistant Management Accountant	38K - 45K	35K - 45K
Trainee Accountant (P/Q 2+ years)	38K - 45K	35K - 45K
Trainee Accountant (P/Q 1-2 years)	32K - 37K	30K - 35K
Graduate / Trainee Accountant	28K - 32K	26K - 30K
ACCOUNTS STAFF		
Payroll Manager	50K - 75K	50K - 75K
Payroll Clerk	35K - 45K	35K - 40K
AR/Credit Control Manager	48K - 65K	45K - 60K
AP Manager	48K - 65K	48K - 60K
AP Clerk	32K - 45K	30K - 40K
AR Clerk	32K - 45K	30K - 40K
Accounts Assistant	32K - 40K	30K - 38K

Industry & Commerce Salaries

SHARED SERVICES CENTRE

Sector	Dublin 2024	Dublin 2023
	€	€
EXECUTIVE		
Director of Shared Services	130K - 200K	130K - 200K
Manager of Shared Services	100K - 125K	100K - 125K
GENERAL LEDGER		
Manager	75K - 100K	70K - 100K
Supervisor	58K - 70K	55K - 65K
Accountant	55K - 75K	55K - 70K
GL PQ Accountant	40K - 55K	35K - 50K
ACCOUNTS RECEIVABLE		
Manager	50K - 65K	50K - 65K
Team Leader	45K - 55K	45K - 55K
Specialist	35k - 48k	35k - 45k
ACCOUNTS PAYABLE		
Manager	55K - 75K	55K - 70K
Team Leader	45K - 55K	45K - 55K
Specialist	38K - 50K	38K - 48K

Accountancy & Insurance

2023 in Review

As we look back at the salary landscape of the Irish Insurance sector for the year 2023, a distinctive pattern emerges, underscoring the challenges and opportunities faced by both employers and professionals in the field.

One notable trend is the scarcity of candidates for various roles, a phenomenon attributed to a myriad of factors. The aftermath of the COVID-19 pandemic has seen individuals across age groups emigrating, a delayed response to the restrictions that curtailed such movements during the height of the pandemic. This migration trend has left a noticeable gap in the talent pool, impacting the recruitment landscape.

Contrastingly, the return of expatriates to Ireland has not been as robust as in previous years. The allure of returning home seems to have diminished, with people worried about cost of living, lack of housing etc. This, coupled with emigration, has created a unique challenge for companies seeking to fill roles with skilled professionals.

A prominent shift in the insurance market is the rise of specialised roles. The industry has witnessed an evolution in its requirements, demanding expertise in areas that may not have been prevalent in the Irish market before. This presents a dual challenge – not only finding candidates with the necessary skills but also ensuring that these skills align with the evolving needs of the sector.

Salary adjustments have been a prominent strategy adopted by insurance clients to attract and retain top talent. Over the past few years, the majority of insurance companies have increased salaries, making a competitive remuneration package a common offering. However, the dynamics of job satisfaction have evolved. Money, while still a crucial factor, is no longer the sole motivator. Professionals are increasingly prioritising opportunities for growth and development over monetary gains.

A noteworthy trend is the emphasis on a flexible working environment. With the normalisation of hybrid work, individuals are becoming accustomed to a work arrangement that provides a balance between professional and personal life. Those who have secured a flexible working setup are now less inclined to consider job offers purely based on financial incentives. Moving away from the office has become a strategic decision, and individuals are cautious about potential compromises in flexibility when contemplating a change.

Despite these challenges, the insurance market in Ireland has remained vibrant, with a steady influx of opportunities. The year 2023 has been characterized by resilience and adaptability, setting the stage for another promising year in 2024. As the industry continues to evolve, both employers and professionals must navigate these dynamic trends to foster a mutually beneficial and thriving insurance landscape in Ireland.



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Despite challenges, the insurance market in Ireland has remained vibrant, with a steady influx of opportunities. The year 2023 has been characterized by resilience and adaptability, setting the stage for another promising year in 2024.

Expectations for 2024

Despite challenges, the insurance market remains vibrant, marked by resilience and adaptability, setting the stage for a promising 2024. The Irish insurance sector faces challenges due to a scarcity of candidates and with the return of expatriates being less robust, creating a unique challenge for companies.

However specialised roles are on the rise, demanding expertise not traditionally prevalent in the Irish market. Salary adjustments are common to attract talent, with professionals increasingly prioritize growth opportunities over monetary gains. A continued trend is the emphasis on flexible working environments, with individuals expecting a good work-life balance.

Companies are going to face a challenging time to keep up with salary increases and also deal with the inevitable want of people to travel. Newly Qualified Accounts and Employees with 3+ years' experience are always more likely to want to travel abroad for a few years, however when you add to this the generation of employees who couldn't travel during the pandemic, companies are going to see a marked increase in staff leaving.

About Abrivia Accountancy & Insurance

The leadership of our Abrivia Accountancy & Insurance desk is overseen by our Managing Director, Tadhg Kearney. With more than a decade of experience in recruiting within the Irish Market, Tadhg leads a dedicated team that spans across Accounting, Audit, Insurance, and Financial Services. Tadhg brings a particular emphasis on the Reinsurance, Captive, and Specialised Insurance sectors. He collaborates exclusively with numerous clients, crafting tailored hiring strategies and establishing benchmarks for salaries and benefits.

Accountancy Salaries

Sector	Dublin 2024	Dublin 2023
	€	€
EXECUTIVE		
CFO / Finance Director	110K - 180K	110K - 180K
Head of Finance / Financial Controller	100K - 140K	100K - 140K
MID SENIOR LEVEL		
Finance Manager	80K - 100K	80K - 100K
Financial Reporting Manager	80K - 95K	75K - 95K
Financial Reporting Accountant	60K - 75K	60K - 75K
Senior Financial Accountant	70K - 85K	70K - 80K
Financial Accountant	60K - 80K	60K - 75K
RECENTLY QUALIFIED		
Financial Accountant	60K - 70K	60K - 65K
Senior Financial Analyst	60K - 80K	60K - 80K
Financial Analyst	55K - 75K	55K - 75K
Management Accountant	60K - 70K	55K - 70K
Insurance / Reinsurance Accountant	65K - 90K	65K - 90K
Internal Audit Manager	65K - 90K	65K - 90K
Internal Auditor	60K - 75K	60K - 75K
Senior Regulatory Accountant	60K - 85K	60K - 85K
Regulatory Accountant	58K - 70K	55K - 70K
Project Accountant	55K - 75K	55K - 75K
Treasury Accountant	55K - 65K	55K - 65K
PART QUALIFIED		
Assistant Accountant	40K - 55K	35K - 55K
Accounts Technician	33K - 45K	32K - 45K
Graduate / Junior Accountant	30K - 36K	28K - 36K

Insurance Salaries

Sector	Dublin 2024	Dublin 2023
GENERAL INSURANCE	€	€
Underwriting		
Chief Underwriting Officer	160K-200K	150K-190K
Head of Underwriting	110K - 165K	100K - 150K
Underwriting Manager	90K - 115K	80K - 100K
Senior Underwriter	70K - 90K	60K - 85K
Commercial Underwriter	60K - 80K	50K - 75K
Personal Lines Underwriter	35K - 50K	30K - 50K
Claims		
Head of Claims	110K - 140K	90K - 130K
Claims Manager	85K - 110K	75K - 90K
Claims Team Lead	65K - 90K	65K - 85K
Senior Claims Handler	60K - 75K	55K - 75K
Personal Injury Claims Handler	45K - 65K	40K - 60K
Property Claims Handler	35K - 50K	32K - 45K
Motor Claims Handler	35K - 45K	32K - 45K
Loss Adjuster	35K - 50K	30K - 45K
Claims Admin	32K - 38K	30K - 35K
Motor Damage	33K - 38K	30K - 35K
FNOL Claims	30K - 34K	30K - 34K
LIFE INSURANCE & PENSIONS		
Head of Underwriting	100K - 130K	100K - 130K
Underwriting Manager	85K - 100K	85K - 100K
Life/Medical Underwriter	50K - 70K	50K - 70K
Trainee/Initial Underwriter	30K - 45K	30K - 45K
Senior Pensions Consultant	65K - 90K	65K - 90K
Pensions Consultant	45K - 60K	45K - 60K
Senior Pensions Administrator	40K - 50K	40K - 50K
Pensions Administrator	30K - 38K	30K - 38K
Life Administrator	30K - 35K	30K - 35K
COMPLIANCE		
Head of Compliance	120K - 160K	110K - 150K
Compliance Manager	90K - 120K	80K - 110K
Compliance Specialist	55K - 80K	50K - 80K
Compliance Executive	45K - 65K	40K - 65K

Insurance Salaries

Sector	Dublin 2024	Dublin 2023
	€	€
RISK		
Chief Risk Officer	130K - 180K	120K - 150K
Senior Risk Manager	95K - 120K	90K - 120K
Risk Manager	75K - 100K	70K - 100K
Risk Specialist	50K - 70K	50K - 70K
Risk Executive	45K - 60K	40K - 60K
REINSURANCE		
Chief Underwriting Officer	130K - 200K	110K - 160K
Underwriting Manager	100K - 130K	80K - 110K
Senior Underwriter	75K - 100K	70K - 100K
Underwriter	55K - 80K	50K - 80K
Junior Underwriter	40K - 55K	35K - 55K
Head of Claims	120K - 150K	100K - 130K
Claims Manager	80K - 100K	75K - 100K
Claims Adjuster	50K - 65K	45K - 65K
Head of Technical Accounts	90K - 120K	85K - 120K
Technical Accounts Team Lead	70K - 85K	65K - 80K
Senior Reinsurance Technician	50K - 75K	50K - 75K
Reinsurance Technician	45K - 60K	45K - 60K
CAPTIVE		
General Manager	100K - 130K	100K - 130K
Head of Underwriting	90K - 120K	85K - 120K
Insurance Manager	80K - 100K	60K - 80K
Account Manager	60K - 80K	60K - 80K
Insurance Analyst	40K - 60K	40K - 60K
BROKER		
Senior Account Executive	70K - 90K	70K - 90K
Account Executive	50K - 75K	50K - 75K
Senior Commercial Account Handler	45K - 60K	45K - 60K
Commercial Account Handler	45K - 55K	40K - 55K
Personal Lines Handler	35K - 48K	32K - 48K
Business Development	40K - 70K	40K - 70K
Claims Manager	70K - 90K	65K - 85K
Claims Advisor	42K - 65K	40K - 60K

Financial Services

2023 in Review

In 2023, Ireland's financial services sector continues to thrive as a cornerstone of the country's economy. Fuelled by technological advancements and a commitment to innovation, the sector has witnessed remarkable growth and transformation. The adoption of fintech solutions has surged, empowering both traditional financial institutions and startups to streamline operations and enhance customer experiences. Ireland's favourable regulatory environment and supportive government initiatives have positioned the nation as a hub for financial technology, attracting global investment and talent.

The emergence of sustainable finance has been a notable trend, with Ireland playing an active role in promoting ethical investments and green financial products. Collaborations between financial institutions, governmental bodies, and environmental organizations have led to the development of initiatives that prioritize environmental, social, and governance (ESG) factors. This emphasis on sustainability not only aligns with global efforts to combat climate change but also attracts conscientious investors seeking responsible and impactful avenues for their capital.

Moreover, the evolution of digital banking services has significantly altered consumer behaviour. The convenience of mobile banking apps, coupled with the rise of digital-only banks, has revolutionized how individuals manage their finances. Ireland's population increasingly favours online banking, leading to a shift away from traditional brick-and-mortar branches. This shift has prompted financial institutions to invest heavily in cybersecurity measures to safeguard sensitive data, ensuring trust and confidence among consumers in the digital landscape.

Additionally, the Brexit aftermath has presented both challenges and opportunities for Ireland's financial services. As companies navigate the new post-Brexit landscape, many have chosen to establish or expand their presence in Ireland, leveraging its access to the European market. The country's membership in the European Union and its well-developed financial infrastructure have positioned it as an attractive alternative for businesses seeking stability and continued access to the broader European economy amidst the changes brought about by Brexit.

About Abrivia Financial Services

Welcome to the Banking & Financial Services Team at Abrivia Recruitment. Our team specialises in connecting talented professionals with exceptional career opportunities across the financial sector, both in Ireland and internationally. Our Financial Services Recruitment Team specialises in both Irish and international markets, facilitating connections between talented professionals and outstanding career opportunities across banking, insurance, funds, asset management, and fintech.

Offering permanent, temporary, and contract recruitment services, we cater to the diverse needs of our clients across industries such as: Banking, Insurance, Funds, Asset management and Fintech.

Our team collaborates closely with top organisations, conducting thorough assessments to understand the unique needs and challenges of each industry within the dynamic financial landscape. We are keenly aware of the rapid expansion of fintech, payments, funds, and investments in Ireland, and we are committed to staying ahead of industry trends to identify top talent across all sectors.



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In 2024, Ireland's financial scene is a cautiously optimistic one. The country's stable economy, tech-savvy workforce, and strong rules make it a hotspot for finance and tech. Expect more growth in digital banking, blockchain, and eco-friendly finance. Firms will focus on cybersecurity and rules to match global standards. Plus, Ireland's EU status still attracts many finance companies post-Brexit, meaning more opportunities for growth and innovation in finance.

Financial Services Salaries

Sector	Dublin 2024	Dublin 2023
	€	€
EXECUTIVE		
CFO / Finance Director	110K - 180K	110K - 180K
Head of Finance / Financial Controller	95K - 140K	95K - 140K
MID SENIOR LEVEL		
Finance Manager	75K - 100K	75K - 100K
Financial Reporting Manager	75K - 90K	75K - 90K
Financial Reporting Accountant	57K - 70K	57K - 70K
Senior Financial Accountant	65K - 80K	65K - 80K
Financial Accountant	60K - 75K	60K - 75K
RECENTLY QUALIFIED		
Financial Accountant	60K - 65K	55K - 65K
Senior Financial Analyst	60K - 80K	60K - 80K
Financial Analyst	55K - 75K	55K - 75K
Management Accountant	55K - 70K	55K - 70K
Insurance / Reinsurance Accountant	65K - 90K	65K - 90K
Internal Audit Manager	65K - 90K	65K - 90K
Internal Auditor	60K - 75K	55K - 75K
Senior Regulatory Accountant	60K - 85K	60K - 80K
Regulatory Accountant	55K - 70K	52K - 67K
Project Accountant	55K - 75K	55K - 75K
Treasury Accountant	55K - 65K	55K - 65K
PART QUALIFIED		
Assistant Accountant	30K - 50K	30K - 50K
Accounts Technician	30K - 45K	30K - 45K
Graduate / Junior Accountant	28K - 36K	28K - 36K
COMPLIANCE		
Head of Compliance	110K - 150K	90K - 150K
Compliance Manager	80K - 110K	70K - 110K
Compliance Specialist	50K - 80K	45K - 80K
Compliance Executive	40K - 65K	35K - 60K
RISK		
Chief Risk Officer	120K - 150K	120K - 150K
Senior Risk Manager	90K - 120K	90K - 120K
Risk Manager	70K - 100K	70K - 100K
Risk Specialist	50K - 70K	45K - 65K
Risk Executive	40K - 60K	40K - 55K

Office Support

2023 in Review

As the global workforce continues to evolve, the recruitment landscape in Ireland is no exception. The year 2023 has brought about several noteworthy trends that are reshaping the way companies attract, engage, and retain talent.

One of the most prominent trends in 2023 is the continued emphasis on remote work. Companies in Ireland are recognizing the importance of flexibility and work-life balance, leading to an increase in remote and hybrid work models.

In 2023 we saw an increased demand for talent across all sectors due to new job creation and an increase in roles to be backfilled. A large number of companies were attracted to Ireland and are continuing to grow and set up hubs in Dublin.

Salaries increased in 2023 and companies were 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 now concerned about hybrid working options and the option to work outside Ireland. 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 to fill urgent vacancies and invest in training.

Expectations for 2024

Hiring confidence remains strong among Irish employers for 2024 despite the economic challenges. With the central bank predicting moderate economic growth in Ireland of 2.6% in 2024, Employment growth is still set to continue in 2024 and unemployment will remain low. 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 the Global uncertainty, increased inflation, and energy prices, as this will impact on our economy.

About Abrivia Office Support

Valerie Mc Nulty heads up Abrivia's Office Support division. She has over 6 years' experience in recruitment working across multiple sectors. Valerie has supported her clients providing temporary, contract and permanent recruitment solutions in both office support and financial service roles. Valerie has previously worked in the travel and retail industries, where she gained extensive experience in sales, customer service and management. Valerie has a B.Sc. in Human resource management and is CIPD accredited.



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We anticipate continued growth in the office support jobs market for 2024. With this growth, we expect also to see an increase in counter offers also.

Office Support Salaries

Sector	Dublin 2024	Dublin 2023
	€	€
Executive Assistant	50K - 85K	50K- 85K
Personal Assistant	46K - 60K	46K-55K
Legal Executive	35K -55K	35K-55K
Legal Secretary (3+years)	36K - 50K	36K-50K
Legal Secretary (1-3years)	32K - 38K	30K-36K
Office Manager	40K - 60K	38K-55K
Administrator (3+years)	35K - 40K	30K - 38K
Administrator (1-3years)	30K - 35K	28K - 33K
Receptionist (3+years)	35K - 42K	30K - 35K
Receptionist (1-3years)	28K - 35K	27K - 30K
Data Entry	25K - 35K	24K - 32K
Customer Service	28K - 36K	26K - 33K
Facilities Manager	40K - 60K	40K - 60K
Facilities Coordinator	32K - 45K	32K - 45K

Multilingual, Call Centre & Customer Service

2023 in Review

Abrivia's multilingual recruitment team recruits for Irish & Multinational companies that require recruitment support for Call Centre, Customer Service and Multilingual professionals across all sectors and all levels. In 2023 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 2024. With GDP growth close to 1.8% with full employment in 2023 (ESRI), and at a low 4% for unemployment, it's difficult to attract talent around all sectors. Ireland's economy has shown remarkable resilience in the face of recent consecutive shocks, achieving one of the highest growth rates in the euro area. While the Irish economy emerged in a strong and resilient manner post the COVID-19 pandemic, it now looks set to experience more moderate, normalized, rates of growth. International economic activity is contributing to this slowdown; inflation remains elevated, interest rates have continued to increase, and demand in countries such as Germany and China, has faltered. Inflation is expected to average 5½% in 2023 and 3.2 in 2024 before converging to 2% in late 2025, reflecting the impact of ECB's monetary tightening, the moderation of growth and labor market tightness.

We foresee a similar demand for multilingual & customer service staff in 2024 with unemployment rates hitting a low of 4% in 2023. Salaries have increased in 2023 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 Ireland 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 Ireland. A lot of candidates have a preference for Ireland over the UK primarily as they are no longer part of the EU, but the negative media attention regarding the housing crisis has raised many concerns for potential candidates.



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We foresee a similar demand for multilingual & customer service staff in 2024 with unemployment rates hitting a low of 4% in 2023. Salaries have increased in 2023 and companies are also looking at creative ways to retain candidates offering retention bonuses and salary increments based on length of service.

Expectations for 2024

GDP growth is forecast to pick up to 3.0% in 2024 and 3.4% in 2025. Following its peak of 8.1% in 2022, consumer price inflation is set to moderate throughout 2024 and reach 2.1% in 2025. The government budget surplus is projected to shrink in 2023 and 2024, before rebounding at around 1% of GDP in 2025.

Private consumption is expected to grow moderately over the coming quarters as tighter financial conditions weigh on household spending. However, a strong labour market and rising real wages are projected to support consumption through 2024 and 2025.

Modified investment, which removes aircraft leasing and R&D intellectual property assets, is set to experience subdued growth in 2023 and 2024. This outlook is due to significant base effects from large investments in previous periods along with a more muted demand outlook and tighter financial conditions. Modified investment is projected to regain some momentum in 2025 as financing conditions improve and the implementation of the National Development Plan continues. Headline investment figures, although challenging to forecast, are set to remain relatively muted in the forecast horizon.

Shifts within certain multinational-dominated sectors along with lower external demand have been weighing on exports. The pharmaceutical sector's growth has slowed after the pandemic-linked boom, and semi-conductors and contract manufacturing sectors have seen decreased exports. By contrast, the ICT sector – which accounts for more than half of Ireland's services exports – maintains robust growth. The export outlook is expected to be negative in 2023 but turn positive in 2024 and 2025, although somewhat less dynamic when compared to previous years. This is supported by recent large-scale investments and a more supportive external environment.

Further employment growth is, however, anticipated in the remainder of 2023 and into 2024 and 2025, albeit at a more moderate pace, reflecting the continued expected growth in the domestic economy.

We anticipate continued growth in the multilingual, call center & customer service jobs market for 2024. As the country continues with full employment and companies continue to grow. With this growth, we expect also to see an increase in counter offers as employers are willing to pay more to keep valuable employees.

About Abrivia Multilingual, Call Centre & Customer Care

Emily Mason manages Multilingual, Call Centre & Customer Care. Emily has close to 20 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 7 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 7 years ago was approached to manage a high-volume recruitment project recruiting hard to fill Multilingual roles due to her reputation in the recruitment sector in Ireland. Due to the success of this project she then launched the Multilingual, Call Centre & Customer Service Division within Abrivia and it has grown over the past 7 years and has established itself as market leader in the multilingual, call centre & customer service sector. Emily is supported by a team of recruiters and are currently expanding further to meet the growing needs of our clients.

Multilingual, Call Centre & Customer Care Salaries

Sector	Dublin 2024	Dublin 2023	Regional 2024	Regional 2023
	€	€	€	€
MULTILINGUAL SALARIES				
Customer Service Manager	37K - 72K	35K - 70K	35K - 65K	35K - 65K
Customer Service Team Leader	33K - 45K	33K - 42K	30K - 40K	30K - 40K
Customer Service Advisor	27K - 40K	27K - 37K	24K - 35K	24K - 35K
Technical Support Level 1-3	25K - 40K	25K - 37K	22K - 35K	22K - 35K
Business Development Rep	25K - 40K	25K - 37K	22K - 35K	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 - 35K	26K - 35K
Credit Collections	27K - 35K	27K - 33K	24K - 30K	24K - 30K
Order Management Agent	27K - 37K	27K - 37K	23K - 35K	23K - 35K
Call Centre Manager	60K - 125K	60K - 125K	50K - 100K	50K - 100K
Telesales Manager	40K - 60K	37K - 55K	30K - 50K	30K - 50K
Inbound Telesales	26K - 38K	26K - 37K	23K - 40K	23K - 40K
Outbound Telesales	28K - 42K	28K - 42K	25K - 40K	25K - 40K
Account Manager	26K - 68K	36K - 68K	33K - 65K	33K - 65K
Sales Support	27K - 40K	27K - 37K	25K - 35K	25K - 35K

Sales & Marketing

2023 in Review

In stark contrast to the buoyant trends seen in 2022, 2023 unfolded as a year marked by economic challenges. It witnessed a slowdown in economic performance, exacerbated by rising inflation and the increased cost of living. These macroeconomic factors casted a shadow over the recruitment landscape.

The Sales and Marketing sector, like many others, experienced a more deliberate pace. A more cautious approach prevailed as companies navigated economic uncertainties. The demand for new talent slowed, and roles that needed backfilling faced greater approval chains.

In the backdrop of these challenges, the growth sectors of previous years, including Online Advertising, Online Retail, IT, Insurance, and Financial Services, grappled with a more constrained job market.

What made the year even more challenging was the Tech sector, where an unexpected wave of redundancies occurred. The once vibrant Tech industry, a robust source of talent demand, found itself in a state of flux, resulting in a surplus of skilled professionals seeking new opportunities.

However, amidst these challenges, the Sales and Marketing sector has shown a degree of resilience and adaptability. Employers continued to emphasise the importance of retaining and nurturing their existing talent. This was manifested through innovative strategies such as retention bonuses and incentives based on service length to retain valued employees.

Candidates, for their part, demonstrated a notable shift in priorities. Beyond competitive salaries, their focus shifted towards factors such as company reputation, work/life balance, culture, employee appreciation, training, development, and opportunities for career progression. This shift in candidate expectations compelled organisations to reevaluate their employer branding and retention strategies.

Clients also adapted their hiring practices to a more cautious approach, prioritising candidates who aligned with the company's culture. Behavioural and competency-based interviews became more common, and experience often took a back seat to cultural fit, particularly in junior-level roles.



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As we turn our attention to 2024, the expectation is one of cautious optimism, with continued economic challenges to overcome. Flexibility and adaptability will remain crucial for businesses and professionals in the Sales and Marketing space, as they navigate the evolving landscape and strive to make the most of the opportunities that lie ahead.

Expectations for 2024

As we look forward to 2024, the challenging economic landscape continues to loom. The Tech sector's recovery and its implications for the broader job market remain uncertain. Inflation and rising living costs are expected to persist, further influencing the economic dynamics.

Employment growth may continue, but the outlook for 2024 remains contingent on a range of factors, including economic performance and global events. The demand for top talent is likely to come with an increased focus on retaining valuable employees. Counteroffers may become more common as companies are willing to pay a premium to keep skilled professionals in a highly competitive job market.

In summary, 2023 proved to be a slower and more challenging year for the Sales and Marketing recruitment sector, primarily due to economic headwinds and industry-specific setbacks. The resilience and adaptability displayed by both employers and candidates served as a testament to the sector's ability to weather uncertainty.

As we turn our attention to 2024, the expectation is one of cautious optimism, with continued economic challenges to overcome. Flexibility and adaptability will remain crucial for businesses and professionals in the Sales and Marketing space, as they navigate the evolving landscape and strive to make the most of the opportunities that lie ahead.

About Abrivia Sales & Marketing

Marty heads up our Sales & Marketing Division. A highly experienced, commercially focused recruitment expert, specialising within Sales & Marketing over the past 10+ years.

With a background in Banking and being customer facing, Marty excels at seeking out and understanding client's needs and going the extra mile to ensure his clients' expectations are exceeded.

Having built up an extensive network and recruited throughout the Digital and eCommerce era in the UK & Ireland, Marty bolsters clients' Go-To-Market Strategies with the top revenue generating talent in the market.

He has hired at all levels, from Graduate to Director. Adding to teams and building out brand new teams for Start-ups, SME's and Multinationals across many diverse industries.

Sales & Marketing Salaries

Sector	Dublin 2024	Dublin 2023
	€	€
MARKETING ICT		
CMO	150K - 300K	N/A
Marketing Director	110K - 165K	100K - 165K
Head of Digital Marketing	80K - 130K	N/A
Marketing Manager	65K - 90K	80K - 125K
PR/Communications Manager	65K - 85K	70K - 90K
Product/Brand Manager	55K - 75K	60K - 85K
Marketing Executive	40K - 65K	40K - 60K
DIGITAL MARKETING		
Digital Marketing Director	110K - 165K	90K - 140K
Digital Marketing Manager	65K - 90K	55K - 80K
Digital Marketing Executive	40K - 65K	35K - 60K
SEO Executive	40K - 65K	60K - 100K
PPC Executive	40K - 65K	40K - 65K
MARKETING FMCG		
Marketing Director	110K - 145K	100K - 145K
Marketing Manager	65K - 85K	80K - 100K
Brand Manager	55K - 80K	50K - 70K
Assistant Brand Manager	45K - 60K	40K - 55K
Category Analyst	45K - 60K	40K - 50K
MARKETING MEDICAL/PHARMA		
Marketing Director	110K - 165	90K - 155K
Marketing Manager	65K - 90K	80K - 120K
Brand Manager	55K - 80K	65K - 80K
Product Manager	65K - 110K	70K - 90K
SALES ICT		
Sales Director	95K - 160K	95K - 140K
Sales Manager	60K - 100K	65K - 95K
Corporate Account Manager	55K - 75K	65K - 100K
Account Manager	45K - 70K	60K - 85K
Account Executive	45K - 70K	40K - 60K

Sales & Marketing Salaries

Sector	Dublin 2024	Dublin 2023
	€	€
SALES ICT CONT.		
Internal Account Manager	40K - 70K	35K - 70K
Customer Success Director	110K - 160K	N/A
Head of Customer Success	85K - 110K	N/A
Customer Success Manager	50K - 85K	N/A
Customer Success Executive	30K - 50K	N/A
Telesales – Outbound	25K - 45K	30K - 45K
Telesales - Inbound	25K - 40K	30K - 45K
SALES FMCG		
Sales Director	95K - 150K	95K - 135K
National Sales Manager	75K - 110K	70K - 100K
Key Account Manager	45K - 75K	45K - 70K
Sales Representative	34K - 40K	40K - 50K
Merchandiser	30K - 38K	30K - 40K
Telesales	25K - 40K	35K - 50K
SALES MEDICAL/PHARMA		
Sales Director	95K - 160K	85K - 130K
National Sales Manager	75K - 110K	70K - 100K
Account Manager	45K - 80K	60K - 100K
Business Development Manager	55K - 85K	50K - 85K
Sales Representative	35K - 50K	35K - 50K
Telesales	25K - 40K	30K - 40K

Legal Division

2023 in Review

The legal sector in Ireland has continued to perform well despite the economic and political challenges caused by the war in Ukraine, interest rate increases, energy costs and inflation.

Ireland has continued to attract UK and International law firms who want to have a presence in the EU and half of the top 30 UK law firms have now opened offices in Dublin.

Demand for candidates particularly at the 2-5 year PQE level remains very strong. Many of the large law firms are retaining their own NQ's which has led to a reduced number of lateral opportunities for newly qualified candidates who are interested in moving to a new firm upon qualification. The opportunity to travel post Covid continues to be a challenge as many candidates particularly at the 1-3 year PQE level are interested in moving overseas for a period of time.

Demand for candidates across all specialities was strong. However, candidates with experience in Corporate M&A, Banking, Financial Regulation, Tax, Energy and Commercial Technology has been particularly strong throughout 2023.

The In-House sector also saw an increase in demand for legal talent. Opportunities particularly in areas such as Technology, Social Media, Life Sciences/Pharma, Energy and Insurance increased throughout 2023.

Working from home has proven to work very well for the legal sector and the hybrid working model has now become the norm in many firms. This has opened up the opportunity for many candidates to live outside of Dublin and avoid lengthy commute times.



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Legal Division

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The legal sector in Ireland has continued to perform well despite the economic and political challenges caused by the war in Ukraine, interest rate increases, energy costs and inflation.

Ireland has continued to attract UK and International law firms who want to have a presence in the EU and half of the top 30 UK law firms have now opened offices in Dublin.

Expectations for 2024

The demand for candidates is expected to continue in 2024 despite the ongoing economic and political challenges. Candidates, particularly experienced candidates in niche areas are receiving multiple offers and counter offers from their own firms. Many firms are offering sign on bonuses or guaranteed bonuses within the first year of joining to secure top talent and we expect this trend to continue in 2024.

Regulatory changes and a focus on the environment is expected to result in a high demand for people in fields such as ESG (Environmental, Social and Governance), privacy, antitrust, planning and environment. The development of AI, increased regulation in this space and the use of AI to streamline processes is expected to be a significant area of growth for law firms in 2024.

About Abrivia Legal Division

Abrivia Legal is headed up by Vick Weinmann. Vicki has over 15 years of experience working within legal recruitment and financial services. Vicki has an excellent understanding of the legal recruitment sector and specialises in recruiting legal talent from Newly Qualified Solicitor to Partner level for both Private Practice and In-House Counsel roles.

Legal Salaries

Sector	Dublin 2024	Dublin 2023
TOP TIER LAW FIRMS DUBLIN	€	€
PQE		
Newly Qualified	75K	75K
1 year	82K - 86K	80K - 84K
2 years	90K - 92K	88K - 92K
3 years	98K - 104K	97K - 102K
4 years	105K - 108K	105K - 107K
5 years +	110K - 150K	110K - 140K
Salaried Partner	160K - 300K	160K - 300K
MID-TIER LAW FIRMS		
PQE		
Newly Qualified	63K - 75K	63K - 72K
1 year	68K - 78K	68K - 78K
2 years	73K - 82K	73K - 82K
3 years	78K - 86K	78K - 86K
4 years	83K - 92K	83K - 92K
5 years +	90K - 120K	90K - 120K
Salaried Partner	130K - 180K	130K - 180K
IN-HOUSE LEGAL		
PQE		
Newly Qualified	60K - 75K	60K - 75K
1-3 years	65K - 90K	65K - 90K
3-5 years	90K - 125K	80K - 120K
Senior Legal Counsel	110K - 150K	95K - 150K
General Counsel	150K - 300K	150K - 300K

Figures are based on current market rates in Ireland and are subject to review and revision.

Human Resources

2023 in Review

As we reflect on the HR job market in 2023, it's evident that the year presented distinctive challenges and opportunities for HR professionals. The global trends, coupled with local nuances, have shaped a unique employment landscape within the Irish market.

2023 presented promising opportunities for many HR professionals and organisations in Ireland. The continuous emphasis on the importance of remote and flexible working expanded the talent pool beyond geographical boundaries, offering access to diverse skill sets. The sustained embrace of remote work, and flexible working prompted a re-evaluation of HR strategies for the longer term, fostering inclusivity and creating opportunities for HR professionals from various regions in Ireland, which would not have been possible in years prior to the introduction of this.

2023 presented opportunities for HR professionals to advocate for competitive compensation. We saw increased value placed on HR functions which contributed to a growing recognition of the strategic importance of HR roles. Organisations that prioritised their workforce and invested in HR capabilities found themselves better positioned to offer competitive salaries. Many also increasingly recognising the importance of employee well-being post pandemic, both in terms of mental health and work-life balance. HR roles were evolving to incorporate a greater focus on employee wellness programs, flexible work arrangements, and initiatives that fostered a positive workplace culture - this being a key deciding factor for many candidates when seeking and securing a new role.

In the past year, we also saw AI and technology have great impact on the HR field. Many organisations and HR functions adopted AI and IT to streamline their HR and recruitment processes. AI technologies have been used in areas such as CV screening, predictive analytics, predictions of onboarding and employee retention, therefore being able to manage these processes more efficiently. Automation of these labour-intensive process's frees up time for HR teams to focus on more strategic initiatives.

On the other end, 2023 saw a number of HR and Talent Acquisition professionals encounter formidable challenges. The tech industry's significant layoffs saw many organisations restructure teams, resulting in the elimination of a number of Talent Acquisition and other HR roles. This not only led to numerous professionals in this space being made redundant, but also contributed to market uncertainty for both businesses and job seekers. This coupled with 2023's economic climate, left a feeling of ambiguity for individuals actively seeking employment in the Talent Acquisition and HR market, and a hesitation for those considering their next career move. In return, this led to a shortage of talent in some areas.



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In 2023, the spotlight has been on the integration of AI, a dedicated commitment to nurturing employee wellbeing and flexibility, alongside a sustained upward trajectory in salary increments.

Expectations for 2024

As we move into 2024, the landscape for HR salaries is expected to continue evolving. The lessons learned in 2023 underscore the importance of a strategic approach to compensation and flexibility. Companies that align their salary structures with industry benchmarks, demonstrate a commitment to employee well-being, and recognise the evolving demands of HR roles are likely to remain competitive in attracting and retaining HR talent. HR professionals who stay attuned to market trends, showcase their value, and strategically negotiate compensation are poised to thrive in the evolving job market as we step into 2024.

It is inevitable that AI and IT will continue to have a significant impact on HR processes. As AI technologies become more sophisticated, organisations will be able to leverage them for even more complex tasks including automated performance reviews, and improved employee management, contributing to overall employee engagement and experience. AI and IT will also lead to an increased use of automation in HR processes. This automation will free up HR teams' time and resources to focus on more strategic initiatives.

The HR job market in Ireland reflects the rapidly changing landscape of the modern workplace. Average salaries in the HR field have been increasing, driven by growing demand and skills shortages. Companies are also taking advantage the opportunities presented by automation, remote working, and other technological advancements.

About Abrivia HR

Sarah Louise Nolan leads Abrivia's HR Division. With 7 years' experience in the financial services and recruitment industries, Sarah has gained considerable relationship building, client management and customer service experience. Sarah supports her clients across diverse industry sectors providing permanent, temporary and contract solutions, and excels in connecting specialist and generalist HR candidates with requirements ranging from entry to executive level.

Human Resources Salaries

Sector	Dublin 2024	Dublin 2023
	€	€
HUMAN RESOURCES		
HR Administrator	35K - 40K	30K - 40K
HR Officer	35K - 50K	35K - 45K
HR Analyst	40K - 65K	40K - 60K
HR Generalist	45K - 60K	40K - 60K
HR Business Partner	55K - 80K	50K - 75K
HR Manager	60K - 90K	60K - 80K
Head of HR	100K - 150K	100K - 140K
HR Director	120K - 160K	120K - 160K
COMPENSATION & BENEFITS/REWARD		
Benefits Administrator	35K - 45K	35K - 40K
Benefits Analyst	40K - 60K	40K - 60K
Compensation Analyst	45K - 65K	45K - 65K
Total Reward Analyst	45K - 65K	45K - 60K
Total Reward Specialist	50K - 75K	50K - 70K
Total Reward Manager	85K - 110K	80K - 110K
Head of Total Reward	100K - 130K	100K - 130K
LEARNING & DEVELOPMENT		
L&D Coordinator	35K - 46K	30K - 45K
L&D Advisor	42K - 65K	40K - 60K
L&D Manager	70K - 85K	65K - 80K
Head of L&D	90K - 130K	80K - 120K
TALENT ACQUISITION		
TA Coordinator	32K - 42K	30K - 40K
TA Specialist	42K - 65K	40K - 60K
TA Lead	65K - 80K	60K - 80K
TA Partner	60K - 80K	50K - 80K
TA Manager	75K - 90K	70K - 90K
Head of TA	90K - 120K	90K - 110K

Technology

2023 in Review

The technology market in Ireland is currently facing a dilemma. The scarcity of skills is posing challenges for companies in the hiring process and simultaneously pushing salaries to unprecedented levels due to high demand. Conversely, tech employees are experiencing a sense of vulnerability, leading them to be cautious about leaving their current positions amid cost-cutting measures and redundancies. Notably, between January and May 2023, the Irish tech sector witnessed over 2,300 redundancies, impacting major players such as Amazon, Google, Indeed, Meta, Microsoft, X (formerly known as Twitter), Zendesk, and numerous others.

Ireland holds a pivotal role as a key European tech leader, with Dublin standing as one of the foremost hubs for tech innovation on the continent. In the Irish job market, the skills in high demand encompass Big Data, Data Science, AI and Machine Learning, Cyber Security, Data Analysis, Cloud Computing, Blockchain Technology, and Mobile App Development.

Remote work is becoming less accessible as the hybrid model gains traction, advocating for an increased number of days in the office. Consequently, this shift is prompting employers to become more competitive and focused on retaining their workforce.

The job market in the IT sector is currently characterised by a substantial demand for hiring, surpassing the available talent pool in numerous areas. This has ignited intense competition for skilled professionals, leading to an upsurge in salaries and daily rates. To attract the necessary workforce, companies are adopting progressively flexible remote working policies. While it presents an opportune moment for individuals considering a career change, it concurrently poses challenges for organisations in the hiring process.

One of the most significant impacts of this skills shortage is the difficulty companies have in filling IT positions. This lack of qualified IT professionals often leads to these jobs remaining open for extended periods of time, resulting in a lack of productivity and increased costs. Another consequence is an increase in wages for IT positions as companies compete for the limited skilled professionals available in the marketplace. Finally, due to the constant push for innovation and new technologies, companies struggle to remain competitive without the necessary IT staff.

With flexible remote working becoming just as important as a salary. Employers are increasingly emphasizing the need for employees to have a more regular on-site office presence across all organisational levels. Post-pandemic, the debate surrounding remote versus hybrid working environments has gained prominence, with many employers now expecting their workforce to be in the office at least once a week. The prevalence of fully remote roles has notably declined, as most employers are opting for a balanced approach that combines on-site and remote work. This shift is particularly evident in industries such as cybersecurity, where candidates are acutely aware of their heightened demand. Consequently, salaries in this sector have experienced a 10-15% increase, varying based on the level of expertise required.



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In the domain of the IT market in 2023, significant attention has been directed towards the seamless integration of AI, a resolute commitment to nurturing employee wellbeing and flexibility, alongside a continual upward trajectory in salary increments. Moreover, the industry contends with the ongoing challenge of addressing skill shortages to align with the evolving demands of this dynamic sector.

Expectations for 2024

As we look towards 2024, Ireland's economic stability is currently facing scrutiny, introducing a level of uncertainty that might impede overall growth. The heightened cost of living is putting pressure on salaries. In the short term, there is an expected sustained demand for IT professionals, likely resulting in a corresponding increase in salaries.

Recognising the significance of the IT sector, the Irish Government has been a steadfast supporter, offering grants and actively promoting STEM education. To address skill shortages, a reevaluation of visa requirements is suggested. This adjustment could foster the inclusion of non-EU citizens, offering a potential solution to the challenges faced by the industry.

A central theme in the 2024 plans is retention. With increasing challenges posed by counter offers during the hiring process, companies are prioritising strategies to retain their valuable talent. The rising demand for the remote work model is reshaping the talent landscape, with companies providing greater flexibility emerging as winners in the competition for skilled professionals.

The dynamic and innovative landscape of the IT world is pushing our skills shortages to their limits. To navigate this, investing in training and continuous skill development is imperative to keep pace with the rapid changes in the industry.

In 2024, high-demand skills will include Big Data, Data Science, AI and Machine Learning, Cyber Security, Data Analysis, Cloud Computing, Blockchain Technology, and Mobile App Development. These skills will play a pivotal role in driving innovation and success in the evolving IT landscape.

About Abrivia Technology

Ciara Nolan, Recruitment Manager specialising in IT at Abrivia, Ciara has over five years of experience in the dynamic IT market. Her expertise spans a spectrum of roles, from guiding recent graduates to sourcing talent for executive positions such as Head of IT. Ciara holds a degree and is certified by the Chartered Institute of Personnel and Development (CIPD), underscoring her commitment to industry standards. Her proficiency extends across diverse industries, including fintech, healthcare, telecoms, and others. Furthermore, Ciara's coverage encompasses various IT domains, including frontend, backend, cybersecurity, and beyond.

Technology Salaries

Sector	2024			2023		
	0-3 years €	3-5 years €	5+ €	0-3 years €	3-5 years €	5+ €
SENIOR APPOINTMENTS						
CTO	100K - 140K	140K - 170K	170K - 200K	90K - 130K	130K - 160K	160K - 190K
VP	85K - 125K	125K - 160K	160K - 180K	80K - 120K	120K - 150K	150K - 180K
Development Manager	80K - 110K	110K - 140K	140K - 160K	75K - 100K	100K - 130K	130K - 150K
Project Manager	75K - 95K	95K - 120K	120K - 135K	70K - 90K	90K - 115K	115K - 130K
Technical Architect	80K - 100K	100K - 125K	125K - 145K	75K - 95K	95K - 120K	120K - 140K
BI/DATA						
Data Scientist	50K - 65K	65K - 90K	90K - 120K	40K - 60K	60K - 80K	80K - 110K
Data Architect	65K - 85K	85K - 100K	100K - 130K	60K - 80K	80K - 95K	95K - 120K
BI/ Data Analyst	40K - 50K	50K - 70K	70K - 90K	35K - 45K	45K - 65K	60K - 85K
DEVELOPMENT						
Java	40K - 65K	65K - 95K	95K - 120K	40K - 65K	65K - 90K	90K - 110K
Java Architect	80K - 90K	90K - 110K	110K - 140K	70K - 85K	85K - 100K	100K - 130K
.Net/C#	40K - 65K	65K - 95K	95K - 120K	40K - 65K	65K - 90K	90K - 110K
C/C++	40K - 65K	65K - 85K	85K - 110K	35K - 60K	60K - 80K	80K - 100K
Python/ Node/ PHP	50K - 70K	70K - 100K	100K - 140K	45K - 65K	65K - 95K	100K - 130K
Fullstack	42K - 65K	65K - 95K	95K - 120K	40K - 65K	65K - 90K	90K - 110K
JavaScript React/Vue JS	45K - 65K	65K - 90K	90K - 130K	40K - 60K	60K - 85K	85K - 120K
JavaScript Angular	40K - 60K	60K - 75K	75K - 100K	30K - 45K	45K - 65K	70K - 90K
DevOps	65K - 80K	80K - 100K	100K - 130K	60K - 70K	75K - 95K	95K - 120K
SRE	65K - 80K	80K - 100K	100K - 140K	65K - 80K	80K - 95K	100K - 130K+
QA/TEST						
QA Engineer (Auto)	45K - 65K	65K - 80K	80K - 120K	45K - 60K	60K - 75K	80K - 110K
QA Engineer (Manual)	40K - 50K	50K - 70K	70K - 90K	35K - 45K	45K - 60K	65K - 75K
Test/QA Team Lead	65K - 75K	75K - 90K	90K - 110K	60K - 70K	70K - 85K	85K - 100K+
Test/QA Manager	75K - 85K	85K - 100K	100K - 125K	65K - 75K	75K - 90K	90K - 120K+
IT NETWORKS						
Network Engineer	40K - 50K	50K - 70K	70K - 90K	30K - 45K	45K - 65K	65K - 85K
Network Manager	65K - 80K	80K - 100K	100K - 120K	60K - 75K	75K - 90K	90K - 100K

Technology Salaries (Cont.)

Sector	2024			2023		
	0-3 years €	3-5 years €	5+ €	0-3 years €	3-5 years €	5+ €
INFRASTRUCTURE/SUPPORT/ SECURITY						
Security Engineer	50K - 60K	60K - 80K	80K - 110K	45K - 55K	50K - 70K	70K - 100K
Security Manager	70K - 85K	85K - 100K	100K - 140K	65K - 75K	75K - 90K	90K - 120K+
Risk	55K - 70K	70K - 85K	90K - 130K	55K - 65K	60K - 75K	100K - 120K
Linux Admin	55K - 70K	70K - 95K	95K - 120K	55K - 70K	70K - 90K	95K - 110K+
IT SUPPORT						
Application Support	40K - 50K	50K - 65K	65K - 80K	35 K - 45K	40K - 50K	50K - 65K
IT Infrastructure Support	40K - 55K	55K - 60K	60K - 80K	35 K - 40K	40K - 50K	50K - 60K
SAP Analyst	40K - 60K	60K - 90K	90K - 110K	30K - 50K	55K - 80K	80K - 95K



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