



ABRIVIA
Futures Secured

**Salary
Survey
2019**



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

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

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SALARY SURVEY & ECONOMIC COMMENTARY 2019 INTRODUCTION

WELCOME

You are very welcome to the Abrivia/Trinity College Salary Survey 2019. This is our ninth such survey, which represents the most comprehensive analysis of the Irish recruitment landscape to date.

Many thanks to our partners in Trinity College, especially Dr Brian Lucey, Dr Charles Larkin and Dr Na Fu for their comprehensive analysis and interpretation of the survey results along with providing a thought-provoking and thorough insight into the current economic landscape.

Brexit uncertainty, GDPR implementation, the housing crisis, Donald Trump, full employment, automation and continued GDP growth are just some of the highlights of 2018.

In 2018, Irish GDP grew by 8.9% (Source: ESRI). In addition, the Irish economy is expected to grow by 3.9% in 2019. Between April and June 2018, the Irish economy grew approximately six times faster than the European average.

ABRIVIA RECRUITMENT

In a similar vein to the performance of the Irish economy, Abrivia experienced significant growth in 2018, which is testament to our clients expanding and growing also. In the past year Abrivia was successfully shortlisted for Agency of the Year (medium) and Best Agency Online by the National Recruitment Federation.

In January, Abrivia along with our partners in Trinity College hosted over 140 clients in the lavish surrounds of Trinity Dining Hall. Clients were treated to numerous insights on Brexit and economic opportunity beyond Brexit, courtesy of Dr Charles Larkin and Dr Brian Lucey.

Abrivia's six-word story, which emanated from interviewing several of our clients is as follows "*Engaging Partnerships, Redefining Recruitment, Futures Secured*" and the people in Abrivia strive to achieve these goals daily. In terms of "Redefining Recruitment" we achieve this by producing industry thought leadership documents such as our annual salary survey and by hosting a series of thought leadership events.

Our annual salary survey featured on RTE News along with all the main broadcast media in Ireland. Thought leadership events include HR seminars and our annual Salary Survey Breakfast Briefing which takes place in Trinity College Dublin.

Donal O'Brien
Managing Director



THOUGHT LEADERSHIP

Guarded optimism emerges from the Abrivia Salary Survey Breakfast Briefing 2018



L-R Donal O' Brien, Dr Brian Lucey (seated), Ruaidhri Horan (Marketing Manager), Dr Na Fu and Dr Charles Larkin

The second Abrivia Salary Survey Breakfast Briefing took place in the Dining Hall in Trinity College on Wednesday, January 24th 2018. Over 140 clients attended the Breakfast Briefing and received fascinating insights from our three keynote speakers: Dr Charles Larkin, Dr Na Fu and Dr Brian Lucey. Dr Brian Lucey, executive committee member of Trinity College opened proceedings and explained how universities are responsible for over €1 billion in exports annually and are a greater exporter than the Irish drinks industry. He also explained how the collaboration between Abrivia and Trinity College is extremely important in producing research which has a strong business focus.

Dr Charles Larkin gave a comprehensive analysis of Brexit, the most likely implications for Ireland and the sectors which could be most affected.

Dr Na Fu focussed on the HR results of the Salary Survey, especially the gaps in perception that exist between employers and employees in regards effective communication of HR policies. Dr Fu suggested steps to resolve this gap which included stronger HR systems and manager training regarding HR policy implementation.

Dr Brian Lucey's presentation focussed on the 11 factors which will impact the Irish Economy in 2018. These include Brexit, China, Global Inequality, Global Growth, Technology, Populism, Mainstreaming Millennials, Geopolitical Instability and Global Warming.

Donal O' Brien, MD of Abrivia, concluded proceedings by explaining that that the recruitment sector acts as a remarkable bell weather for what is happening in the economy and that as a business Abrivia have not been this busy since 2006!

INTRODUCTION

The economy is booming – GDP last year ran at 5%. We have returned to full employment in the economy and that has created challenges for all of us.

Donal went on to say that in terms of sentiments we can see from the results of the salary survey that in 2018:

- 85% of you plan to make **new hires** this year!
- 84% of **employers** expect **salaries to rise**
- 73% of **employees** expect their salaries to rise
- **46% plan to change job in 2018**

Donal concluded proceedings by discussing the main HR challenges businesses face in a burgeoning economy, namely Talent Acquisition, Candidate Attraction and Retention and the loss of competitiveness caused by higher wage expectations.

Abrivia Salary Survey headlines RTE news



CORPORATE SOCIAL RESPONSIBILITY

The Great Eggscape-Annual Abrivia Easter Egg Campaign reaches new heights



Picture Above: A trolley load of eggs arriving at Tallaght children hospital



Abrivia collected over 1,800 eggs for the children of Tallaght, Crumlin and Temple Street Children's hospitals. We cannot express our gratitude enough to all our fantastic clients and suppliers for their egg-ceptional generosity and support for this very worthy cause: Pembroke Hall, My Taxi, Jobs.ie, Richmond Marketing, Spencer Stuart, Monster, Aver International, Chaucer Insurance, Aergen, Merlyn, The Lawrence Life, What Clinic, Aldi and Iconic Offices.



SpencerStuart

MONSTER



THE LAWRENCE LIFE

WhatClinic



Pieta House is Abrivia's new charity partner for 2018/2019



Pieta House provides a free, therapeutic approach to people who are in suicidal distress and those who engage in self-harm and are Abrivia's charity partners for 2018/2019.

Abrivia partners with Pembroke Hall clients on major CSR project

In September, Abrivia team members were delighted to have participated in a Difference Day with Pembroke Hall, for Stars of St. Raphael's Special School and helped reconstruct a vegetable garden on the grounds of the school in Celbridge, Co, Kildare.



THOUGHT LEADERSHIP

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

THANK YOU

Thank you to the whole Abridia management team who spend numerous hours compiling the 2019 Salary Survey. A special thanks to the overall project manager, Ruaidhri Horan, our management team of Tadhg Kearney, Andrew Meehan, Denis Mac Sweeney, Emily Mason and Michelle Earley.

This document would not have been possible without the support of our partners in Trinity Business School, namely:

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

A special word of thanks to all our clients and candidates who participated in this survey, providing hugely important insights into Ireland's recruitment landscape.

Warmest regards,
Donal O'Brien
Managing Director



The Year In Review

2018 has been a good year for the Irish economy. Growth continues to be strong and the external environment for the financial year has been largely positive. The IMF's World Economic Outlook for October 2017 was optimistic with a clear statement that the global economy was firing on all cylinders. Over the past 12 months, storm clouds have begun to gather and the global economy appears to be entering a period of lower growth with headwinds in the US and more locally in Europe through a slowing of the German manufacturing economy, the destabilization of the Italian political economy via fragile banks and an ongoing dispute between Rome and Brussels and the ever-present crisis that is Brexit.

The IMF's October 2018 World Economic Outlook states clearly:

The cyclical upsurge in global growth that began in mid-2016—and is now extended by procyclical fiscal stimulus in the United States and associated favourable spill overs to trading partners—has helped overcome powerful structural headwinds acting on potential growth. After the cyclical boost in demand and the US stimulus run their course, and as growth in China continues to slow in line with the necessary rebalancing of the economy, global growth is set to moderate, weighed down by structural drags. The increase in trade costs would also depress medium-term prospects by hindering efficient resource allocation, investment, and productivity.

Among advanced economies, the subdued outlook for potential growth reflects, to a large extent, slower labor force growth due to population aging (as discussed in Chapter 2 of the April 2018 WEO). While labor productivity growth is expected to improve in the medium term, the slight acceleration will only partially offset the slower increases in labor input... the rise in corporate market power in advanced economies, a trend that could be a further drag on business dynamism, investment, and productivity. Some policy measures that are supporting short-term activity in some economies (such as larger US fiscal deficits) are not sustainable—and hence come at the cost of lower future growth because they will need to be reversed.

THE BREXIT END GAME

- **Whatever deal is reached is most likely to be a last-minute deal**
- **Brexit remains undefined, unspecified and uncertain**
- **Brexit was fermented in a vat of dis-information**

It is in this context that the Brexit endgame has unfolded. Since October both Ireland and the UK have concluded that whatever “deal” is reached between the UK Parliament and the EU, it will mostly likely be done at the last minute, with a high degree of uncertainty in the run-up or potentially a full “hard Brexit”. As of the writing of this commentary it has become apparent that Brexit remains undefined, unspecified and uncertain. These are all issues that impact upon business and the consumer, both of which seek some modicum of stability, most especially in the six weeks prior to Christmas.

The UK has sought their freedom from removing themselves from the largest free trade zone in the world.



Dr Charles Larkin

US Secretary of State Dean Acheson famously said in 1962 after the last great British self-inflicted debacle known as the Suez Crisis, that “Great Britain had lost an empire but has not yet found a role.” The UK is nothing more than mid-sized economy with poor productivity figures and a rapidly declining public health status, peripheral to Europe.

Legacies of a transactional approach to the European Union going back to the time of Mrs. Thatcher have now reaped the whirlwind she had sown. British politics, like many political systems, ignore those outside the metropole and ascribe Victorian moralism to those that have not benefited from rising incomes that it was some failing on their part.

This has now left Britain so divided that it is in danger of irreparable damage to itself and Ireland North and South. Rejecting inclusive co-operation and preferring fictional trade deals with countries having long outgrown the trappings of empire.

Economic models tell us that we trade with our neighbours. The UK is rejecting its neighbours for people tens of thousands of miles around the globe.

Brexit was fermented in a vat of disinformation and opportunism and rendered by a Tory government that put party before country. It is only the more distressing to see the confusion and disingenuous nature of the Corbyn Labour opposition that will happily reject the current Soft Brexit option presented in the 14 November agreement.

THE DUP, NORTHERN IRELAND AND THE GOOD FRIDAY AGREEMENT

In Northern Ireland, the DUP have rejected what is possibly the best deal available. Be in the UK and in the EU and be citizens of Ireland, the UK and the EU all at the same time. With an excess of 80% of farm income in the North coming from EU subsidies, it is difficult to understand why any Northern Irish party would reject a deal that does not mean annihilation of their present agricultural sector. They claim to be the true upholders of the union of the UK while supporting Brexiteers who will undermine the UK no matter what the cost politically or economically. DUP prefers a No Deal to Good deal defying the wishes of the majority of the people in NI and ignoring the fact that NI has always been different to the rest of the UK.

The lack of an Assembly in NI denies it a voice which could articulate views other than the DUP. This has allowed Strands 1 and 2 of the Good Friday Agreement to wither. It is clear that the health of the North-South institutions is in decline. The maintenance of human rights in the North was to be ensured by the European Union and the Charter of Fundamental Rights, as well as the European Convention on Human Rights.

The draft withdrawal agreement has been described as the “Swimming Pool” with Northern Ireland at the deep end. I think that Northern Ireland as Schrodinger’s cat, simultaneously both inside and outside the EU is more apt analogy as Brexit and quantum physics remain incomprehensible to most observers and for the few that understand the meaning of this description it can be effectively used to achieve the best outcomes for the people of Ireland.

For instance, the complexities of the border between north and south of Ireland did not feature in the run up to the Brexit Referendum at all, yet the Protocol on Ireland and Northern Ireland has been the most contentious and difficult to resolve. One must remember the Backstop will only be triggered should a final overall Withdrawal Agreement not be finalized at the end of the transition period in July 2020.

THE FAMOUS BACKSTOP

The NI back stop has become a UK-wide backstop thus no barriers to trade either North, South, East or West across the Irish Sea. It is not time-limited, is legally binding and requires agreement to end it.

“Backstop” if triggered would make NI a special case in the following regard:

1. Single UK - EU customs territory
2. Creating a level playing field between EU and UK??
3. The EU Customs Code allowing NI businesses to place products on the EU Single Market.
4. NI would remain aligned to limited set of rules relating to the Single Market to avoid a hard border on the Island of Ireland. This gives NI the best of both worlds economically. This has been recognised by the farming and business community in NI. It is certainly better than “No Deal”

Reality does not shame the hard Brexiteers. A no-deal hard Brexit and the consequent hard border will damage both countries. At the end of the day we must prepare for the fact that while Mrs. May cannot be underestimated, the mathematics of the House of Commons is against us. We are going to be the inheritors of delusions of past imperial grandeur mingled with a deep ignorance of British Constitution of those responsible for guarding it. I recommend a copy of Bagehot be sent to Boris and friends.

It is important to note that the idea of “the British are coming” has been a myth. There has been no mass relocation of legal and financial services. The advantages afforded Ireland as the last English-speaking country and a Common Law country are overblown. It is time that the Taoiseach begin the process of ensuring that this country is supported during and after the Hard Brexit turbulence.

At the beginning of the European project in 1950 both Schuman and Churchill agreed that the European community and the expansive approach embodied in the Schuman declaration would never align with British motives or sensibilities. Schuman in his *Pour l'Europe* (1960) highlighted that his project had to look beyond the transactional approach to politics to survive and thrive.

THE COMMON TRAVEL AREA

Last year’s commentary dwelt heavily on the implications of Brexit and the realistic meaning in terms of labour markets and the Common Travel Area (CTA). Those statements have largely remained unchanged. The Backstop, in the case of a deal, will ensure that the CTA will remain in place and a reality. The Border between Northern Ireland and the Republic will remain largely open. Trade, though different, will not be dramatically disrupted. The video of Stephen Rae released by the *Financial Times* best articulates the complexity of the Northern Irish border, and the lack of understanding shown by London and the depth of the commitment of the EU-27 to the predicament of a member state.

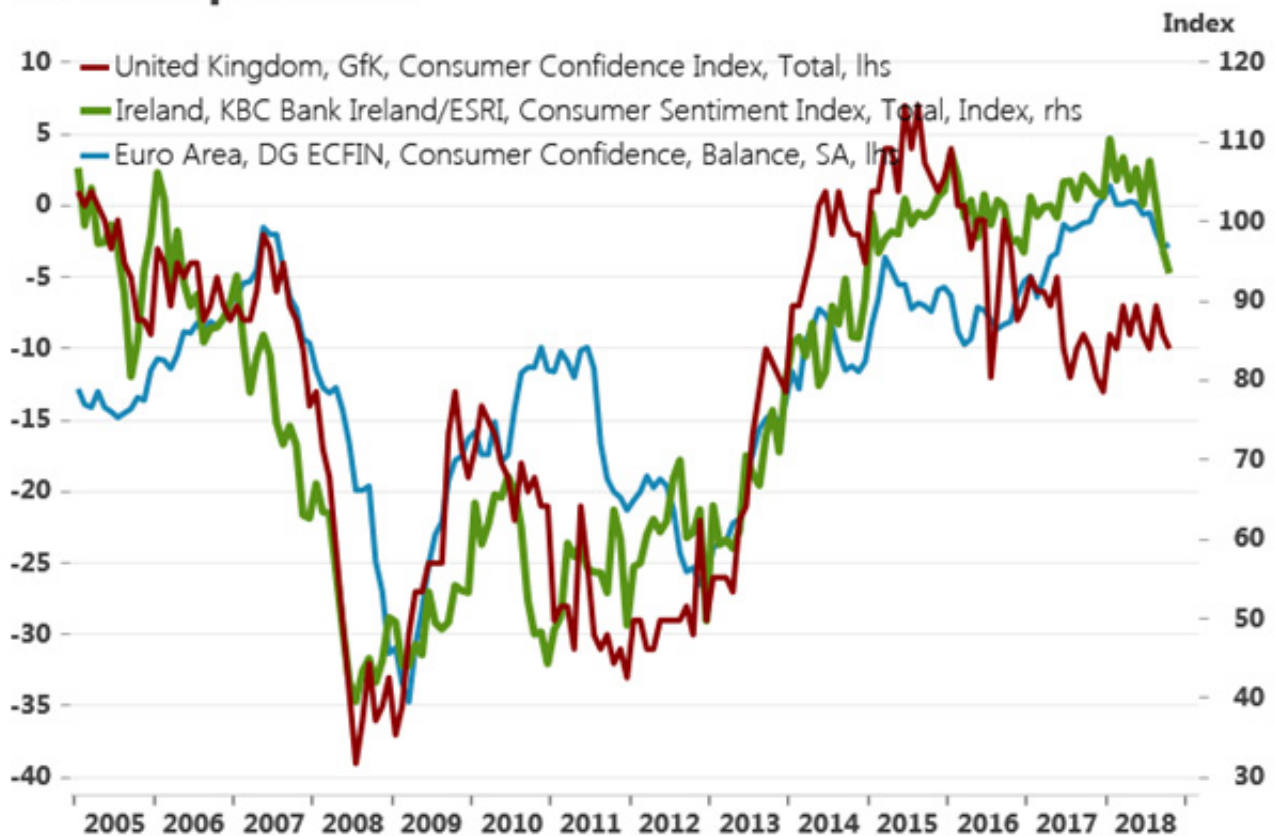
THE ECONOMIC IMPACT OF A HARD BREXIT

The economic impact of Brexit has been calculated out by Copenhagen Economics and the Department of Finance. The estimates under the WTO hard Brexit scenario would be a reduction of 30.6% in exports from Ireland to the UK. The silver lining is that this is a relatively small proportion of Irish exports, equalling

a 4.2% overall export loss. The challenge is that this will not be homogeneous in terms of sector and location. Agriculture and food processing will be disproportionately hit by a Hard Brexit scenario. In the case of GDP loss, the Department of Finance sees a cumulative loss of just under 4% over the next 10 years. Copenhagen Economics is more negative outlook with a cumulative loss of around 7%. Both agree that within the first two years a cumulative loss of 2.5% of GDP is likely.

The response by the consumer has been to accept that, like Yogi Berra's famous quote, the future ain't what it used to be. Consumer sentiment, that had been riding high due to the robust economic growth of the past few years, has begun to decline, and more clearly since the summer. The slight uptick that is likely to take place in December will be a bye-product of the Christmas season consumer cycle and not a true change in sentiment.

The Irish problem?



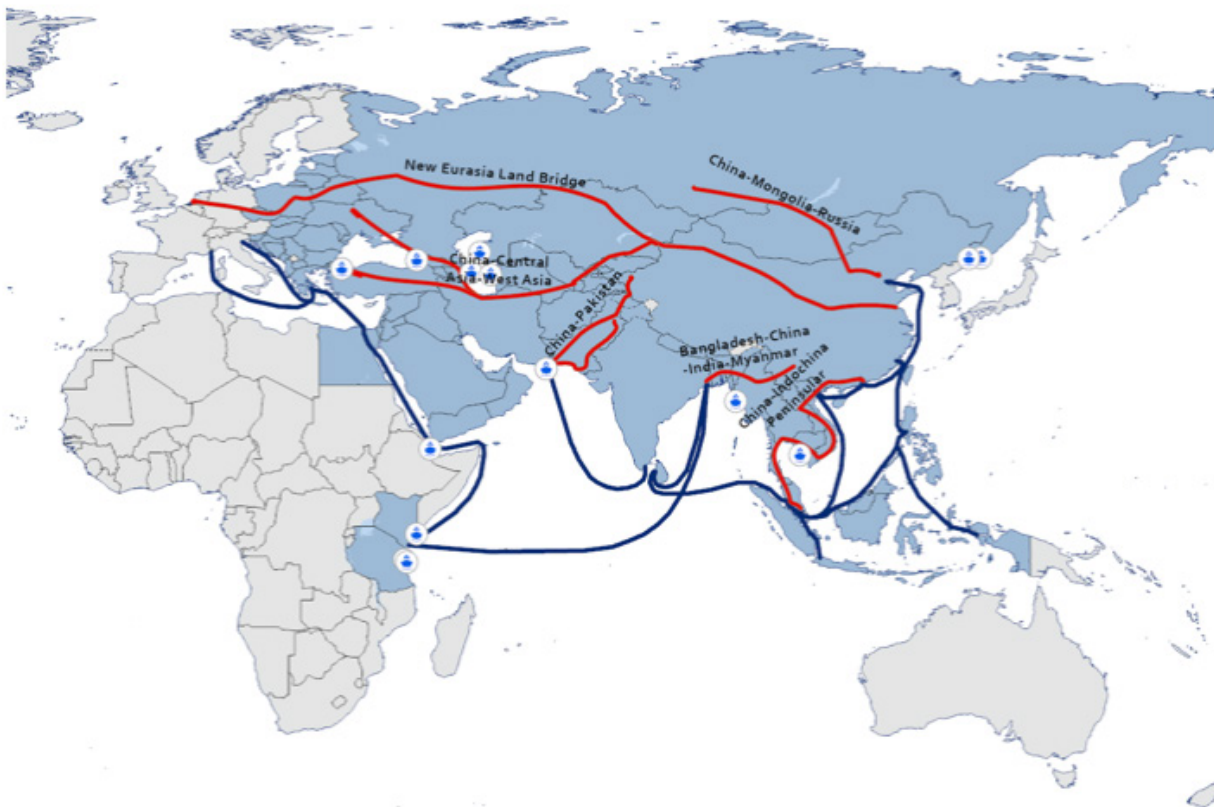
Source: ESRI, DG ECFIN, CSO, GfK

The primary lesson of the past year has been clear – politics matters. The stress that is being placed on the Irish economy is largely external and produced by economics of political turbulence from Washington, London and Brussels.

THE IMPORTANCE OF CHINA- A MACRO-ECONOMIC VIEWPOINT

China has at the same time begun to be more politically strategic with respect to its economic actions. The Belt and Road Initiative (BRI) is the new policy framework upon which all aspects of Chinese political economy hang. The BRI consists of the Silk Road Economic Belt (the 'Belt' linking China to Central and

South Asia and onward to Europe) and the New Maritime Silk Road (the ‘Road’ linking China to the nations of South East Asia, the Gulf Countries, East and North Africa, and on to Europe). The six corridors of the BRI are: (1) the China-Mongolia-Russia Economic Corridor; (2) the New Eurasian Land Bridge; (3) the China-Central Asia-West Asia Economic Corridor; (4) the China-Indochina Peninsula Economic Corridor; (5) the China-Pakistan Economic Corridor; and (6) the Bangladesh-China-India-Myanmar Economic Corridor. According to economists at the World Bank the BRI would have dramatic effects on world trade. If border delays were reduced by half, the shipment times along corridors would be reduced by 7.7% for the China-Indochina Peninsula Economic Corridor to 25.5% for the China-Central Asia-West Asia Economic Corridor. Trade costs would decline by 5.6% for the China-Indochina Peninsula Economic Corridor and by 21.6% for the China-Central Asia-West Asia Economic Corridor. While Dublin’s attention has been rightly focused on the cabaret at Westminster a dramatic change in the global trading geometry has been taking place in the background.



Source: VOXEU. <https://voxeu.org/article/how-belt-and-road-initiative-could-reduce-trade-costs>

In is in this context that President Trump’s belligerent approach to trade with China takes place.

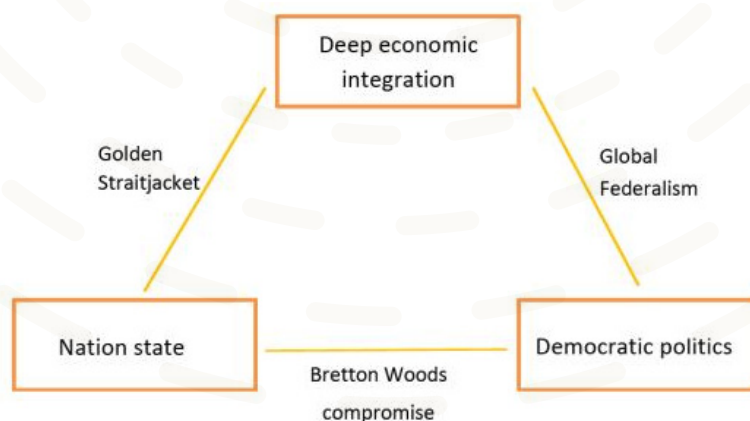
Economics has tended to ignore the political system, a symptom of the great moderation in business cycles during the ‘80s and ‘90s and born of a faith in technocratic solutions. Political economy declined only to find new relevance in the last two years. The economic clouds that the IMF has seen on the horizon are political in origin. President Trump has declared by his favoured medium, Twitter, that he is a “tariff man”. Trump has instigated an ongoing trade war with China (albeit with a 90-day ceasefire). He has already triggered trade wars with Mexico and Canada. The Chinese trade war has the potential to eventually breach the figure of \$1 trillion. The US is using national security arguments under the 1962

Trade Expansion Act and investigatory powers under the 1974 Trade Act has begun to construct a wall of tariffs, mostly in steel, aluminium and certain electronics. The trade war is seen as leverage to obtain a new and improved set of terms from trading partners. The early “success” of changes to the NAFTA agreement and the capitulation of Canada and Mexico has embolden President Trump with respect to China. In retaliation China has imposed tariffs on bourbon, ketchup, Harleys and soybeans. The recent arrest of the Chief Financial Officer of Huawei, Meng Wanzhou in Canada with extradition to the US has illustrated how fragile negotiations are between China and the US. The downgrading of Chinese debt by Moody’s and subsequently S&P highlights the concern that in the context of slowing growth and a rapid rise in debt, much of it attached to unproductive state-directed investments.

THE FRANCO-GERMAN ALLIANCE HAS WEAKENED

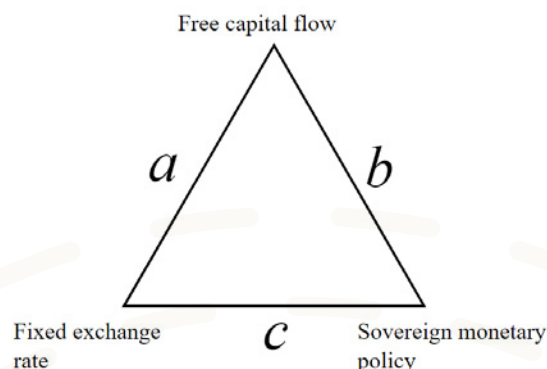
The take away from this context is that the rebalancing of the economic locus of the world is from the Atlantic to the Pacific. The Obama Administration was concerned about ensuring that the post-1945 rulebook became the 21st century rulebook, appropriately edited. The Trump Administration has come to the conclusion that the past is finished and the rulebook, if there is any, will be transactional, zero-sum and frequently “re-normed” as the circumstances require. In such a context it is important to note that the approach taken by the European Union is largely to the contrary. Irish Central Bank Governor speaking at the ESRI put is as follows: “In analysing the scope for international policy cooperation in managing globalisation, the limits imposed by the national nature of democratic politics need to be taken seriously. In Europe, the strategy has been to develop the institutional development of the European Union to provide sufficient democratic foundations for enhanced integration across various policy dimensions.”¹ This statement is true only insofar as the Member States are they themselves in a position of internal coherence. The imminent departure of Chancellor Merkel and the rapid fall from grace and volte face of President Macron on carbon taxes has resulted in the Franco-German alliance that drives the European project being weakened. That weakness makes the EU as a solution to addressing the political economy trilemma less plausible.

THE TRINITY OF TRILEMMAS (YOU CAN ONLY PICK TWO OUT OF THE THREE AT ANY ONE TIME):



https://rodrik.typepad.com/dani_rodriks_weblog/2007/06/the-inescapable.html

¹<https://www.centralbank.ie/docs/default-source/news-and-media/speeches/181115-governor-lane-geary-lecture-2018---esri.pdf?sfvrsn=2>



https://en.wikipedia.org/wiki/Impossible_trinity



<https://www.sciencedirect.com/science/article/pii/S0165176511000115>

THE CURRENT BUSINESS CYCLE IS AN INCREDIBLE 114 MONTHS OLD

In the face of such uncertainty generated by the political system markets increased volatility and thrown up signs of a potential recession. The current business cycle is now in 114 months old. The average length of an expansion is about 58 months since World War II. The Dot Com recession was preceded by the longest expansion ever – 120 months. Under these conditions the most favourable description of the current economic cycle is mature verging on the geriatric. The novelty of the current situation is that in 2001 the Fed had the ability to pump up the economy using traditional monetary policy tools. The current context is not as favourable. The Fed is still in the process of unwinding its balance sheet of \$4.4 trillion assets acquired during the phases of quantitative easing (so far only reduced to \$4.1 trillion). Interest rates are historically very low, offering a limited scope for policy responses. Fed Chairman Jerome Powell is in the process of increasing rates as preparation for a recession and has highlighted the unsustainable levels of debt, most especially corporate debt which has risen to 45% of US GDP at \$2.5 trillion. The announcement of 15,000 layoffs over the next few months are a cause for concern, because they may be only partially the result of a decline in automotive demand but a response to production technologies, where digitalization and automation displaces workers.

THE FUTURE OF WORK- EQUALITY OF OPPORTUNITY

The World Bank *World Development Report 2019* highlights how the future of work and the stresses that will be placed upon the labour market and the need for a new social contract. Baroness Alison Wolf in her address to the Royal Irish Academy in December 2018 highlighted how education, while very important,

is not a panacea and the current problem of low productivity is not being solved by expanding numbers in postsecondary education. The major job categories that are growing in terms of volume demanded are teaching assistant, carer and retail. These are jobs which are difficult to automate but also have very low productivity and very low wages. The new social contract or “Global New Deal” as they phrase it, is highlighted by the World Bank as an urgent policy requirement for governments. The key components relate to opportunity.

Equality of opportunity plays a big role in the changing nature of work. Investing in early childhood development can foster opportunity. One estimate suggests that expansion of early childhood development policies in the United States could reduce inequality by 7 percent and increase intergenerational income mobility by 30 percent.⁵ Equality of opportunity also means boosting social protections, including social assistance and insurance, in ways that are compatible with work. These elements of the social contract echo the three freedoms featured by Nobel Prize winner Amartya Sen in *Development as Freedom*: political freedoms and transparency in relations between people, freedom of opportunity, and economic protection from abject poverty.

Beyond some core elements, any new social contract would have to be tailored to its particular country context. One clear area of customization is related to demographic trends. By 2050, more than half of global population growth will have occurred in Sub-Saharan Africa, where the annual growth rates of the working-age population are projected to exceed 2.7 percent. By contrast, the populations of East Asia and the Pacific are aging: more than 211 million people over the age of 65 live in this region, accounting for 36 percent of the global population in this age group. By 2040, the working-age population will have shrunk by 10–15 percent in China, the Republic of Korea, and Thailand. Countries in Sub-Saharan Africa and South Asia would therefore have to be especially responsive to the needs of the large youth cohorts entering the labour market to ensure the sustainability of the social contract. Social contracts in Eastern Europe and East Asia would also need to create mechanisms to finance the protection and care of the elderly in a sustainable manner.

A society with equality of opportunity is often defined as a society that manages to give all its members an equal chance to attain economic and social well-being. However, this happens only if all members of society have access to some guaranteed social minimum, including health care, education, and social protection. Such a minimum would provide basic human capital to everyone, placing them on an equal footing to pursue their goals².

THE DUBLIN HOUSING MARKET AND SUPPLY CONSTRAINTS

These concerns have encouraged the reopening of experiments involving basic income and addressing dysfunctional housing markets. The dysfunctional nature of housing markets, most especially in global capital cities has caused this debate to become more pointed as the dearth of access to affordable accommodation has increased. Dublin has reflected this dynamic as the bifurcation of the labour market has taken place between the highly productive multinational sector and the low productivity domestic sector. That split has increased over the past 20 years. At the same time the aftermath of the bailout resulted in a crash in housing starts, causing a major housing supply constraint that will take several years to rectify.

²Word Development Report 2019. p128.

BUDGET 2019

This brings us to the implications of Budget 2019. The Irish Fiscal Advisory Council has for the first time produced a yellow card in a budgetary assessment.

The Commission in its 2018 Country Specific Recommendations that Ireland take action in 2018 and 2019 to:

1. Achieve the medium-term budgetary objective in 2019. Use windfall gains to accelerate the reduction of the general government debt ratio. Limit the scope and the number of tax expenditures and broaden the tax base. Address the expected increase in age-related expenditure by increasing the cost-effectiveness of the healthcare system and by pursuing the envisaged pension reforms.
2. Ensure the timely and effective implementation of the National Development Plan, including in terms of clean energy, transport, housing, water services and affordable quality childcare. Prioritise the upskilling of the adult working-age population, with a focus on digital skills.
3. Foster the productivity growth of Irish firms, and of small and medium enterprises in particular, by stimulating research and innovation with targeted policies, more direct forms of funding and more strategic cooperation with foreign multinationals, public research centres and universities. Promote faster and durable reductions in long-term arrears, building on initiatives for vulnerable households and encouraging write-offs of non-recoverable exposures.³

Central Bank Governor Philip Lane articulated to the Oireachtas the changing character of the Irish economy and how as a small open economy external conditions matter just as much as internal ones.

CURRENT RISKS TO THE IRISH ECONOMY

- **A disorderly Brexit**
- **Shifts in International Trade**
- **Shifts in Tax regimes**
- **The legacy of private and public debt**
- **The tightening of international financial conditions**
- **Budget 2019 is unsustainable and imprudent**

While the current environment is positive, there are clear downside risks to the economy at both European and domestic levels. Ireland is especially exposed due to the legacy of high public and private sector debt levels and the sensitivity of small and highly open economies to international shocks. An unexpected tightening in international financial conditions, relative to the benign environment that has been in place for an extended period of time, could induce an international slowdown in investment and consumption. Shifts in international trade and tax regimes could adversely affect the Irish business model, while a disorderly Brexit would pose immediate challenges for the Irish economy and financial system. As I stated in my pre-Budget letter, the potential adverse impact on the Irish economy and Irish financial conditions if any of those scenarios were realised calls for the accumulation of financial and fiscal buffers that would help to limit the damage.

In relation to fiscal buffers, the running of budget surpluses during strong economic conditions is a pre-

³https://ec.europa.eu/ireland/news/european-semester-2018-spring-package-commission-issues-recommendations-for-member-states-to-achieve-sustainable-inclusive-and-long-term-growth_ga

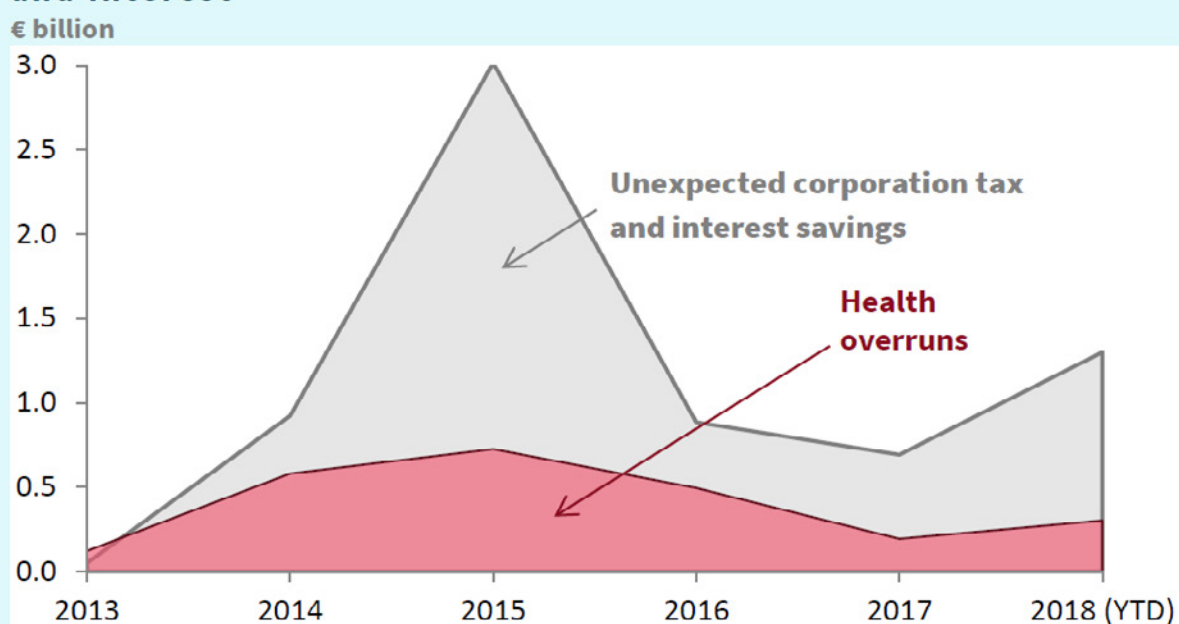
condition for the Government to be able to implement a stabilising, counter-cyclical fiscal expansion in the event of a future downturn.

Notwithstanding this progress, it is a cause for concern that, of the remaining arrears cases, a greater proportion are in the long-term arrears category. Of the 66,479 Principal Dwelling House accounts remaining in arrears, 28,237 – or 42 percent - have very deep arrears, with arrears balances of more than 720 days past due. It is important to stress, in this regard, that engagement by borrowers is critical in order to avail of the statutory safeguards available through the Code of Conduct on Mortgage Arrears and the Mortgage Arrears Resolution Process (MARP)⁴.

It is in this context that the Fiscal Advisory Council declared aspects of the Budget 2019 process as unsustainable and imprudent. Much of the problem is related to the health service. The health service has the major problem of being a source of dissatisfaction on the part of the population and a failure in terms of expenditure planning. The Council highlights weak planning and weak spending controls on the part of HSE. The estimate for 2019 is that excessive spending will breach the €1bn mark. The sole cushion for this overspend on the part of the Department of Health has been the windfall corporate tax revenue. In the absence of that buoyant corporate tax revenue a deficit would have been a possibility. As it stands, the structural balance is in deficit for 2018 and expenditure benchmark compliance is breached in 2018 and 2019, violating the EU fiscal rules.

The essential importance of corporate tax windfalls to the operation of the budget over the past few years is apparent in the graphs below from the Fiscal Advisory Council:

Figure D.1: Health Overruns Masked by Unexpected Corporation Tax and Interest

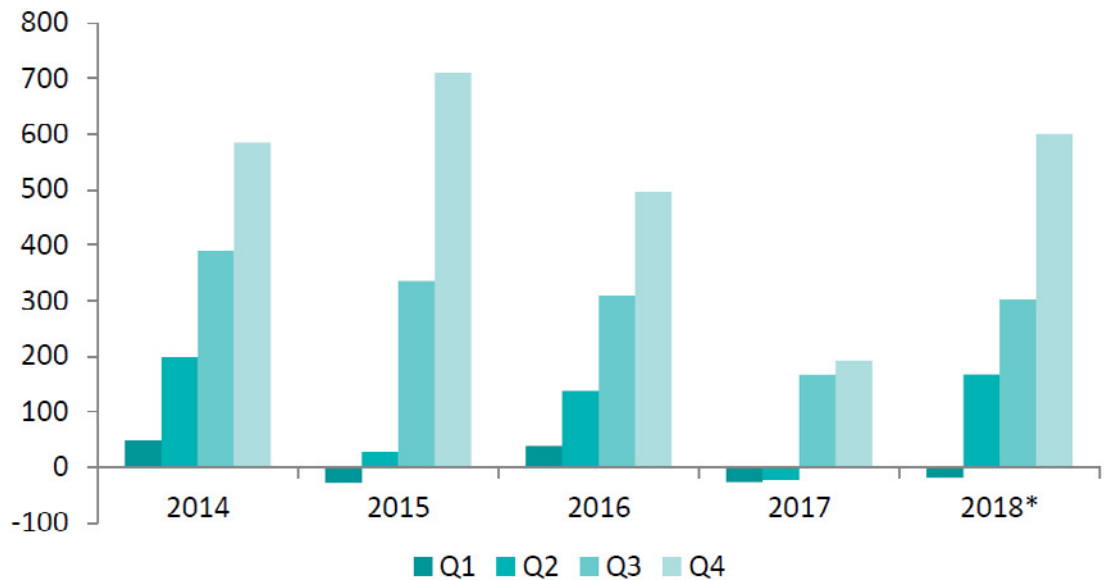


Sources: Department of Finance, Analytical Exchequer Statements; and internal IFAC calculations.
Note: Overruns are shown in gross voted current spending terms. All figures are derived from the end-December Analytical Exchequer Statements outturns less profiles. 2018 shows data to end-October.

⁴<https://centralbank.ie/news/article/introductory-statement-by-governor-lane-at-committee-on-finance-public-expenditure-and-reform-and-taoiseach>

Figure D.2: Health Overspends Tend to Ramp Up Late in the Year

€ million (cumulative), per quarter



Sources: Department of Finance Analytical Exchequer Statements; and internal IFAC calculations.

Note: Overruns are shown in terms of gross voted current spending and are derived from the monthly Analytical Exchequer Statements outturns less profiles. * The 2018 figure for Q4 is an IFAC estimate.

Source: <https://www.fiscalcouncil.ie/wp-content/uploads/2018/11/Fiscal-Assessment-Report-November-2018-Final.pdf>

It is important to note how much effort is expended on the part of budget is to bring about a level of post-market income equality. This is a source of pride in the Irish government that inequality is dramatically reduced between market income (0.58, where 1= perfect inequality) and post taxes and transfers (0.31). This is done in a context of both deep recession and full employment, which Ireland is nearing again. The heavy lifting done by the budget is part of the reason for the ongoing concerns of the fiscal council, especially as the population ages and more stress is placed upon the old-age-pension and health budget headings. If health expenditure continues to grow and not deliver value for money, the fiscal position of Ireland will become more precarious and open to exogenous shocks, crippling its ability to engage in the sort of redistributive activities it currently accomplishes.

While health stole the show, there was a conspicuous absence. Climate change was entirely unaddressed in Budget 2019. The Irish Government is facing fines of up to €600m for its failure to meet 2020 emissions target of a 20% reduction from a 2005 base in carbon output. The world's leading climate scientists have warned there is only 12 years to be kept to a maximum of 1.5C and avoid catastrophic environmental breakdown.

The UN Intergovernmental Panel on Climate Change (IPCC) said urgent and unprecedented changes are needed to reach the target, which is affordable and feasible to keep temperatures between 1.5C and 2C⁵.

Debra Roberts, a co-chair of the IPCC working group, said: "It's a line in the sand and what it says to our species is that this is the moment and we must act now. This is the largest clarion bell from the science community and I hope it mobilises people and dents the mood of complacency."⁶

⁵<https://www.theguardian.com/environment/2018/oct/08/global-warming-must-not-exceed-15c-warns-landmark-un-report>

Political leaders have been urged to act on the report. Christiana Figueres, the former UN climate chief who led the historic Paris agreement of 2015, said: “There is nothing opaque about this new data. The illustrations of mounting impacts, the fast-approaching and irreversible tipping points are visceral versions of a future that no policy-maker could wish to usher in or be responsible for.”⁷

“We have entered a new reality where fossil fuel companies have lost their legitimacy and social licence to operate, and where we must embark on a just transition to protect people and their rights as we embrace unprecedented levels of climate action,” the former president said⁸.

The need to get carbon out of atmosphere was made clear, and there was now an urgent need “to jump start a collective consciousness to save ourselves”. Mary Robinson⁹.

Climate change policies in the taxation of carbon will dramatically alter consumption and investment patterns in Ireland. It will have a significant impact on the agricultural and transport sectors as well. While this is not an exogenous economic shock, Ireland’s economy will have to begin to transition to a lower carbon future and without triggering a *gilets jaunes* response.

THE 2018 ABRIVIA SALARY SURVEY – HEADLINE RESULTS BACKGROUND

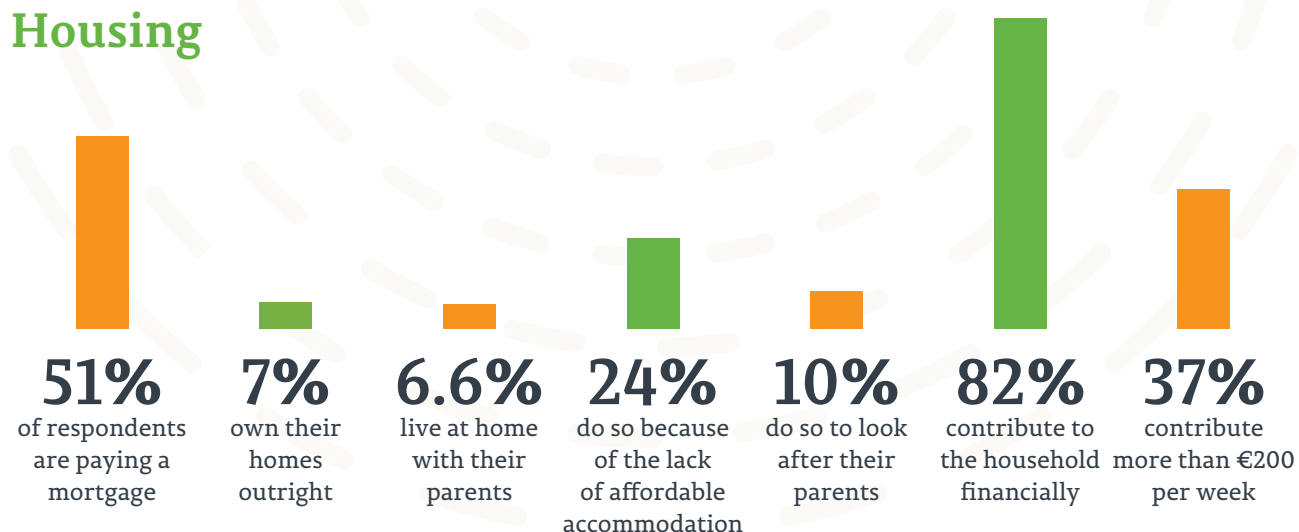
Respondents: Employee (N=1,226) and Employer (N=260)

Relocation to Dublin is becoming less attractive

53% want a pay increase of 20% + to move to Dublin

19% flat out refuse to relocate to Dublin regardless of Salary

Housing



⁶<https://www.theguardian.com/environment/2018/oct/08/global-warming-must-not-exceed-15c-warns-landmark-un-report>

⁷<https://www.irishtimes.com/news/environment/mary-robinson-says-climate-report-heralds-the-end-of-the-fossil-fuel-era-1.3656088>

⁸<https://www.irishtimes.com/news/environment/mary-robinson-says-climate-report-heralds-the-end-of-the-fossil-fuel-era-1.3656088>

⁹<https://www.irishtimes.com/news/environment/mary-robinson-says-climate-report-heralds-the-end-of-the-fossil-fuel-era-1.3656088>

Average Job Tenures and Number of Jobs



On average respondents worked for **6 employers** over their careers



On average people stay with their employers for an average of **two years**

Accommodation

In 2018:

66% of firms cited accommodation as being a major challenge in hiring

53% stated that the accommodation situation will result in them losing staff

GDPR

18% of firms found that GDPR had a negative impact on their activities

5.4% Firms on average spent 5.4% of turnover in order to ensure GDPR compliance

Real Time PAYE

11% feel that new real-time PAYE system has only constituted a significant challenge

Observations:

85% of respondents are permanent. This survey is about the well-established employee as opposed to those located in the precariate.

73% of employees are from Ireland. In the context of Brexit, only 3% are from the UK. While the Irish-UK labour market has been historically a single entity, the 16.5% of employees coming from the rest of the EU indicates how much progress there have been on the European single market for labour.

Most employees have studied business courses of some nature at university, with around 44% doing so. STEM makes up 30%. This is an interesting result since there is a clear case of excess demand and undersupply in the STEM area.

In terms of the employers, 84% are in the private sector, with 60% of firms in the multinational sector. While this represents the high value added and productivity part of the Irish economy, it is only around 25% of the employment and under 2% of the registered companies.

In the 2018 cohort the dominant respondent group works in ICT (23.5%). If Accounting, Finance and Insurance are merged into a FIRE sector they account for 26%. Firms now see salary, work-life-balance and interesting work as all necessary to retain staff. This is largely in keeping with the viewpoint of employees.

88% of clients are Dublin based. When it comes to employees, 64% live in Dublin and in the commuter belt, 6.5% live in Kildare, 4% in Wicklow, 4% in Meath.

Wage Expectations

Salaries for 52% of employees increase in line or better than expected. Three quarters of people expect their salary to increase in 2019

Increasing headcounts look set to continue into 2019

Employee headcounts increased in 2018, with 69% responding positively. Perhaps reflecting the size of these firms, the number of new employees was between 1 and 5 for the majority of organizations. 86% intend to expand numbers in 2019, mainly between 5-10% increase in overall staff establishment numbers. About 1/3 at entry level and the rest across a mix of levels. The greatest expansions will take place in the sales/marketing departments and ICT.

ICT remains the most difficult positions to fill

ICT position are considered the most difficult to fill. 66% of firms would provide visa sponsorship for staff. 57% of firms have not had difficulty with the administrative requirements of a visa application, but complexity does impinge on the recruitment of employees from India more so than other non-EU countries. 86% of firms find staff in requirement of a visa to have the same or lower salary expectations to domestic staff (39% willing to take 6-10% less than a domestic employee). Of those looking for higher wages, 56% are looking for up to 10% high wages. This still makes up a relatively small proportion of potential hires, 76% of firms reporting that they make up less than 1 in 10 of their applicants. Firms are still willing to recruit from abroad though, with 61% having hired a non-Irish applicant within the last year and 69% of them desiring wages that were lower than a comparative Irish hire. The current level of taxation is seen as not a problem for overseas recruitment in 56% of firms.

Funding of Higher Education

71% of employee respondents feel that higher education should be paid for by the state and free at point of use.

Relocation to Dublin is becoming less attractive

Most people are willing to take a pay cut to move out of Dublin, in general between 1-3% but about 44.5% will take a drastic cut of 4-10%. 9% are willing to take a cut in excess of 10%. As in previous surveys, this is an asymmetric response when people are asked if they would move into Dublin. 53% say they would need a pay increase of 20% or more to move to the capital. 19% flat out refuse. This is higher than last year and clearly indicates the growing cost wedge that accommodation and travel time costs are imposing on employees and by implication firms from the dysfunctional housing market and lack of spatial planning.

Housing - Mortgages

51% of respondents are paying a mortgage. A lucky 7% own their homes outright. 6.6% are still at home with the parents, with 30% of those doing so to save for a house. 24% do so due to a lack of affordable accommodation (2/3 of which are currently employed in the legal profession). 10% do so to look after parents. Those that are at home, 82% contribute to the household financially. 37% contribute €200 or more a week.

Housing-Purchasing a New Home

35% of employees are looking to buy a home in 2019 if they don't already have one. 59% see house prices as the primary difficulty, with 25% willing to relocate to find a house that was more affordable. In the current market seeking employment with a mortgage in mind is the case in only 11% of potential home buyers. Renters have experienced an average rent increase of 9% but there is a large range presented by respondents with some experiencing much higher rent hikes. On average people dedicate 29% of their disposable income to rent.

Average Job Tenures

In 2019 58% employees expect to stay put, though that doesn't mean they have always worked for the same employer. On average people have worked for 6 employers during their careers and stay with their employer on average two years. (Average age of 39 years old and average salary of €60,000).

What keeps staff in their current positions

While there are many reasons why staff continue to work in their current jobs, the tied top winning reasons are work-life balance and interest in their work. Pay comes in firmly in third place as a reason to stay.

Pensions-Autoenrollment

65% of employees have a private pension. Those without a pension, 56% intend to establish one within in the next year. The Department of Social Protection is in the process of developing a policy of pension autoenrollment, with a strawman proposal currently under evaluation. The primary question is if people will accept such a system, which is already in use in New Zealand. 56% of respondents were in favour but a more worrying 21% were unsure. Firms are even less aware, with 31% not knowing about the proposal, and 37% only reporting marginal knowledge. Having reviewed the conditions, 47% of firms would support the conditions of the scheme and only 5% would not participate in the scheme. This highlights the need for a strong communications programme attached to the introduction of this policy.

The Importance of Social Media

The vast majority of employees check out their employer in advance and take what they find out seriously. 37% rely on Glassdoor with 24% using IrishJobs for their advance intelligence on a firm. Some 37% feel that age is taken into account when interviewed, with a near even divide on if it has a positive or negative impact on the outcome.

Returning emigrants

Boomerang Irish have not been the norm for firms, with 45% reporting that they had no returning Irish as part of their new hires. Where they do exist, the strongest sectoral draw is toward ICT.

Salary Increases are set to continue across the board

Most firms increased salaries last year (86%). 80% of firms increased salaries up to 5% year-on-year. 90% to intend to increase salaries in 2019. 90% intend to increase salaries up to 5% year-on-year. In more good news for employees, 78% firms intend to pay a bonus in 2019, mainly as a reward for staff effort. Despite the prominence of bonus payments, the Central Bank rules have not altered the ways in which those bonuses are awarded.

The availability of accommodation has become a major issue for hiring managers

In terms of the impact of the accommodation crisis, the stress appears to be more acutely felt by firms than employees in the 2018 cycle, with 2/3 of firms reporting it as a major challenge in hiring staff and 53% state that it will result in them losing staff. The inability to purchase a home does not, interestingly, impact on the ability to recruit staff for the majority of firms, though for a sizeable minority of firms (>45%) it is an issue. 75% of firms are currently happy with their office accommodation.

The Impact of Artificial Intelligence

In keeping with the *World Development Report* 2019, firms see AI as a significant issue, most especially in the areas of accountancy, customer support and ICT provision.

GDPR-the aftermath

Despite the intensive efforts and media attention, only 18% of firms found GDPR to have a negative impact on their activities, but that was not a status obtained for free, with firms on average spending 5.4% of turnover to meet the compliance requirements.

Only a slight majority are in favour of leaving the National Minimum Wage unchanged

In terms of public policy, the national minimum wage splits opinion. 44% favour an increase, 45% favour it remains unchanged.

The Firm's Perspective - What steps are you taking to Brexit-Proof your business?

Business finances and Maternity Leave

Only 21% of firms find the regulatory requirements of maternity leave to place pressure on their business finances.

Which age cohort are most difficult to manage?

75% of firms find Millennials difficult to manage.

What non-academic achievements are an indicator of success?

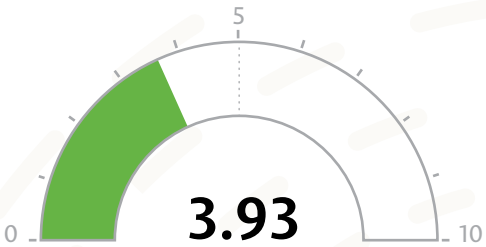
In a change from 2018, firms find that "helping others" is the dominant non-academic aspect of a person's personality/background that fosters success. This is followed by GAA/sport as a close second.

Real Time PAYE

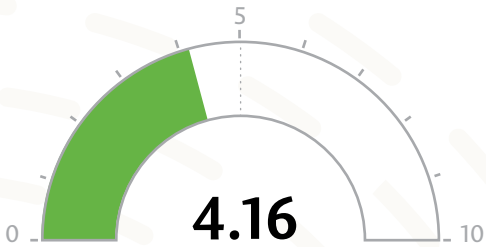
The new real-time PAYE system has only constituted a significant challenge to 11% of responding firms.

BREXIT – THE FIRM’S PERSPECTIVE (1= MINOR ISSUES, 10= MAJOR ISSUES)

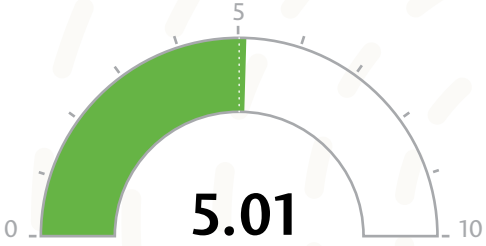
SALARY PROSPECTS IN IRELAND



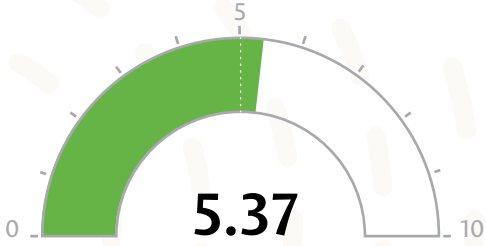
FIRM PROFITABILITY IN IRELAND



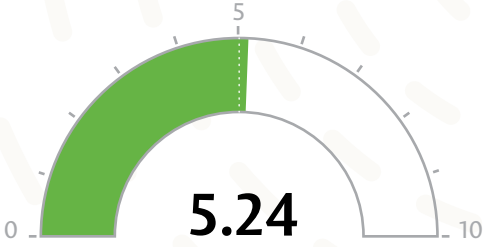
MOBILITY PROSPECTS BETWEEN IRELAND AND THE UK



MOBILITY PROSPECTS BETWEEN THE EU AND THE UK

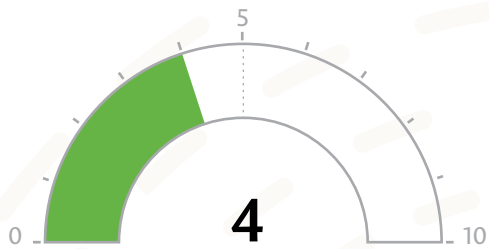


SUPPLY CHAIN LOGISTICS

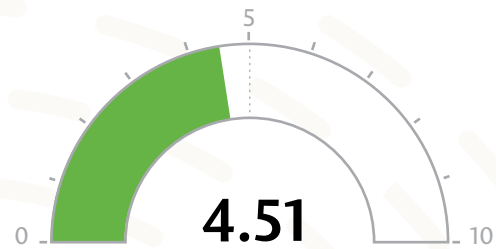


BREXIT – THE EMPLOYEE’S PERSPECTIVE (1= MINOR ISSUES, 10= MAJOR ISSUES)

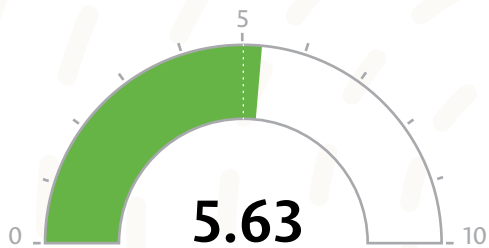
SALARY PROSPECTS IN IRELAND



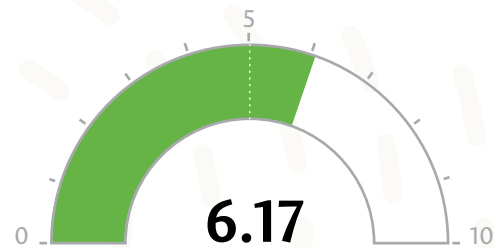
FIRM PROFITABILITY IN IRELAND



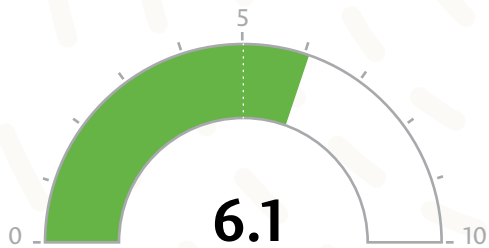
MOBILITY PROSPECTS BETWEEN IRELAND AND THE UK



MOBILITY PROSPECTS BETWEEN THE EU AND THE UK



SUPPLY CHAIN LOGISTICS



DR CHARLES LARKIN is a researcher, academic and policy adviser in Ireland. He is currently Parliamentary Assistant to the Chairman of the Joint Oireachtas Committee on Health, Dr Michael Harty, TD. He is also a research associate of Trinity College Dublin and adjunct lecturer at Johns Hopkins University. He was previously Chief of Staff to Senator Sean Barrett (I) of the Irish Senate as well as an with visiting posts at the Institute of Public Administration (Dublin), NUI Maynooth, Cardiff Metropolitan University and ESC Toulouse. Dr Larkin has authored several items of Irish legislation and scholarly articles in international finance and the economics of education.



HR KEY FINDINGS

Salary Increases



75%

of people expect their salary to increase in **2019**



90%

of employers expect salaries to increase employee's salaries up to 5% in **2019**

In 2018:

52%

of employees received a salary increase better than expected

86%

of firms granted salary increases

86%

of firms increased salaries of up to 5% year on year

Growth and Increasing Headcounts



69%

of employers have increased their NET headcount in **2018**



86%

of employers plan for new hires in **2019**



41%

think the most difficult roles to fill is the **ICT**



65%

of employers have an HR person in their top management teams



Dr Na Fu



Employers

rank pay satisfaction as the no.1 factor to retain employees



Employees

rank work-life balance as the most important factor to stay



Companies have an abundance of data but are lacking effective technological tools. This has limited their capability in analysing the data as well as taking strategic actions based on their data.



Fun at work with co-workers

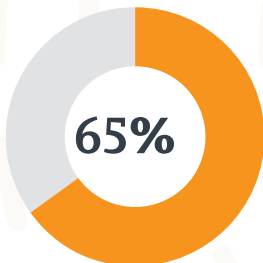
is identified as a major motivator but not much support from their organisations or managers in this regard



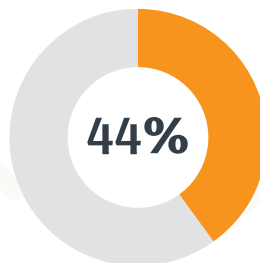
HRM practice

Employees expect to develop their skills variety but do not have effective HRM practice to help them to do so

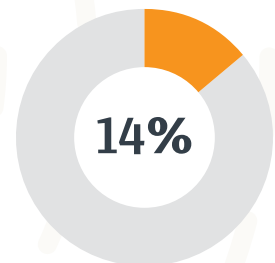
Pensions



of employees have a private pension



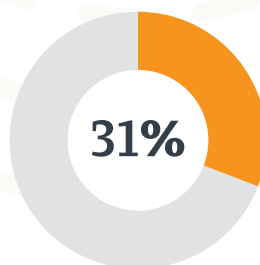
of the respondents without pension will be seeking for a private pension in 2019



The average of company's pension contribution is 14% ranging from 0% to 100%



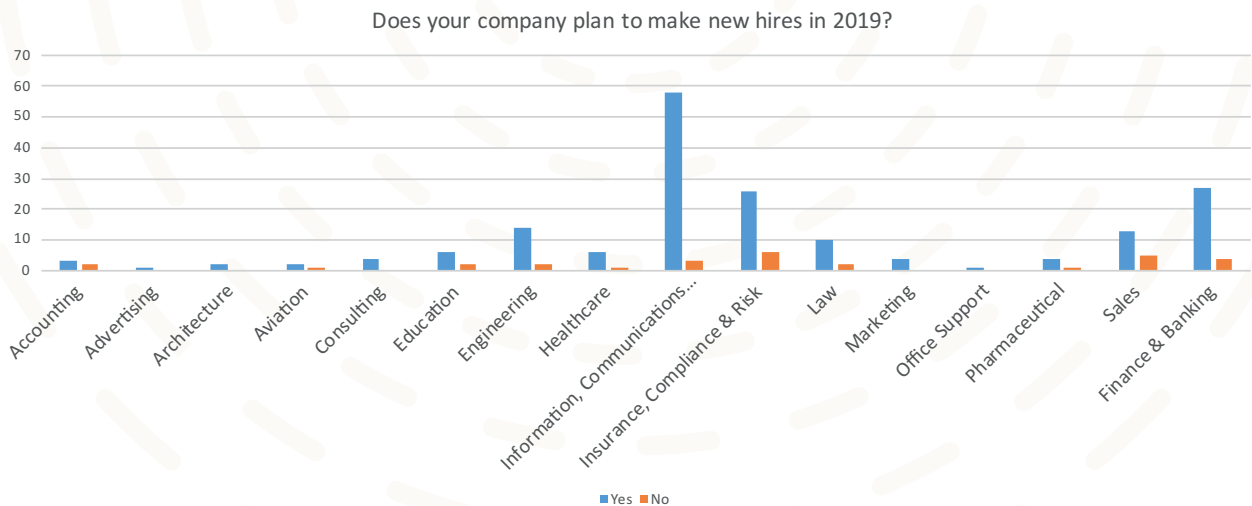
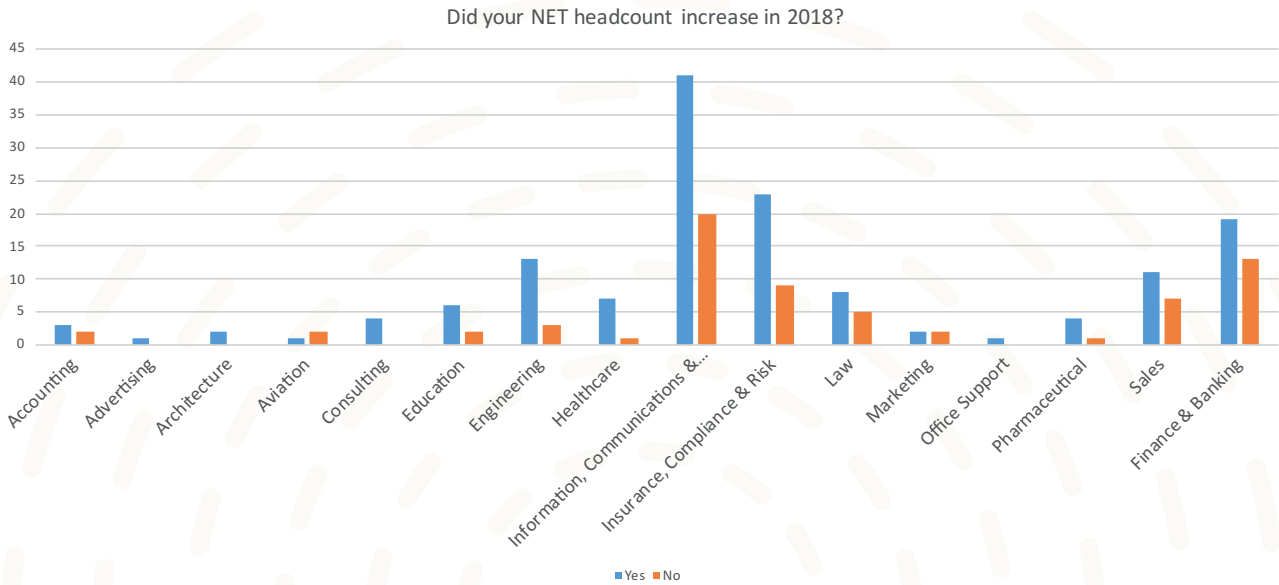
of employee respondents believe that pension auto-enrolment is a good idea



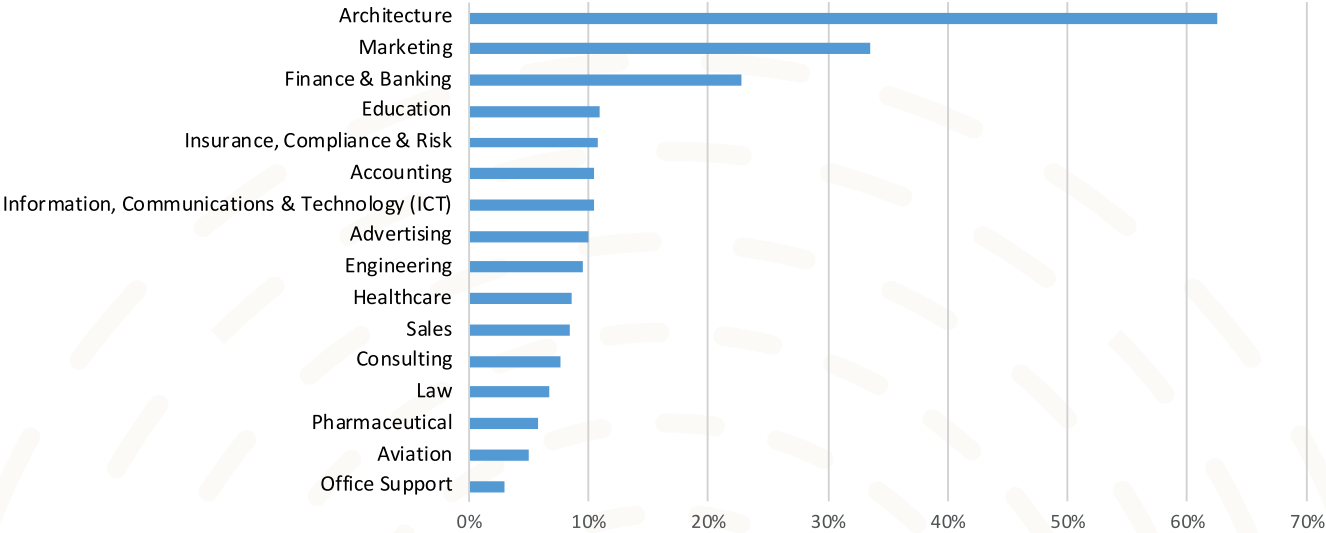
Only 31% of employee respondents are aware of the conditions for Auto Enrolment Pensions (AE) to be introduced by the Government in 2022

RECRUITMENT

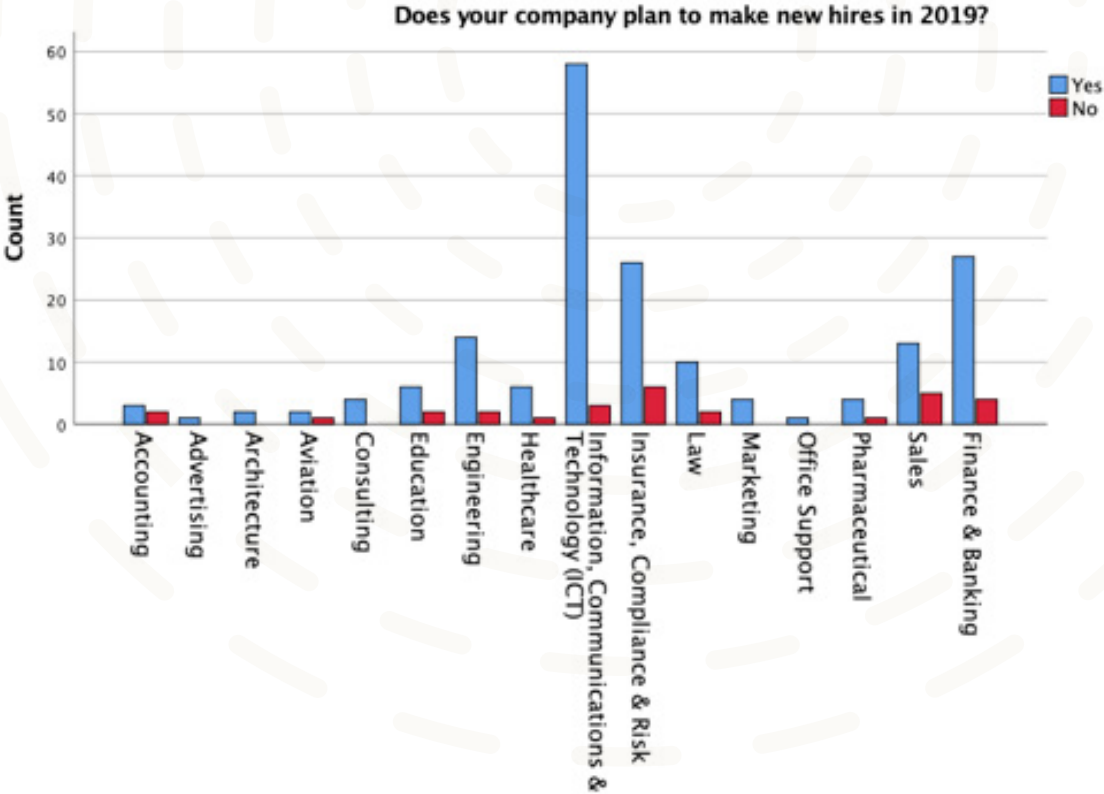
Majority of employers have increased their NET headcount in 2018 (69%). Among the companies with increased headcount, the architecture industry increased most significantly (63%) which is followed by marketing (34%) and finance & banking (23%).



Increased NET headcount in 2018



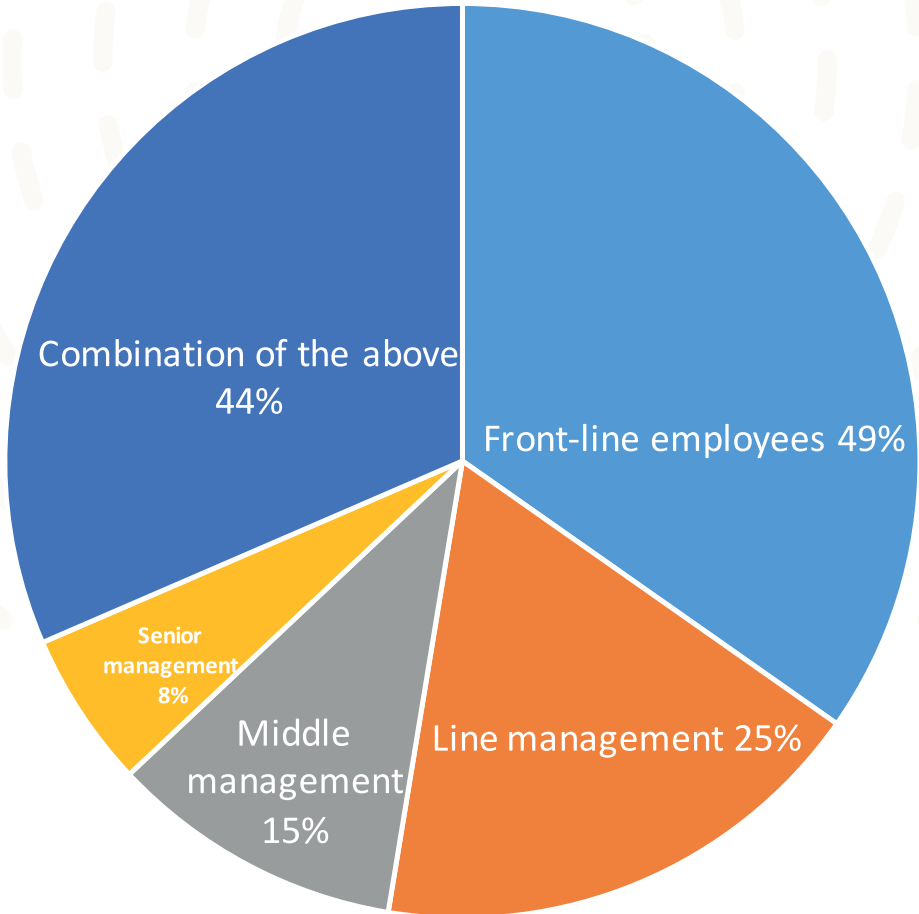
Even more companies plan to make new hires in 2019 (86%). This is seen consistently across different industries. In particular, the highest ratio of new hires takes place in the healthcare sector.



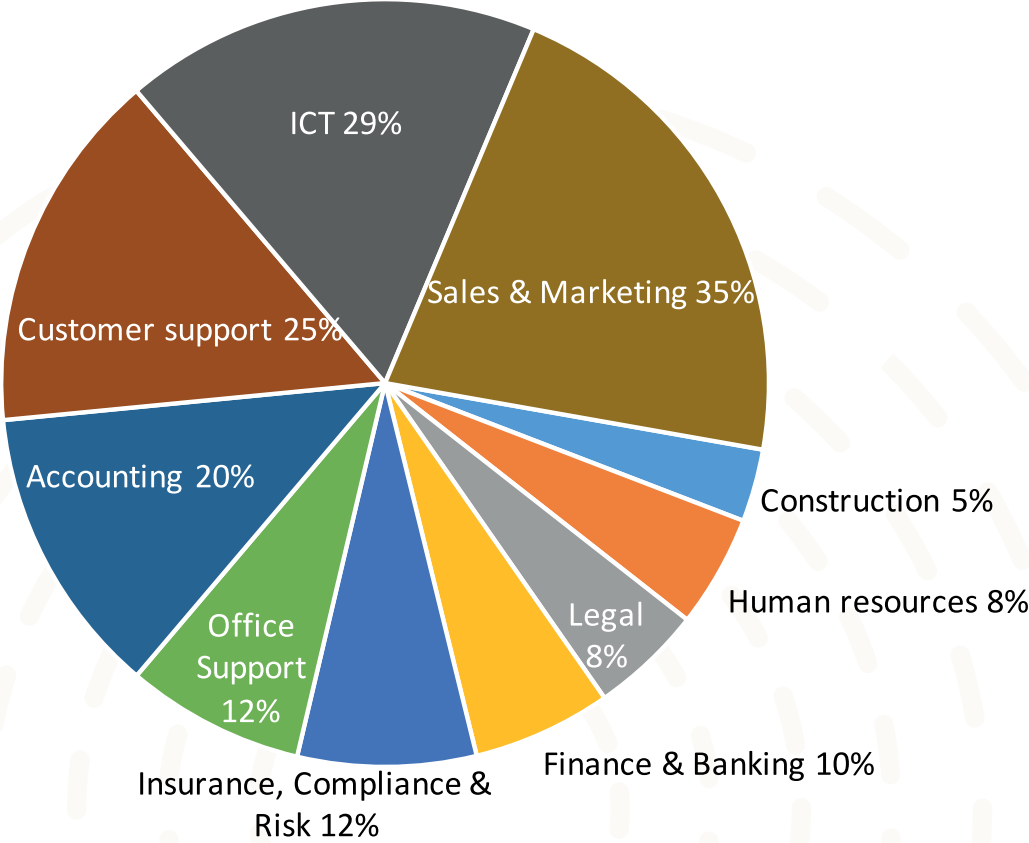
Plan for New Hires in 2019



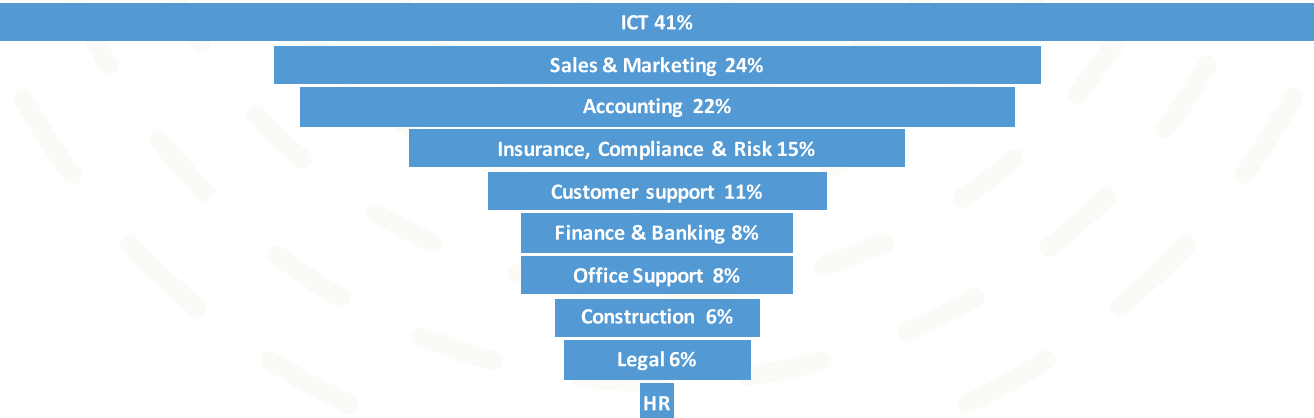
New hires in 2019 at different levels



Which department will you grow in 2019?

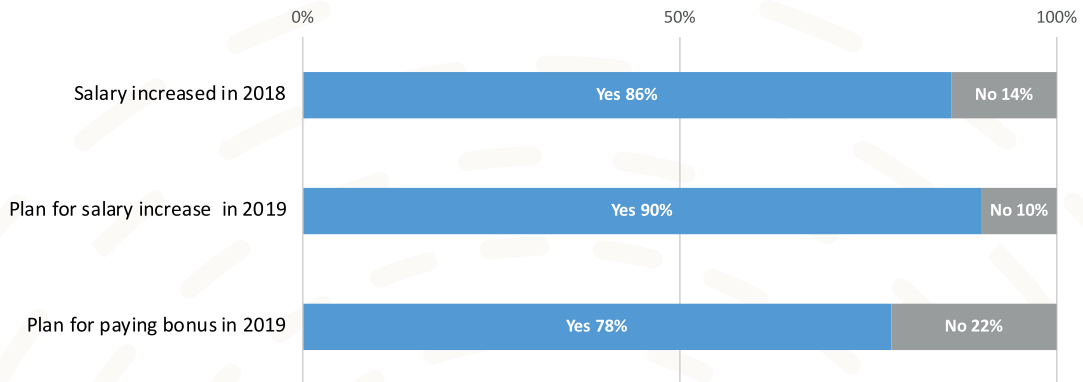


Difficult roles to fill



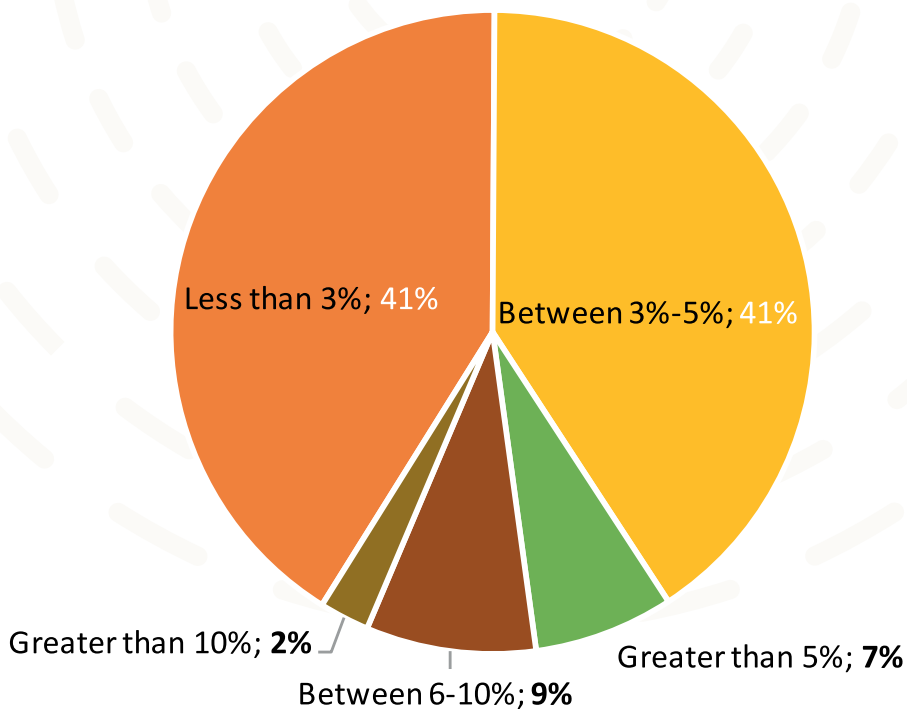
SALARY, BONUSES AND PENSION

Majority of employers have increased their NET headcount in 2018 (69%). Among the companies with increased headcount, the architecture industry increased most significantly (63%) which is followed by marketing (34%) and finance & banking (23%).

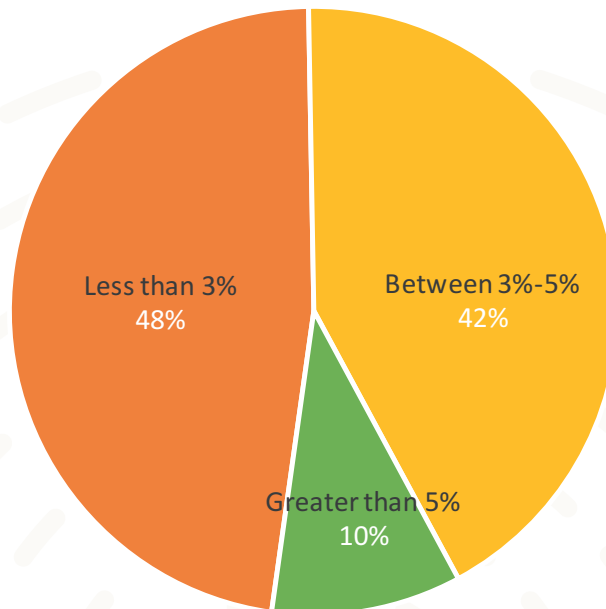


Even more employers indicate that they will increase employees' salaries in 2019 (90%). 48% will increase less than 3%, 42% will increase between 3% and 5%, while 10% of companies will increase more than 10% of employees' salaries.

Employee salary increased in 2018



Planned employee salary increase in 2019



PENSIONS

65% of employee respondents indicate that they have private pension. 44% of the respondents without pension will be seeking for a private pension in 2019.

The average of company's pension contribution is 14% ranging from 0% to 100%.

Only 31% of employee respondents are aware of the conditions for Auto Enrolment Pensions (AE) to be introduced by the Government in 2022. 56% of employee respondents believe that pension auto-enrolment is a good idea.

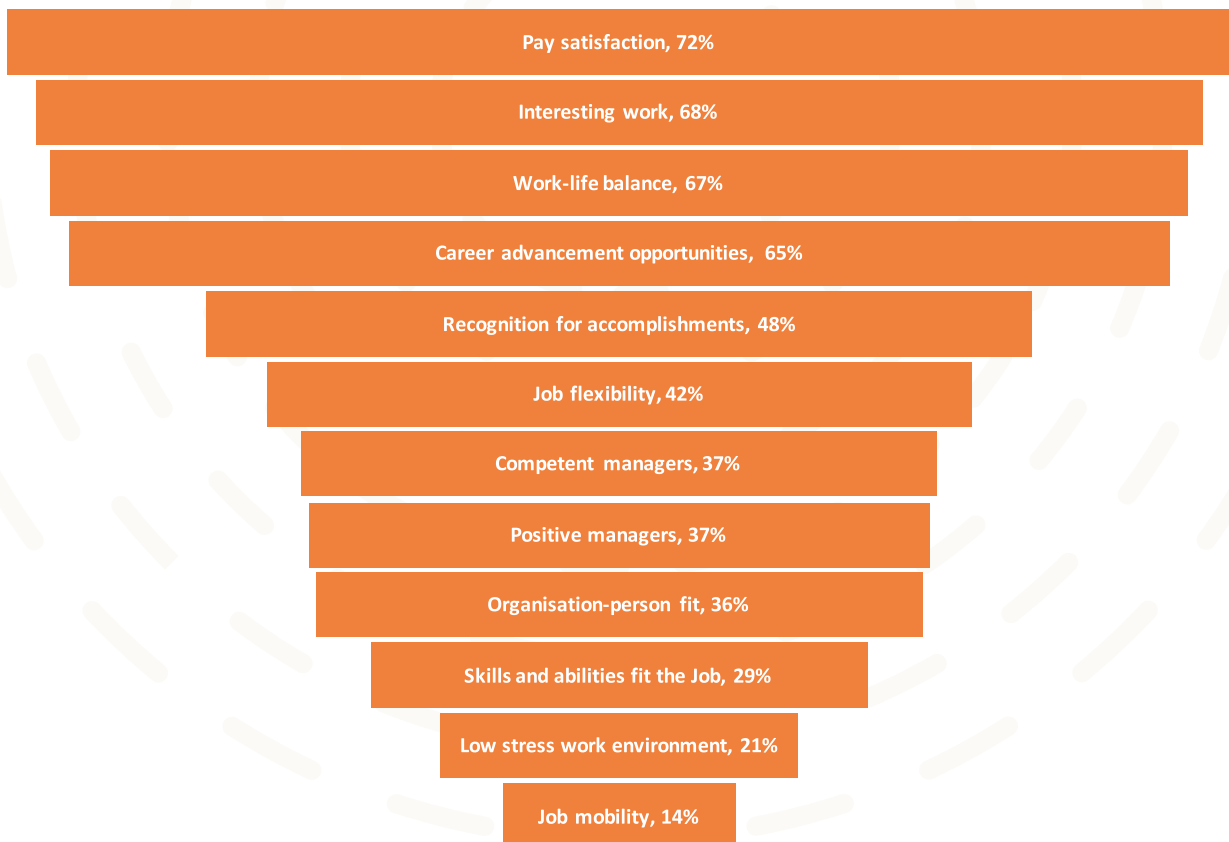
TALENT MANAGEMENT - RETENTION

Comparing Employee and Employer Perspectives

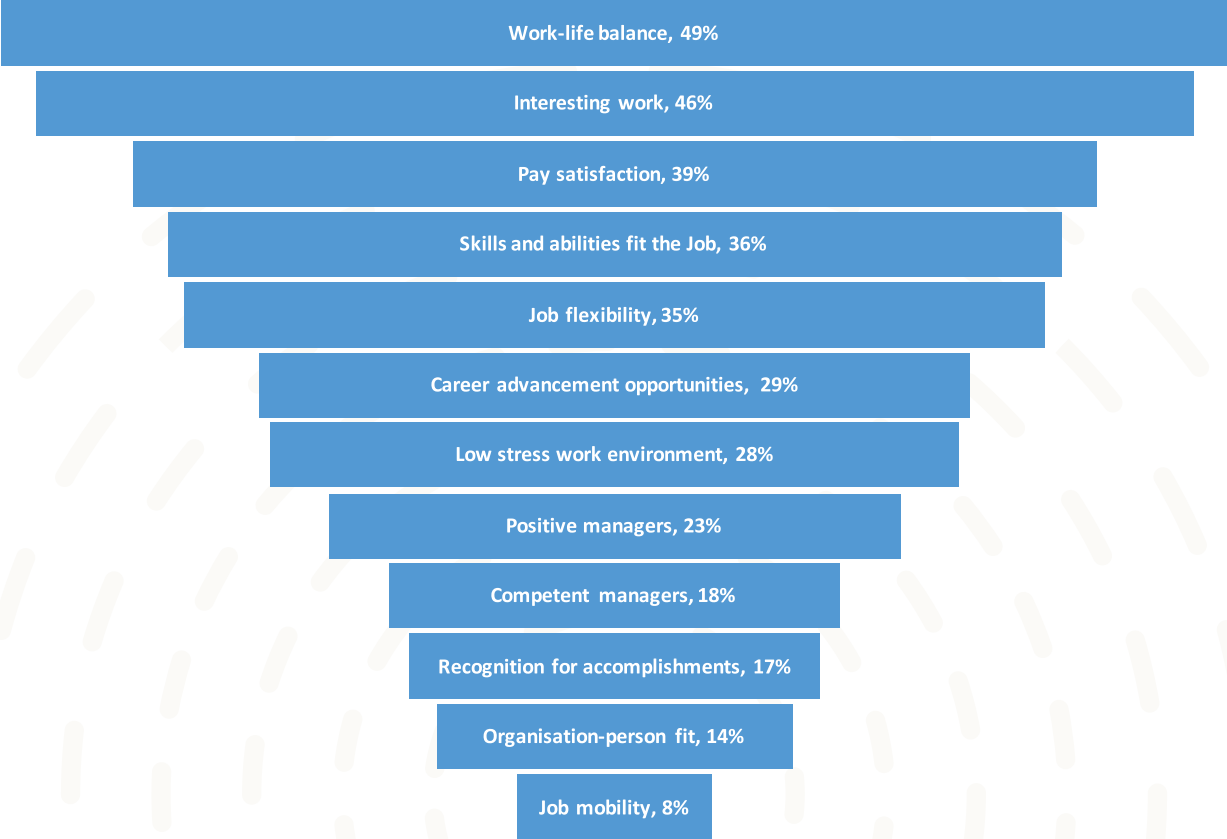
Retaining talent is critical for an organisation's success. What employers offer should match employees' needs. However, the findings from this study reveal some mismatches between employers and employees.

1. Employers believe the most important tenet to retain talent is pay satisfaction while employees rank work-life balance as the number one factor and pay satisfaction as the third most important factor which motivates them to stay in their current organisation.
2. Both employers and employees rank interesting work as the second most important reason to retain/ stay.
3. While employers believe career development and recognition for accomplishments as the 4th and 5th most important factors, employees report that person-job fit in terms of skills and abilities and job flexibility as the 4th and 5th most important factors for them to stay.

Retaining talent: an employer perspective

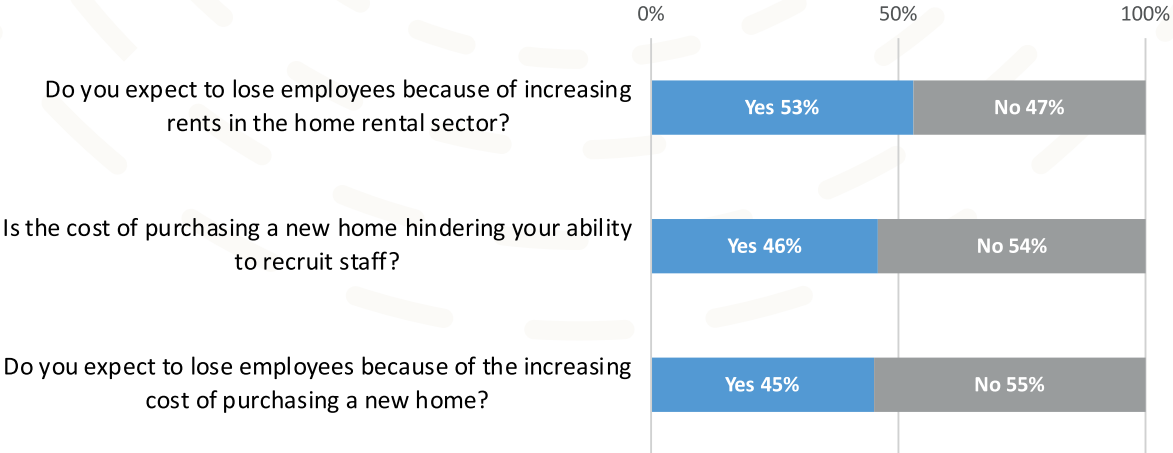


Retaining talent: an employee perspective



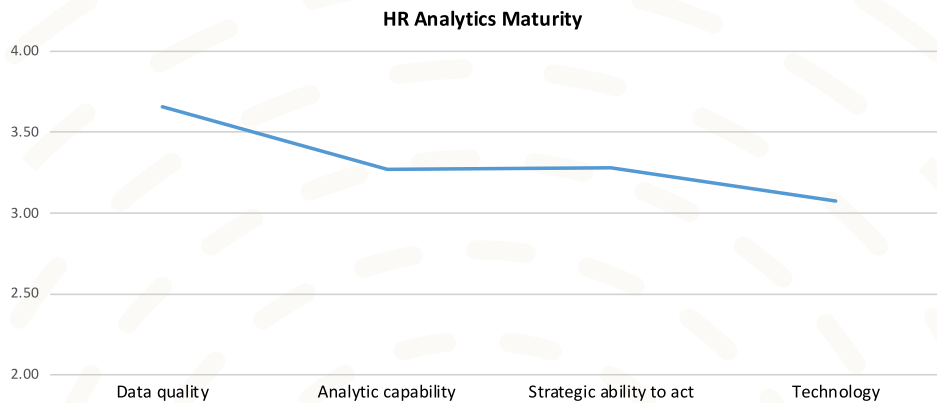
The Impact of Housing on Talent Retention

Over half of employers expect to lose employees because of increasing rent (53%) or the increasing cost of purchasing a new home (45%). 46% of employers think the cost of purchasing a new home hinders their ability to recruit staff.



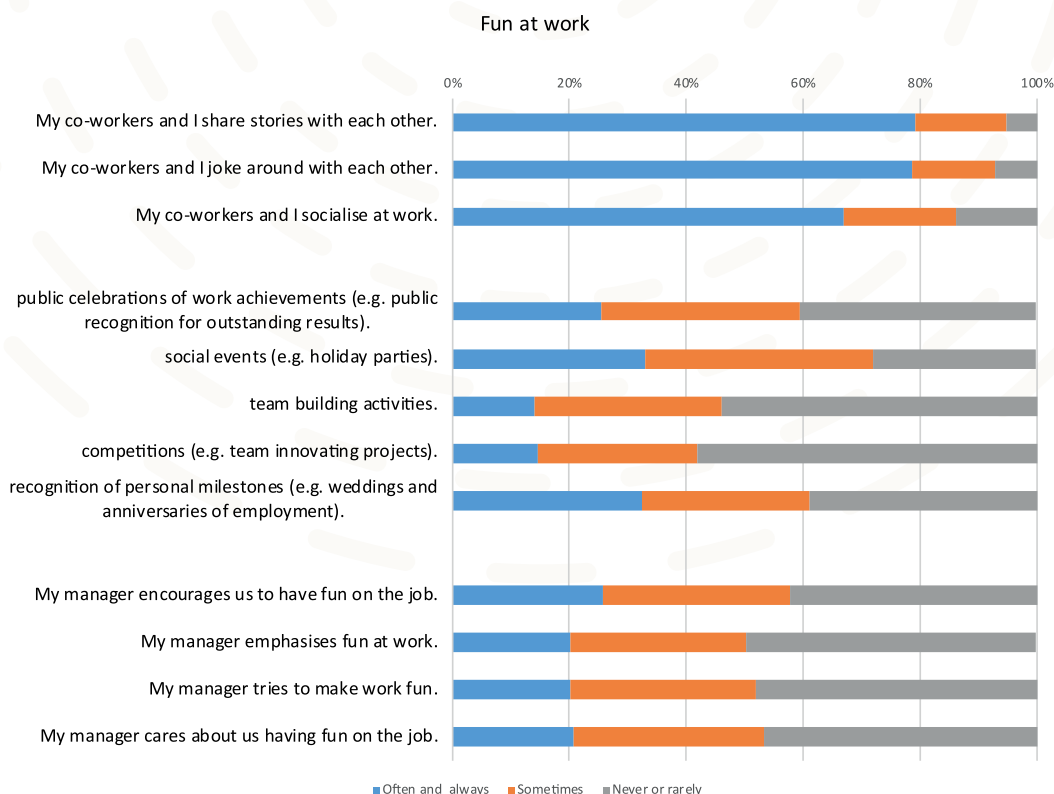
HR ANALYTICS MATURITY

There has been increasing attention paid to business and human resource analytics. Now organizations are facing great challenges in collecting high-quality data, analysing the data and taking strategic actions based on the findings to improve organisational performance. As shown in the chart below, organisations now have plenty of data but lack the appropriate technology, which has limited their capability in regards analysing data and strategic actions based on the data.



FUN AT WORK

The top two factors driving employees to stay in the organisations are the work-life balance and interesting work. Recently, a group of researchers have found the having fun at work is another key factor driving employees to stay (Michael Tews, John Michel and David Allen, Fun and friends: The impact of workplace fun and constituent attachment on turnover in a hospitality context, Human Relations, 2014, Vol. 67(8) 923–946). In this report, they asked employees about their co-worker socialisation, fun activities organised by their organisations as well as support from their managers. Overall, employees rate high on co-worker’s support for fun activities but there is not much support from their organisations or managers in this regard.



EMPLOYEES ATTITUDES TOWARDS ORGANISATIONAL HRM PRACTICES

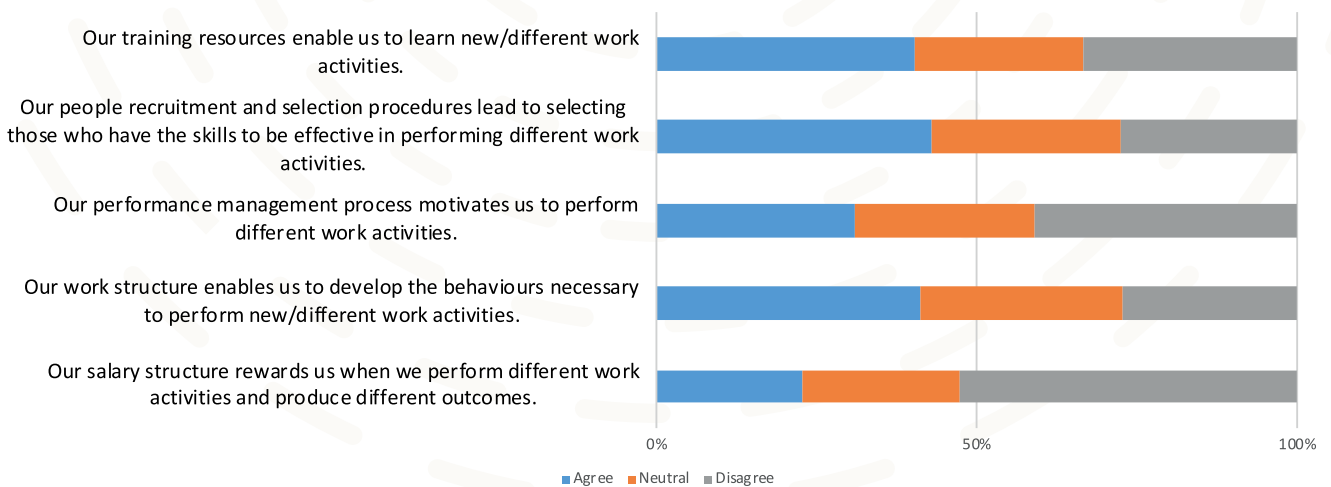
Employees believe that they have varied and extendable skills and capabilities to perform different jobs in their organisations. This indicates that employers need to think about how to structure jobs in order to design more interesting and challenging work for their employees.

Employees varied and extendable skills and capabilities



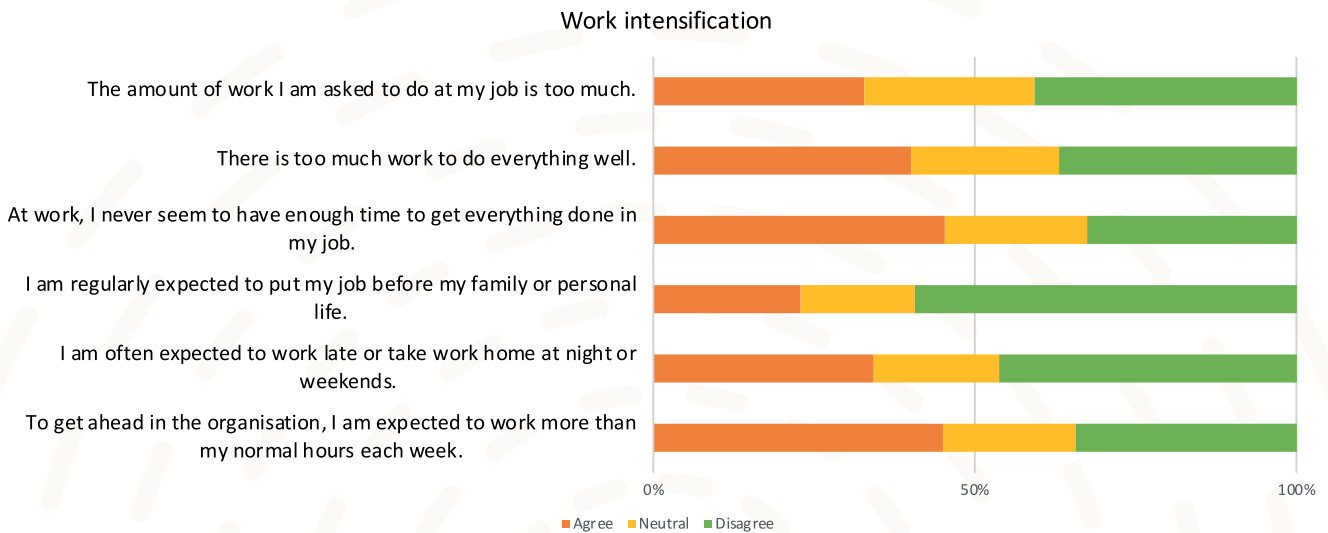
However, based on employees' experience, they do not agree that the current HRM practices including recruitment, selection, training, performance management process, salary structure and work structure, enable them to learn new or to perform different activities.

Employee attitudes towards HRM practices



EMPLOYEES WELLBEING

Employees have mixed feelings about how intensified their work has been. 45% of employees agree that “To get ahead in the organisation, I am expected to work more than my normal hours each week” and “At work, I never seem to have enough time to get everything done in my job”. Over half of employees disagree that “I am regularly expected to put my job before my family or personal life” (59%).



Though with high demands and workload, overall, employees are satisfied with their jobs and their managers.



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

ACCOUNTANCY - INDUSTRY & COMMERCE

2019 is likely to be the year the effects of our booming economy become the most apparent. Emigrants returning home after years abroad are likely to provide an interesting pool of candidates for employers.



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ACCOUNTANCY - INDUSTRY & COMMERCE

2018 in Review

As is the case for most sectors, recruitment in Industry & Commerce has been nothing short of buoyant in 2018.

With the economy performing well and Ireland on the verge of full employment, we are in the midst of what can only be described as a candidate-driven market. Candidates are in the privileged position of being able to be selective about the roles they choose to accept. They can insist on permanent roles only, hold off until a job comes up in a perfect location and negotiate features of a good work-life balance.

Accountants trained in Big 4 firms continue to be in high demand with more and more companies, both multinationals and SMEs, demanding a high calibre of candidate. The challenge for these employers is matching the increasingly high salary expectations of quality candidates.

There continues to be an abundance of roles in the AP/AR and part-qualified area, with this area being the most fluid in terms of recruitment. As part-qualified Accounts Assistants and Assistant Accountants move closer to qualification, more and more vacancies in finance teams arise. But with demand exceeding supply in this respect it's becoming difficult to source quality candidates for these junior to mid-level roles. Many trainees are reluctant to leave training contracts and much like their more senior counterparts, are in a position to be selective about their next move.



SAVING YOU TIME

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

Expectations for 2019

2019 is likely to be the year the effects of our booming economy become the most apparent. Emigrants returning home after years abroad are likely to provide an interesting pool of candidates for employers looking to hire, but the current rent crisis in Dublin may limit the number of people willing to live in the capital. Companies will have to develop a strong awareness of the markets they're looking to hire in and be willing to meet the expectations of candidates.

About Abrivia Accountancy - Industry & Commerce

Abrivia Accountancy Industry & Commerce is headed up by Aoife Davis.

Aoife has 12 years' Banking experience in a variety of leadership roles including Advisory, Retail Banking and Relationship Management. Aoife has a proven track record for consistently delivering results in a target driven and demanding environment, whilst providing best advice to clients.

LARGE COMPANIES (500+ EMPLOYEES)

Sector	Dublin 2018	Dublin 2019	Regional 2018	Regional 2019
	€	€	€	€
EXECUTIVE				
Finance Director/CFO	110K - 180K	115K - 185K	80K - 160K	80K - 160K
Head of Treasury	110K - 180K	115K - 185K	110K - 160K	115K - 165K
Financial Controller	90K - 120K	95K - 120K	70K - 100K	70K - 110K
Group Financial Controller	90K - 120K	95K - 125K	75K - 85K	80K - 90K
Head of Financial Reporting	75K - 100K	77K - 105K	60K - 70K	65K - 75K
MID - SENIOR LEVEL				
Group Treasury Manager	85K - 130K	90K - 130K	70K - 90K	75K - 95K
Finance Business Partner	65K - 85K	70K - 95K	60K - 75K	65K - 80K
FP&A Manager	70K - 85K	75K - 85K	60K - 75K	65K - 75K
Finance Manager	70K - 90K	70K - 90K	60K - 75K	65K - 75K
Revenue Manager	70K - 90K	70K - 90K	60K - 70K	65K - 70K
Project Accountant	55K - 70K	60K - 80K	50K - 60K	55K - 60K
Group Accountant	55K - 65K	55K - 65K	45K - 55K	50K - 60K
Systems Accountant	50K - 65K	55K - 65K	45K - 55K	50K - 60K
Financial Analyst	55K - 70K	55K - 75K	50K - 60K	50K - 60K
FP&A Analyst	55K - 75K	55K - 75K	50K - 65K	55K - 65K
Senior Financial Accountant	65K - 80K	70K - 80K	55K - 65K	60K - 70K
Financial Accountant	50K - 60K	55K - 65K	45K - 55K	50K - 60K
Multilingual Qualified Accountant	50K - 60K	55K - 65K	45K - 55K	50K - 60K
Financial Reporting Accountant	50K - 60K	55K - 65K	45K - 55K	50K - 60K
Revenue Accountant	55K - 70K	60K - 70K	55K - 70K	60K - 70K
Management Accountant	50K - 65K	55K - 65K	45K - 55K	50K - 55K
Treasury Accountant	50K - 65K	55K - 65K	45K - 55K	50K - 55K
Cost Accountant	50K - 65K	55K - 65K	50K - 60K	50K - 60K

Sector	Dublin 2018	Dublin 2019	Regional 2018	Regional 2019
	€	€	€	€
INTERNAL AUDIT				
Head of Internal Audit	100K - 150K	100K - 160K	80K - 130K	80K - 130K
Internal Audit Manager	70K - 90K	75K - 90K	58K - 70K	60K - 75K
Internal Auditor	50K - 65K	55K - 70K	50K - 60K	55K - 65K
PART QUALIFIED				
Assistant Financial Accountant	40K - 50K	45K - 50K	30K - 40K	35K - 40K
Assistant Management Accountant	34K - 45K	35K - 48K	25K - 35K	30K - 35K
Trainee Accountant (P/Q 2+ years)	34K - 40K	35K - 40K	30K - 34K	30K - 37K
Trainee Accountant (P/Q 1 - 2 years)	26K - 30K	28K - 32K	24K - 28K	25K - 30K
Graduate / Trainee Accountant	24K - 28K	25K - 28K	20K - 24K	22K - 25K
Analyst	40K - 50K	40K - 50K	40K - 50K	40K - 50K
ACCOUNTS STAFF				
Payroll Manager	55K - 70K	55K - 70K	42K - 62K	45K - 65K
Payroll Clerk	30K - 40K	30K - 45K	28K - 32K	30K - 35K
AP Manager	50K - 70K	55K - 70K	45K - 65K	47K - 65K
AP Clerk	26K - 35K	28K - 38K	22K - 32K	25K - 35K
Credit Control Manager	55K - 70K	55K - 70K	45K - 65K	45K - 65K
Credit Control Clerk	30K - 40K	32K - 45K	20K - 30K	25K - 35K
AR Clerk	28K - 38K	28K - 38K	22K - 32K	25K - 35K
Accounts Assistant	30K - 40K	30K - 45K	22K - 32K	25K - 35K

SMALL TO MEDIUM (<500 EMPLOYEES)

Sector	Dublin 2018	Dublin 2019	Regional 2018	Regional 2019
	€	€	€	€
EXECUTIVE				
Finance Director	80K - 140K	80K - 140K	70K - 100K	70K - 100K
Financial Controller	75K - 95K	75K - 100K	65K - 85K	65K - 85K
MID - SENIOR LEVEL				
Finance Manager	65K - 85K	70K - 85K	55K - 80K	60K - 80K
Project Accountant	50K - 65K	55K - 65K	50K - 55K	55K - 60K
Group Accountant	50K - 60K	55K - 60K	45K - 52K	45K - 55K
Systems Accountant	50K - 60K	55K - 60K	45K - 50K	45K - 55K
Financial Analyst	50K - 65K	55K - 65K	45K - 60K	45K - 60K
FP&A Analyst	55K - 75K	55K - 75K	50K - 65K	55K - 65K
Senior Financial Accountant	60K - 70K	65K - 70K	50K - 60K	55K - 60K
Financial Accountant	50K - 65K	55K - 65K	50K - 60K	55K - 60K
Multilingual Qualified Accountant	50K - 60K	55K - 60K	40K - 50K	45K - 55K
Management Accountant	50K - 60K	55K - 60K	50K - 60K	50K - 60K
Cost Accountant	50K - 60K	55K - 60K	50K - 60K	50K - 60K
PART QUALIFIED				
Assistant Financial Accountant	30K - 40K	30K - 40K	30K - 40K	30K - 40K
Assistant Management Accountant	30K - 40K	30K - 40K	30K - 40K	30K - 40K
Trainee Accountant (P/Q 2+ years)	30K - 40K	30K - 40K	30K - 35K	30K - 35K
Trainee Accountant (P/Q 1-2 years)	28K - 34K	28K - 35K	26K - 30K	26K - 30K
Graduate / Trainee Accountant	26K - 30K	26K - 30K	25K - 28K	25K - 28K
ACCOUNTS STAFF				
Payroll Manager	50K - 70K	50K - 70K	40K - 50K	40K - 50K
Payroll Clerk	30K - 40K	30K - 40K	30K - 35K	30K - 35K
AR/Credit Control Manager	45K - 60K	45K - 60K	40K - 50K	40K - 50K
AP Manager	45K - 60K	45K - 60K	40K - 50K	40K - 50K
AP Clerk	28K - 36K	28K - 40K	24K - 32K	25K - 35K
AR Clerk	26K - 35K	28K - 40K	22K - 30K	25K - 35K
Accounts Assistant	28K - 35K	30K - 35K	22K - 30K	24K - 30K

SHARED SERVICES CENTRE

Sector	Dublin 2018	Dublin 2019	Regional 2018	Regional 2019
	€	€	€	€
EXECUTIVE				
Director of Shared Services	130K - 150K	130K - 150K	100K - 120K	100K - 120K
Manager of Shared Services	90K - 110K	90K - 115K	80K - 100K	80K - 100K
GENERAL LEDGER				
Manager	60K - 100K	60K - 100K	70K - 90K	70K - 90K
Supervisor	54K - 65K	55K - 65K	50K - 55K	50K - 60K
Accountant	50K - 60K	55K - 60K	45K - 50K	45K - 55K
GL PQ Accountant	34K - 45K	35K - 45K	30K - 40K	30K - 40K
ACCOUNTS RECEIVABLE				
Manager	45K - 60K	45K - 60K	45K - 55K	45K - 55K
Supervisor	55K - 65K	55K - 65K	45K - 55K	45K - 55K
Accountant	50K - 55K	50K - 60K	45K - 50K	45K - 55K
GL PQ Accountant	35K - 45K	35K - 45K	30K - 40K	30K - 40K
ACCOUNTS PAYABLE				
Manager	45K - 60K	45K - 60K	45K - 55K	45K - 55K
Team Leader	40K - 50K	40K - 55K	35K - 45K	35K - 45K
Analyst	32K - 40K	35K - 40K	25K - 32K	25K - 35K
Executive	30K - 34K	30K - 35K	25K - 30K	25K - 30K

ACCOUNTANCY - TEMPORARY & CONTRACT



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ACCOUNTANCY - TEMPORARY & CONTRACT

2018 in Review

In 2018 we saw a small decline in the number of temporary and contract roles. However, saying this the market in this area is still very strong with an abundance of roles across all sectors that still require short to medium term solutions.

As with previous years the majority of roles are focused within the areas of projects, maternity cover and sick leave. The trend in 2018 has been for a good percentage of these roles to turn into permanent or long-term positions for both project and maternity cover.

The biggest need within the market is for people with relevant industry experience who can hit the ground running. Due to the competitive nature of the market companies have become much more willing to look at people outside of their sectors who have the required skillset and who they believe they can train in quickly on the nuances of the role.

Expectations for 2019

With current trends 2019 is looking like previous years in that companies will always need to hire temp & contract staff but with the country at full/almost full employment the competition for talent is becoming harder.

About Abrivia Accountancy - Industry & Commerce

Abrivia Accountancy - Industry and Commerce is headed by Tadhg Kearney who has over six years' recruitment experience within the Accounting, Industry and Commerce sector. Tadhg is supported by an expert team of recruitment professionals who all specialise in separate market segments within Accountancy and Finance. We provide permanent, contract and temporary recruitment solutions to a broad range of businesses within the multinational, PLC, SSC and SME sectors.



QUALITY

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

TEMPORARY & CONTRACT SALARIES

Sector	Dublin 2018	Dublin 2019	Regional 2018	Regional 2019
	Rate € P/H	Rate € P/H	Rate € P/H	Rate € P/H
EXECUTIVE				
Finance Director	€65 - €85P/H	€65 - €90P/H	€55 - €70P/H	€55 - €70P/H
QUALIFIED				
Financial Controller	€50 - €62P/H	€50 - €65 P/H	€45 - €55P/H	€45 - €60 P/H
Finance Manager	€42 - €52P/H	€40 - €55 P/H	€37 - €42P/H	€38 - €45 P/H
Project Accountant	€36 - €42P/H	€36 - €45 P/H	€33 - €38P/H	€35 - €40 P/H
Cost Accountant	€33 - €40P/H	€35 - €40 P/H	€30 - €36P/H	€30 - €36 P/H
Commercial Accountant	€33 - €40P/H	€32 - €40 P/H	€30 - €36P/H	€30 - €36 P/H
Management Accountant	€33 - €40P/H	€32 - €40 P/H	€30 - €36P/H	€30 - €36 P/H
Financial Accountant	€33 - €40P/H	€30 - €40 P/H	€30 - €36P/H	€30 - €38 P/H
Systems Accountant	€36 - €42P/H	€35 - €45 P/H	€33 - €38P/H	€35 - €40 P/H
Financial Analyst	€36 - €42P/H	€35 - €45 P/H	€33 - €38P/H	€33 - €38 P/H
ACCOUNTS STAFF				
Assistant Accountant	€21 - €25P/H	€20 - €25 P/H	€18 - €23P/H	€18 - €24 P/H
Accounts Clerk	€15 - €21P/H	€15 - €24 P/H	€13 - €18P/H	€14 - €20 P/H
Accounts Payable Manager	€27 - €39P/H	€30 - €40 P/H	€24 - €33P/H	€25 - €35 P/H
Accounts Payable Clerk	€18 - €21P/H	€19 - €22 P/H	€15 - €21P/H	€15 - €22 P/H
Accounts Receivable Manager	€27 - €39P/H	€28 - €40 P/H	€24 - €33P/H	€25 - €35 P/H
Accounts Receivable Clerk	€18 - €21P/H	€18 - €22 P/H	€15 - €21P/H	€16 - €22 P/H
Credit Control Clerk	€16 - €21P/H	€16 - €22 P/H	€15 - €20P/H	€16 - €20 P/H
Credit Control Manager	€27 - €36P/H	€26 - €36 P/H	€24 - €31P/H	€25 - €31 P/H
Payroll Clerk	€18 - €24P/H	€18 - €25 P/H	€18 - €21P/H	€18 - €22 P/H
Payroll Manager	€30 - €42P/H	€30 - €42 P/H	€27 - €34P/H	€28 - €35 P/H

ACCOUNTANCY - PUBLIC PRACTICE & TAX

Of the practice firms that completed the Abrivia Salary Survey for 2019, 86% said that they had increased their net headcount in 2018. 85% said that they intend to make new hires for 2019 with the majority of these hires unsurprisingly going to be at a graduate level. 66% of the firms said that they had increased salaries in 2018 and 83% plan on giving further salary increases in 2019.



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ACCOUNTANCY - PUBLIC PRACTICE & TAX

2018 in Review

General Review

It has been another year of growth enjoyed by most practice firms in Ireland. Revenue growth has predominantly been driven by the excellent overall health of the Irish economy which continues to grow at pace. GDP growth of 8.9 per cent is predicted for the Republic this year, as against 2.1 per cent for both the Eurozone and the EU as a whole. Amongst the Big 4 firms we have seen all of them reporting increased revenues and a growth in headcount to match the client-led demand for their services. As an example of this growth, one of these firms suggested that they would hire up to 450 experienced hires and nearly 350 graduates for 2018.

There are a number of challenges in the current market that many firms are experiencing. We would suggest that the biggest amongst these are Talent Retention, Talent Attraction and the upward pressure on salary and wage demands. Many of the larger firms have embraced the roll out of a range of excellent benefits that are very much in keeping with what is offered by the Tech sector. These benefits are there to create an enhanced experience for the employee of the workplace and also with a view to retaining the best talent in the business. Typical benefits have included:

- Specific wellness initiatives to support employee's mindset
- On site gyms
- On site yoga and other classes
- Eye tests
- Flu vaccinations
- Professional exam support
- Internal personal development and training
- Enabling secondment opportunities
- Paid maternity leave
- New parent leave
- Life assurance
- Pension
- Purchase of additional annual leave

Amongst small and medium sized firms there have been challenges in finding professionals at all levels for audit and assurance roles. This has even been the case in terms of finding talented graduates to train through practice. We have continued to see a high demand in particular from Big 4 firms who are expanding their services lines within "consulting". This has led to increased demand for professionals to work in burgeoning markets like risk and compliance, cyber security, finance transformation, transaction services and corporate finance.

Taxation Review 2018

We saw a continuation of the trend last year of taxation professionals being in high demand throughout 2018. This was in both Public Practice and for in-house roles. The most common roles being recruited for in-house were Heads of Tax, Manager and Tax Accountant positions. Nearly all these positions had a bias for candidates who have strong international tax exposure.

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

Expectations for 2019

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

About Abrivia Public Practice and Tax

Abrivia Public Practice and Tax is headed by Tadhg Kearney who has over six years' recruitment experience within Practice Service and Tax sector. Tadhg is supported by an expert team of recruitment professionals who all specialise in separate market segments within the Public Practice & Tax sectors. Tadhg has developed an in-depth knowledge of the market and has an extensive network of contacts with the Big 4 and Top 20 accountancy firms.

PUBLIC PRACTICE SALARIES

Sector	Dublin 2018	Dublin 2019	Regional 2018	Regional 2019
	€	€	€	€
Partner	160K - 250K	160K - 250K	117K - 250K	117K - 250K
Director	85K - 140K	85K - 140K	70K - 120K	70K - 120K
Senior Manager	70K - 90K	70K - 90K	65K - 78K	65K - 78K
Manager	60K - 75K	60K - 75K	50K - 67K	50K - 67K
Assistant Manager	48K - 60K	48K - 60K	45K - 55K	45K - 55K
Senior	38K - 50K	38K - 50K	33K - 45K	33K - 45K
Semi-Senior	24K - 40K	24K - 40K	23K - 40K	23K - 40K
Grad	23K - 28k	23K - 28k	18K - 22K	18K - 22K

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

TAXATION SALARIES

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

ACCOUNTANCY - FINANCIAL SERVICES

2018 has seen substantial growth within the Financial Services market with increased hiring across most sectors. This along with the announcement by the Central Bank that over 100 companies have requested authorisation to operate in Ireland has made this a booming market.

As we move into 2019, trends suggest another very busy year within Financial Services.



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ACCOUNTANCY - FINANCIAL SERVICES

2018 in Review

2018 has seen substantial growth in the Financial Services market with increased hiring across most sectors. This along with the announcement by the Central Bank that over 100 companies have requested authorisation to operate in Ireland has made this a booming market.

After the disappointment of 2017 and not getting the amount of post-Brexit clients we had anticipated 2018 has seen many companies with entities in Ireland commit to increasing their headcount and having Ireland play an important role in their post-Brexit plans.

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

IFRS 17 is currently the biggest project ongoing within the Insurance Industry with companies looking to hire for IFRS 17 specific roles or to backfill the positions of team members who have moved onto the projects.

Expectations for 2019

As we move into 2019 it is likely to be another very busy year within Financial Services. Junior to mid level roles are where we anticipate to see the majority of recruitment happening with more senior positions still hard to come by on the market although still an increase on previous years.

About Abrivia Accountancy - Financial Services

Abrivia Accountancy - Financial Services division is headed up by Tadhg Kearney. Tadhg has 6 years' experience recruiting within the Insurance & FS industry. He has managed both large recruitment drives and stand-alone roles for some of the world's largest Insurance & FS companies.

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

FINANCIAL SERVICES SALARIES

Sector	Dublin 2018	Dublin 2019	Regional 2018	Regional 2019
	€	€	€	€
EXECUTIVE				
CFO / Finance Director	100K - 175K	110K - 180K	90K - 145K	90K - 150K
Head of Finance / Financial Controller	80K - 130K	90K - 140K	65K - 120K	70K - 125K
RECENTLY QUALIFIED - MID SENIOR LEVEL				
Finance Manager	65K - 85K	70K - 95K	55K - 80K	60K - 80K
Financial Reporting Manager	65K - 85K	70K - 90K	60K - 75K	60K - 75K
Financial Reporting Accountant	50K - 60K	55K - 70K	45K - 55K	50K - 55K
Senior Financial Accountant	65K - 75K	65K - 75K	50K - 75K	50K - 75K
Financial Accountant	55K - 65K	58K - 68K	45K - 60K	50K - 60K
Recently Qualified Financial Accountant	50K - 55K	54K - 58K	40K - 55K	45K - 55K
Senior Financial Analyst	60K - 80K	60K - 80K	50K - 70K	50K - 70K
Financial Analyst	50K - 55K	55K - 65K	38K - 55K	40K - 55K
Management Accountant	55K - 70K	55K - 70K	50K - 70K	50K - 70K
Insurance / Reinsurance Accountant	65K - 80K	65K - 80K	50K - 70K	50K - 70K
Internal Audit Manager	65K - 80K	65K - 85K	55K - 70K	60K - 70K
Internal Auditor	50K - 60K	55K - 65K	40K - 50K	40K - 50K
Senior Regulatory Accountant	60K - 80K	60K - 80K	55K - 75K	55K - 75K
Regulatory Accountant	50K - 60K	50K - 65K	45K - 60K	50K - 60K
Project Accountant	55K - 75K	55K - 75K	50K - 75K	50K - 75K
Treasury Accountant	50K - 65K	55K - 65K	45K - 60K	45K - 60K
PART QUALIFIED				
Assistant Accountant	30K - 40K	30K - 45K	27K - 34K	28K - 35K
Accounts Technician	30K - 38K	30K - 40K	24K - 34K	25K - 35K
Graduate / Junior Accountant	27K - 30K	28K - 32K	24K - 28K	25K - 30K

BANKING & FINANCIAL SERVICES

2018 has been a good year within the Banking & Financial Services Industry with increased recruitment being reported across most areas. An increase in roles in Fund Accounting, Fraud, Client Services and Compliance has been seen in Dublin, Limerick, Kilkenny and Galway.

2019 is shaping up to be a good year with a predicted increase in salaries and competition for skilled staff.



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BANKING & FINANCIAL SERVICES

2018 in Review

Within Banking & Financial Services 2018 has continued with last year's trend and has seen increased recruitment across most areas and throughout the country. Dublin is still the main hub but the other cities in Ireland are starting to see more growth.

In a similar vein to 2017, 2018 has seen an increase in hiring due to the impact of Brexit. Although the full effects won't be seen for possibly another 2 years, companies have been expanding their current workforce in Ireland if they have an established entity here or looking at establishing new entities.

Salaries have increased in 2018 as there is serious competition for skilled and experienced staff on the market. Due to the growth of the market in other regions outside of Dublin we have seen an increase in the number of people moving out of the capital for a variety of reasons.

Expectations for 2019

2019 is looking like another very busy year with increased head count for a lot of companies along with the applications of over 100 companies to the Central Bank to set up entities in Ireland. Competition is very tough on the market for candidates and with the increased cost of living in Dublin or the outright lack of accommodation it can be of concern to companies looking to hire in the capital or companies looking to establish an operation here.

About Abrivia Banking & Financial Services

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



DATABASE REACH

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

BANKING & FINANCIAL SERVICES SALARIES

Sector	Dublin 2018	Dublin 2019	Regional 2018	Regional 2019
	€	€	€	€
CORPORATE/PRIVATE/RETAIL BANKING				
Credit Manager	50K - 75K	50K - 75K	50K - 75K	50K - 75K
Credit Analyst	40K - 50K	40K - 55K	35K - 50K	40K - 50K
Senior Credit Analyst	45K - 60K	45K - 60K	45K - 60K	45K - 60K
Lending Manager	45K - 65K	45K - 68K	45K - 65K	45K - 65K
Lending Administrator	30K - 35K	32K - 38K	28K - 35K	30K - 35K
Mortgage Administrator	25K - 35K	26K - 36K	25K - 35K	28K - 35K
Corporate Relationship Manager	60K - 85K	65K - 85K	60K - 85K	60K - 85K
Head of Treasury	80K - 150K	85K - 150K	80K - 150K	80K - 150K
Treasury Manager	55K - 90K	60K - 90K	55K - 90K	60K - 90K
Dealer	35K - 55K	40K - 55K	35K - 55K	35K - 55K
Treasury Administrator	28K - 40K	30K - 40K	25K - 40K	30K - 40K
FUND SERVICES				
VP Fund Accounting	75K - 90K	75K - 90K	75K - 90K	75K - 90K
Fund Accounting Manager	55K - 85K	60K - 85K	55K - 85K	60K - 85K
Fund Accounting Supervisor	35K - 45K	40K - 50K	35K - 45K	35K - 45K
Senior Fund Accountant	30K - 38K	30K - 40K	30K - 38K	30K - 40K
Fund Accountant	28K - 35K	30K - 35K	27K - 33K	30K - 35K
TRANSFER AGENCY/INVESTOR SERVICES				
Transfer Agency Manager	65K - 90K	65K - 90K	65K - 90K	70K - 90K
Senior Transfer Agency Administrator	38K - 45K	40K - 45K	35K - 45K	35K - 45K
Transfer Agency Administrator	28K - 35K	30K - 35K	27K - 33K	30K - 35K
TRUSTEE/CUSTODY				
Trustee Manager	60K - 90K	60K - 90K	60K - 90K	60K - 90K
Senior Trustee Officer	45K - 60K	45K - 60K	45K - 60K	45K - 60K
Trustee Administrator	30K - 40K	30K - 40K	30K - 40K	30K - 40K
Custody Manager	60K - 90K	65K - 90K	60K - 90K	60K - 90K
Senior Custody Administrator	45K - 60K	50K - 60K	40K - 60K	40K - 60K
Custody Administrator	30K - 40K	30K - 40K	30K - 40K	30K - 40K

BANKING & FINANCIAL SERVICES SALARIES

Sector	Dublin 2018	Dublin 2019	Regional 2018	Regional 2019
	€	€	€	€
PRICING/CORPORATE ACTIONS				
Manager	50K - 65K	50K-65K	50K - 65K	50K - 65K
Senior Administrator	35K - 45K	35K-45K	35K - 45K	35K - 45K
Market Data Administrator	30K - 40K	30K-45K	30K - 40K	30K - 40K
Pricing Specialist	35K - 50K	40K-50K	35K - 50K	35K - 50K
CLIENT SERVICES				
Senior Manager	75K - 95K	75K-95K	75K - 95K	75K - 95K
Manager	60K - 75K	60K-75K	55K - 75K	55K - 75K
Supervisor	38K - 48K	40K-50K	35K - 48K	35K - 48K
Administrator	29K - 35K	30K-35K	28K - 35K	30K - 35K
FRONT OFFICE				
Investment Manager (Private Equity)	60K - 110K	70K - 110K	60K - 110K	60K - 110K
Investment Analyst (Private Equity)	45K - 60K	50K - 60K	45K - 60K	45K - 60K
Portfolio Manager	60K - 95K	65K-95K	60K - 95K	60K - 95K
Portfolio Analyst	50K - 65K	50K-65K	50K - 65K	50K - 65K
Equity Analyst	40K - 65K	45K-65K	40K - 65K	40K - 65K
Credit Analyst	40K - 65K	40K-65K	40K - 65K	40K - 65K
Fixed Income Analyst	40K - 65K	40K-65K	40K - 65K	40K - 65K
Dealer	45K - 65K	50K-65K	45K - 65K	45K - 65K
Trader	45K - 65K	50K-65K	45K - 65K	45K - 65K
Wealth Manager	50K - 80K	55K-80K	50K - 80K	50K - 80K
MIDDLE OFFICE/TREASURY				
Treasury Manager	55K - 85K	60K-85K	55K - 85K	55K - 85K
Treasury Administrator	35K - 45K	40K-50K	35K - 45K	35K - 45K
Settlements Administrator	30K - 35K	30K-35K	28K - 35K	28K - 35K

BANKING & FINANCIAL SERVICES SALARIES

Sector	Dublin 2018	Dublin 2019	Regional 2018	Regional 2019
	€	€	€	€
BACK OFFICE				
Cash Management Administrator	28K - 35K	30K-35K	28K - 35K	28K - 35K
Settlements Administrator	30K - 35K	30K-35K	28K - 35K	28K - 35K
Payments Administrator	30K - 35K	30K-35K	28K - 35K	28K - 35K
COMPLIANCE AND RISK				
Compliance Manager	60K - 90K	60K - 90K	60K - 90K	60K - 90K
Compliance Officer	40K - 60K	45K - 60K	40K- 60K	40K- 60K
Compliance Administrator	30K - 40K	30K - 40K	30K - 40K	30K - 40K
AML/KYC Officer	30K - 45K	30K - 45K	30K - 45K	30K - 45K
Risk Manager	60K - 90K	60K - 90K	60K - 90K	60K - 90K
Risk Officer	40K - 60K	40K - 60K	40K- 60K	40K- 60K
Risk Analyst	35K - 45K	35K - 45K	35K - 45K	35K - 45K

HUMAN RESOURCES

Flexible working hours and a good work-life balance are becoming key priorities for candidates considering their next move



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HR

HUMAN RESOURCES

2018 in Review

The Irish economy continues to be strong. The seasonally adjusted unemployment rate fell to 5.3 percent in October 2018, from 5.4 percent in the previous month. This represents the lowest rate since February 2008 and has led to incomes increasing and companies finding it a challenge to hire new talent. Businesses are ensuring that they have employee engagement strategies with a focus towards attraction and retention of key employees.

The Irish job market in 2018 has seen Brexit knocking at its door and the real impacts of this have yet to be seen. Some companies, mainly financial and fintech, are relocating some operations to Ireland from the UK. This has led to an increase in jobs within these industries. Salary increases in the HR sector are in the region of approximately 4% and are well ahead of inflation.

Many organisations have transformed culturally and are embracing HR/People Strategies that allow them to have a competitive edge over other firms. HR professionals continue to sit firmly at leadership tables ensuring that all people strategies are linked directly to the company's goals.

There has been a growth of specialist functions within the HR sector. 2018 continues to see organisations recruiting for specialist positions related to 'Big Data' and HRIS and seeking candidates experienced in inclusion, diversity and equality strategies. Another change that is being observed is that graduates within HR and returning emigrants are in high demand.

Building on last year, both active and passive candidates tend to gravitate towards "Employers of Choice". Employers are now realising the benefits of the value-add that HR professionals bring. HR professionals that have ownership of talent management are guiding senior stakeholders through 'people strategies' that will help the organization become an 'Employer of Choice'.

Another trend which continues from previous years is that the talent acquisition role has become even more strategic; developing strategies that link directly to an organisation's company goals and objectives. In this regard, the candidate experience is key and needs to be robust and quality-driven. Consequently, in-house talent acquisition specialists are in demand and highly sought after.

2018 saw a strong demand for HR Business Partners with specific experience in strategically partnering with senior management teams. HRBPs with experience in the multinational tech sector are highly sought after. This has led to a noticeable increase in the number of HRBPs in these sectors being offered, or currently earning salaries at the top end of the range for these roles. People strategy is key to enabling them to retain employees and out-perform the competition. This is demonstrated by the prominence of talent management, organisational development, retention and employee engagement on job descriptions from HR Business Partner level upwards.

Expectations for 2019

2019 will see the continued use of modern technologies to recruit the right candidate. Today's job market requires a more inventive approach from both the recruiter and the candidate. Finding top talent requires keeping up-to-date on these trends. New recruiting methods have been seen in 2018 and many of these modern methods will shape the hiring process in 2019.

In today's world, more candidates are conducting their job search on a mobile device and to be effective, a company's recruiting strategy needs to facilitate this. Social media profiles and video submissions are emerging as new ways for candidates to present themselves to potential employers and 2019 is likely to see a host of innovate new ways of recruiting and job hunting.

Organisations will need to develop an attractive online profile. Companies trying to attract top talent will need to portray an appealing environment. Social media is used to demonstrate corporate culture and should be an accurate depiction of what it is like to work there. By developing a good online profile will strengthen their 'employer brand', the reality of working for your company should be accurately portrayed across their social media.

Talent attraction strategies will remain high on the HR agenda for Irish businesses in 2019. Hiring HR Business Partners and Managers skilled in employee engagement and wellbeing will be a key element of these strategies, and professionals with an astute awareness of the increasing demand for flexible working hours and a good work-life balance will be hugely important.

About Abrivia Human Resources

Michelle Earley heads up our HR recruitment division.

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

HUMAN RESOURCES SALARIES

Sector	Dublin 2018	Dublin 2019	Regional 2018	Regional 2019
	€	€	€	€
GENERALIST HR				
HR Director	100K - 180K	100K - 187K	90K - 140K	90K - 144K
HR Manager	65K - 110K	65K - 114K	55K - 80K	55K - 83K
HR Business Partner	60K - 85K	60K - 88K	55K - 75K	55K - 77K
HR Generalist	40K - 55K	40K - 57K	40K - 55K	40K - 57K
HR Officer	30K - 40K	30K - 43K	30K - 40K	30K - 43K
HR Administrator	26K - 35K	26K - 36K	25K - 30K	25K - 31K
TALENT ACQUISITION				
Head of Recruitment	80K - 120K	80K - 120K	80K - 105K	80K - 105K
Manager	60K - 90K	60K - 90K	55K - 78K	55K - 78K
Specialist	35K - 70K	35K - 70K	35K - 55K	35K - 55K
Administrator	25K - 35K	25K - 35K	23K - 30K	23K - 30K
LEARNING & DEVELOPMENT				
Head of L&D	75K - 110K	75K - 114K	70K - 100K	70K - 103K
Manager	58K - 80K	58K - 83K	55K - 70K	55K - 72K
Specialist	38K - 60K	38K - 62K	35K - 55K	35K - 57K
REWARD/COMP & BENS				
Head of Reward	90K - 140K	90K - 145K	90K - 120K	90K - 123K
Manager	70K - 100K	70K - 102K	65K - 85K	65K - 87K
Specialist	40K - 60K	40K - 62K	40K - 55K	40K - 57K
SPECIALIST ROLES				
Head of OD	90K - 130K	90K - 135K	90K - 110K	90K - 113K
IR/ER Manager	65K - 95K	65K - 98K	68K - 85K	68K - 88K



INSURANCE, COMPLIANCE & RISK

Heading into 2019 and the market is continuing to grow with no sign of it slowing down.



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INSURANCE, COMPLIANCE & RISK

2018 in Review

2018 has been a very busy year within the Insurance industry with a number of positive movements on the market in relation to increased headcounts in Ireland. This increase has primarily come from companies expanding their Irish operations due to Brexit and wanting a foothold in the European market. This has also seen an increase in the recruitment for PCF roles.

The General Insurance market has seen an increase in Claims, Compliance and GDPR roles. Claims recruitment has been a big area this year with insurance companies looking to crack down on fraudulent claims and reduce their overall claims costs. Underwriting as with last year has not seen a huge amount of movement and has been somewhat stagnant over the last 2 years.

Reinsurance and Captive Insurance has seen an increase in roles specifically within the area of analysis for claims and underwriting data. This has been due to the increased requirements for Solvency II and an effort by the Central Bank to ensure heavier supervision of low to medium risk companies.



EXTENDED REACH

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

Expectations for 2019

Heading into 2019 and the market is continuing to grow with no sign of it slowing down. General Insurance companies are investing heavily in the area of fraud combat, Reinsurance/Captives are growing their analyst and reporting teams while Finance will see an increase in hiring due to IFRS 17. Life Insurance has seen a lot of consolidation but also the growth of companies who initially buy run off business now looking at making a move into the market.

About Insurance Compliance and Risk

Abrivia's Insurance, Compliance and Risk division is headed up by Tadhg Kearney. Tadhg has over 6 years' experience recruiting primarily within the Insurance & FS market and he has successfully managed both large recruitment drives and stand-alone roles for some of the World's largest Insurance & FS Companies.

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

INSURANCE, COMPLIANCE & RISK SALARIES

Sector	Dublin 2018	Dublin 2019	Regional 2018	Regional 2019
	€	€	€	€
GENERAL INSURANCE				
Underwriting				
Head of Underwriting	100K - 150K	100K - 150K	100K - 150K	100K - 150K
Underwriting Manager	80K - 100K	80K - 100K	80K - 100K	80K - 100K
Senior Underwriter	60K - 85K	60K - 85K	60K - 85K	60K - 85K
Commercial Underwriter	45K - 75K	45K - 75K	45K - 75K	45K - 75K
Personal Lines Underwriter	30K - 45K	30K - 45K	45K - 75K	45K - 75K
Claims				
Head of Claims	90K - 110K	90K - 110K	90K - 110K	90K - 110K
Claims Manager	75K - 90K	75K - 90K	75K - 90K	75K - 90K
Claims Team Lead	55K - 70K	55K - 70K	55K - 70K	55K - 70K
Senior Claims Handler	45K - 65K	50K - 65K	45K - 65K	45K - 65K
Personal Injury Claims Handler	35K - 55K	40K - 55K	35K - 55K	35K - 55K
Property Claims Handler	28K - 36K	30K - 40K	28K - 36K	28K - 36K
Motor Claims Handler	30K - 40K	32K - 45K	30K - 40K	30K - 40K
Loss Adjuster	30K - 45K	30K - 45K	30K - 45K	30K - 45K
Claims Admin	28K - 32K	30K - 35K	28K - 32K	28K - 32K
LIFE INSURANCE & PENSIONS				
Head of Underwriting	100K - 130K	100K - 130K	100K - 130K	100K - 130K
Underwriting Manager	70K - 90K	80K-100K	70K - 90K	70K - 90K
Life/Medical Underwriter	50K - 70K	50K - 70K	50K - 70K	50K - 70K
Trainee/Initial Underwriter	30K - 45K	30K - 45K	30K - 45K	30K - 45K
Senior Pensions Consultant	65K - 90K	65K - 90K	65K - 90K	65K - 90K
Pensions Consultant	45K - 58K	45K - 58K	45K - 58K	45K - 58K
Senior Pensions Administrator	40K - 50K	40K - 50K	40K - 50K	40K - 50K
Pensions Administrator	30K - 38K	30K - 38K	30K - 38K	30K - 38K
Life Administrator	30K - 35K	30K - 35K	30K - 35K	30K - 35K
COMPLIANCE				
Head of Compliance	90K - 130K	90K - 130K	90K - 130K	90K - 130K
Compliance Manager	70K - 90K	70K - 90K	70K - 90K	70K - 90K
Compliance Specialist	45K - 65K	45K - 65K	45K - 65K	45K - 65K
Compliance Executive	30K - 45K	30K-50K	30K - 45K	30K - 45K

Sector	Dublin 2018	Dublin 2019	Regional 2018	Regional 2019
	€	€	€	€
RISK				
Chief Risk Officer	120K - 150K	120K - 150K	120K - 150K	120K - 150K
Senior Risk Manager	90K - 115K	90K-120K	90K - 115K	90K - 115K
Risk Manager	70K - 95K	70K-100K	70K - 95K	70K - 95K
Risk Specialist	43K - 58K	45K-60K	43K - 58K	43K - 58K
Risk Executive	38K - 48K	40K-50K	38K - 48K	38K - 48K
REINSURANCE				
Chief Underwriting Officer	110K - 160K	110K - 160K	110K - 160K	110K - 160K
Underwriting Manager	80K - 100K	80K - 100K	80K - 100K	80K - 100K
Senior Underwriter	65K - 95K	65K - 95K	60K - 90K	60K - 90K
Underwriter	45K - 70K	45K - 70K	40K - 70K	40K - 70K
Junior Underwriter	30K - 45K	30K - 45K	30K - 45K	30K - 45K
Head of Claims	85K - 100K	85K - 100K	85K - 100K	85K - 100K
Claims Manager	70K - 90K	70K - 90K	70K - 90K	70K - 90K
Claims Adjuster	35K - 50K	35K - 50K	35K - 50K	35K - 50K
Senior Reinsurance Technician	50K - 75K	50K - 75K	50K - 75K	50K - 75K
Reinsurance Technician	35K - 55K	35K - 55K	35K - 55K	35K - 55K
CAPTIVE				
General Manager	100K - 130K	100K - 130K	100K - 130K	100K - 130K
Head of Underwriting	85K - 120K	85K - 120K	85K - 120K	85K - 120K
Insurance Manager	60K - 75K	60K - 75K	60K - 75K	60K - 75K
Account Manager	60K - 75K	60K - 75K	60K - 75K	60K - 75K
Insurance Analyst	36K - 45K	35K-50K	36K - 45K	36K - 45K
BROKER				
Senior Account Executive	60K - 75K	60K-75K	60K - 75K	60K - 75K
Account Executive	45K - 58K	45K-60K	45K - 58K	45K - 58K
Senior Commercial Account Handler	38K - 48K	40K-48K	38K - 48K	38K - 48K
Commercial Account Handler	35K - 45K	35K-45K	35K - 45K	35K - 45K
Personal Lines Handler	28K - 38K	30K-40K	28K - 38K	28K - 38K
Business Development	35K - 60K	35K-60K	35K - 60K	35K - 60K
Claims Manager	45K - 55K	50K-65K	45K - 55K	45K - 55K
Claims Advisor	30K - 42K	35K-50K	30K - 42K	30K - 42K

TECHNOLOGY

2018 was an industrious year in Ireland's IT recruitment landscape. It was like the previous year as the demand for IT professionals across key divisions such as development, testing, cyber security, and business intelligence is still on the up. Again, the fundamental issue for employers is attracting top talent and filling key roles.

With the scaling up of operations, competition continues to be aggressive leading many organisations to look abroad in search of filling positions. This in turn has helped to maintain the high salaries being demanded in the sector and the use of the counter offer remains prominent.

Employer branding will continue to grow in eminence as candidates seek out organisations that align to their own value systems. Companies who have adopted a streamlined, candidate-led approach to recruitment will continue to reap the benefits of securing top talent.



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T TECHNOLOGY

2018 in Review

Shortage in skills, wage growth, and the fear of Brexit has beset Ireland's IT sector in the past 12 months. The lack of readily available skills is fueling what are already high wage levels. A recently published report by Enterprise Ireland found a mere 20% of surveyed IT organisations here in Ireland viewed the availability of labour to be good or very good. This lack of talent and when combined with the competition for talent among firms is obviously one of the main contributors to wage inflation.

Even though the Irish economy is in a strong position, companies must contend with the continued political ambiguity chiefly around Brexit. To ensure unremitting revenue streams and job creation, Irish businesses must prepare for a scenario where trading with the UK and the North of Ireland becomes restricted and more expensive. According to Enterprise Ireland, only a third of IT firms in the software sector, which rely heavily on the UK as an export market, said they had taken steps to prepare for Brexit.

High demand areas still include Automation Engineers, Cyber Security, and DevOp Engineers. These combined are the biggest impediments our client base is encountering when recruiting. Artificial intelligence and machine learning are continuing to make developments here with some of our large financial services clients bolstering their robotic process automation (RPA) capabilities by hiring senior strategy and hands on development personnel.

Expectations for 2019

Ireland's economic outlook is bright. The Irish economy has rebounded since the crash and we now have the fastest growing economy in the European Union for the fourth year in a row. However, there is a substantial level of uncertainty right across the market owing to the decision of Britain to leave the EU and the subsequent Brexit strategy being pursued by Britain. In the short term the demand for IT professionals will continue to remain high with salaries following suit. Firms that sell predominantly into the UK market will experience decline in activity initially, but in the long term I feel this will correct itself.

The Irish government has been a dedicated supporter of the Irish ICT Sector. With that said, they need to continue to relax the visa requirements for non-EU citizens with in demand IT skills. There is a very talented pool of Brazilian, Indian, and Pakistani candidates to name but a few nationalities that could ease number of labour pain points across most IT sectors and help to manage wage demand growth. In demand skillsets will continue to remain elusive as the technology develops into new areas.

About Abrivia Technology

Abrivia Technology is managed by Andrew Meehan.

Andrew holds a Master's Degree in Human Resource Management (MBS) coupled with a Degree in Accounting and Strategic Management (BA). Andrew is also a member of the Chartered Institute of Personnel Development (CIPD). He has over 8 years recruitment experience in the Cyber Security and IT infrastructure space. He is here to provide holistic technology recruitment solutions to existing and new clients. He would have previously successfully placed C-level straight down to technical level 1 grade professionals across chiefly the financial services, software, supply chain, manufacturing, and consulting industries. His technical expertise would cover Microsoft, Linux, Virtualisation, Storage, Cisco, HP, and dev op related technologies.

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

TECHNOLOGY SALARIES

Sector	Dublin 2018	Dublin 2019	Regional 2018	Regional 2019
	€	€	€	€
SENIOR APPOINTMENTS				
CTO	100K - 170K	100K - 170K	110K - 160K	110K - 160K
Software Development Manager	90K - 120K	90K - 120K	80K - 120K	80K - 120K
Programme Manager	90K - 125K	90K - 125K	85K - 120K	85K - 120K
Project Manager	65K - 110K	65K - 90K	60K - 100K	60K - 90K
Infrastructure/Support Manager	55K - 95K	55K - 85K	50K - 90K	50K - 80K
DEVELOPMENT & DESIGN ROLES				
Oracle/SQL	40K - 85K	55K - 85K	35K - 80K	35K - 80K
Data warehousing/ Business Intelligence	45K - 90K	55K - 90K	40K - 80K	40K - 80K
Technical Architect	75K - 110K	75K - 110K	60K - 110K	60K - 110K
Java/J2EE	45K - 90K	55K - 90K	35K - 85K	35K - 85K
VB/.NET/C#	40K - 95K	55K - 95K	35K - 85K	35K - 85K
C/C++	35K - 80K	45K - 80K	35K - 70K	35K - 70K
Web/PHP Development	35K - 80K	35K - 80K	30K - 75K	30K - 75K
UI/UX Designer	40K - 95K	65K - 95K	35K - 85K	55K - 85K
Mobile Developer	35K - 80K	65K - 80K	35K - 75K	55K - 75K
Mainframe	30K - 65K	45K - 65K	25K - 50K	40K - 50K
ERP/CRM				
SAP Functional Consultant	45K - 90K	45K - 90K	40K - 85K	40K - 85K
SAP ABAP Programmer	45K - 90K	45K - 90K	40K - 80K	40K - 80K
Oracle Financials Business Analyst	45K - 90K	45K - 90K	40K - 85K	40K - 85K
Oracle Financials Technical Consultant	50K - 90K	50K - 90K	40K - 80K	40K - 80K
ERP (Other) Consultant	40K - 80K	40K - 80K	35K - 75K	35K - 75K
Navision Consultant	45K - 85K	45K - 85K	40K - 80K	40K - 80K
CRM Consultant	45K - 75K	45K - 75K	40K - 80K	40K - 80K

Sector	Dublin 2018	Dublin 2019	Regional 2018	Regional 2019
	€	€	€	€
INFRASTRUCTURE / SUPPORT				
Helpdesk/Desktop Support	25K - 40K	25K - 40K	25K - 40K	25K - 40K
Systems Administrator	45K - 65K	45K - 65K	35K - 55K	35K - 55K
UNIX/Linux Administrator	45K - 70K	45K - 70K	35K - 70K	35K - 70K
Network Specialist	50K - 80K	50K - 80K	35K - 80K	35K - 80K
Security Specialist	45K - 90K	45K - 90K	35K - 80K	35K - 80K
Virtualisation Specialist	50K - 80K	50K - 90K	50K - 80K	50K - 80K
Database Administrator	60K - 80K	60K - 80K	45K - 75K	45K - 75K
QA / TESTING / LOCALISATION				
Test/QA Manager	55K - 80K	70K - 85K	50K - 70K	60K - 70K
Test/QA Team Leader	50K - 70K	50K - 70K	45K - 60K	45K - 60K
QA Engineer	35K - 60K	35K - 60K	30K - 55K	30K - 55K
Localisation Engineer	22K - 40K	25K - 40K	22K - 40K	25K - 40K

TECHNOLOGY CONTRACT RATES

Sector	Dublin 2018	Dublin 2019	Regional 2018	Regional 2019
	Rate € p/d	Rate € p/d	Rate € p/d	Rate € p/d
SENIOR APPOINTMENTS				
CTO	€700 - €1,600	€700 - €1,600	€650 - €1,200	€650 - €1,200
Software Development Manager	€650 - €1,100	€650 - €1,100	€550 - €1000	€550 - €1000
Programme Manager	€550 - €1,400	€550 - €1,400	€500 - €950	€500 - €950
Project Manager	€450 - €850	€450 - €850	€400 - €800	€400 - €800
Infrastructure/Support Manager	€350 - €800	€350 - €800	€300 - €750	€300 - €750
DEVELOPMENT & DESIGN ROLES				
Oracle/SQL	€400 - €800	€400 - €800	€350 - €700	€350 - €700
Data warehousing/ Business Intelligence	€400 - €850	€400 - €850	€350 - €750	€350 - €750
Technical Architect	€500 - €900	€500 - €900	€450 - €800	€450 - €800
Java/J2EE	€350 - €800	€350 - €800	€300 - €700	€300 - €700
VB/.NET/C#	€350 - €800	€350 - €800	€250 - €700	€250 - €700
C/C++	€350 - €700	€350 - €700	€300 - €650	€300 - €650
Web/PHP Development	€300 - €650	€300 - €650	€250 - €550	€250 - €550
UI/UX Designer	€350 - €800	€350 - €800	€300 - €700	€300 - €700
Mobile Developer	€350 - €700	€350 - €700	€300 - €650	€300 - €650
Mainframe	€200 - €400	€200 - €400	€200 - €350	€200 - €350
ERP/CRM				
SAP Functional Consultant	€350 - €850	€350 - €850	€350 - €750	€350 - €750
SAP ABAP Programmer	€350 - €800	€350 - €800	€350 - €750	€350 - €750
Oracle Financials Business Analyst	€350 - €850	€350 - €850	€350 - €750	€350 - €750
Oracle Financials Technical Consultant	€350 - €800	€350 - €800	€350 - €750	€350 - €750
ERP (Other) Consultant	€350 - €750	€350 - €750	€350 - €700	€350 - €700
Navision Consultant	€350 - €800	€350 - €800	€350 - €750	€350 - €750
CRM Consultant	€350 - €800	€350 - €800	€350 - €700	€350 - €700

Sector	Dublin 2018	Dublin 2019	Regional 2018	Regional 2019
	Rate € p/d	Rate € p/d	Rate € p/d	Rate € p/d
INFRASTRUCTURE / SUPPORT				
Helpdesk/Desktop Support	€175 - €250	€175 - €250	€150 - €200	€150 - €200
Systems Administrator	€250 - €350	€250 - €350	€200 - €300	€200 - €300
UNIX/Linux Administrator	€300 - €450	€300 - €450	€250 - €450	€250 - €450
Network Specialist	€300 - €600	€300 - €600	€300 - €550	€300 - €550
Security Specialist	€300 - €600	€300 - €600	€250 - €550	€250 - €550
Virtualisation Specialist	€300 - €600	€300 - €600	€250 - €550	€250 - €550
Database Administrator	€300 - €600	€300 - €600	€250 - €550	€250 - €550
QA / TESTING / LOCALISATION				
Test/QA Manager	€350 - €600	€350 - €600	€300 - €550	€300 - €550
Test/QA Team Leader	€300 - €500	€300 - €500	€250 - €450	€250 - €450
QA Engineer	€250 - €450	€250 - €450	€200 - €400	€200 - €400
Localisation Engineer	€100 - €250	€100 - €250	€100 - €220	€100 - €220

LEGAL PRACTICE AND IN HOUSE

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



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LEGAL PRACTICE AND IN HOUSE

2018 in Review

2018 was another extremely busy year for the Legal recruitment market in Ireland. Partners, hiring managers and HR teams all were under pressure to add to their teams because of a burgeoning economy which led to huge client demand across all service lines. This was also backed up in our salary survey where 61.5% of legal firms said that they increased their net headcount in 2018! A further 10% will require new office space to accommodate new staff in 2019.

There were a number of areas within the legal market that were particularly busy. At Abrivia we saw a particularly strong demand for lawyers with Aircraft Leasing and Investment Fund experience. Other areas within the Legal Sector particularly within the Top 20 legal firms where we saw increased demand included Property, Infrastructure and Construction, Employment and Litigation. Good corporate lawyers were in high demand, particularly with good M&A experience. In the Legal sector, apart from qualified (fee earning roles), office support positions are the most difficult roles to fill. This is corroborated by our Office Support team who have found that there has been a huge demand for suitably experienced Legal Secretaries.

As with last year the retention of good talent has been a huge focus for all the firms. In the Legal profession, according to employers, the three key factors which help retain employees are pay satisfaction, interesting work and career advancement opportunities. All Dublin-based legal sector respondents said they increased salaries in 2018 and 91% intend to increase salaries in 2019.

Unsurprisingly, 66% of Dublin-based legal firms have employed Irish people returning from overseas in the past 12 months. The majority of these were coming from the UK and London in particular.

Interestingly, of the client respondents to the 2019 Abrivia Salary Survey, 45% of legal firms have said that HR are a part of their senior management team. This probably owes much to the increased importance of strategic HR policies to both impact and influence people, culture and performance. More particularly in the current market to effect policies that will help retain and attract candidates in a challenging market.

50% of firms say that the shortage of rental accommodation is hindering their ability to recruit staff and a further 20% believe they will lose staff due to increasing rents.

Expectations for 2019

83% of legal firms plan to take on new hires in 2019 with the majority of these expecting to increase employee salaries by between 0-5% in 2018. The introduction of new GDPR legislation in May did lead to increased work flows for most firms.



CULTURAL COMPATIBILITY

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

PRIVATE PRACTICE

Sector	Dublin 2018	Dublin 2019	Regional 2018	Regional 2019
	€	€	€	€
Salaried Partner	180K - 200K	185K - 206K	135K - 190K	139K - 195K
Salaried Partner (entry level)	110K - 185K	113K - 190K	85K - 124K	87K - 127K
8PQE+	100K - 140K	102K - 142K	75K - 100K	77K - 102K
7PQE	80K - 120K	82K - 124K	70K - 110K	72K - 113K
5PQE	65K - 105K	66K - 107K	65K - 85K	67K - 87K
3PQE	60K - 90K	62K - 93K	45K - 60K	47K - 62K
2PQE	60K - 75K	62K - 77K	40K - 48K	41K - 50K
1PQE	50K - 70K	51K - 72K	35K - 48K	37K - 50K
NQ	50K - 65K	51K - 67K	32K - 40K	33K - 42K
Legal Exec [3 - 5]	35K - 50K	37K - 52K	30K - 40K	32K - 40K
Legal Exec [1 - 3]	30K - 35K	32K - 37K	25K - 32K	26K - 33K
Company Secretary Mngr	55K - 100K	57K - 102K	50K - 85K	52K - 88K
Company Secretary 2PQE	40K - 60K	41K - 62K	35K - 55K	36K - 58K
Company Secretary Qual	28K - 35K	30K - 37K	25K - 35K	26K - 37K
Company Secretary Trainee	28K - 30K	30K - 32K	25K - 30K	26K - 32K

OFFICE SUPPORT

We anticipate continued growth in the office support jobs market for 2019. Employers will need to offer competitive salaries and packages to hire and retain top talent. The focus will also be on promoting their culture, values and brand. With this growth, we expect also to see an increase in counter offers also as employers are willing to pay more to keep valuable employees.



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OS OFFICE SUPPORT

2018 in Review

2018 has seen an increase in the number of permanent roles on the market with replacement hiring and new job creation. Similar to 2017, temporary and contract roles have remained consistent. However, with the volume of permanent opportunities on the market it is increasingly difficult to fill these roles.

Legal Secretaries remain in huge demand both at a junior and more experienced level. Now that the market has recovered, particularly in the Dublin region we have seen salaries, benefits, and the demand for a more flexible work environment increase.

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

The legal secretarial market in Dublin remained strong in 2018 with a consistent demand for experienced and skilled legal secretaries. We have observed an increase in salaries for senior legal PA/secretaries once they have a specific sectoral knowledge, e.g. commercial litigation, conveyancing etc.

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

The temp and contract market has been busy in 2018, much of the demand for contract hires is driven by maternity, sick leave and holiday cover. Many businesses choose this as a viable and cost-effective option when recruiting for staff.

Expectations for 2019

We anticipate continued growth in the office support jobs market for 2019. Employers will need to offer competitive salaries and packages to hire and retain top talent. The focus will also be on promoting their culture, values and brand. With this growth, we expect also to see an increase in counter offers also as employers are willing to pay more to keep valuable employees.

About Abrivia Office Support

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

OFFICE SUPPORT SALARIES

Sector	Dublin 2018	Dublin 2019	Regional 2018	Regional 2019
	€	€	€	€
Office Support				
Executive Assistant	45K - 60K	45K - 60K	35K - 50K	35K - 50K
Personal Assistant (3+yrs)	32K - 50K	35K - 50K	30K - 45K	30K - 50K
Personal Assistant (1 -3+yrs)	27K - 35K	25K - 36K	25K - 35k	25K - 35K
Legal Secretary (3+yrs)	35K - 48K	35K - 55K	25K - 38K	25K - 45K
Legal Secretary (1-3yrs)	24K - 35K	26K - 36K	23K - 33K	23K - 33K
Office/Admin Manager	33K - 50K	35K - 55K	28K - 45K	30K - 45K
Receptionist (3+yrs)	26K - 35K	28K - 36K	24K - 32K	24K - 33K
Receptionist (1-3yrs)	21K - 28K	22K - 30K	20K - 25K	21K - 28K
Administrator (3+yrs)	26K - 40K	27K - 42K	22K - 32K	24K - 34K
Administrator (1-3yrs)	20K - 30K	22K - 32K	20K - 26K	20K - 28K
Data Entry Clerk	20K - 28K	20K - 28K	20K - 25K	20K - 25K
Sales Support Administrator	26K - 36K	26K - 36K	22K - 32K	22K - 32K

SALES AND MARKETING

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



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SALES & MARKETING

2018 in Review

It was very busy year overall in the sales and marketing sector, but the last two quarters have seen a real surge in activity with more opportunities for candidates and with more choice for top performers. At certain levels, especially at mid-senior level, there is no doubt that it is very much a candidate-driven market and I think there is a real onus on clients to 'sell' the opportunity to potential candidates through the opportunity; culture and career growth within their organisations.

As the market is becoming more candidate driven, salaries are increasing, so clients must become increasingly competitive. Sometimes, for smaller companies, to compete with the high tech- blue chip multinationals can be difficult, so selling the brand and what the company stands for is becoming increasingly important.

Economically Ireland is the fastest-growing economy in Europe in the last four years with gross domestic product growth at 7.8%, up from a previous forecast of 3.7%. The unemployment rate of 6% is one of the lowest for several years. As a result, recruitment has become an issue for clients at various levels. Certainly, at a graduate level, clients are putting more emphasis on finding the best candidates and the market is tight for graduates/marketing executives, with clients being very particular when they are hiring new talent into their business. It is very much the opposite for sales executives where the emphasis is on finding talent and there are more opportunities with clients having to work harder in order to attract candidates into their respective organisations. It is not uncommon for high performers to be involved in several recruitment processes especially if they are actively looking to move. As per 2017, in the FMCG sector, a lot of SMEs and Multinationals are still recruiting, although despite the fear of Brexit, many clients are continuing to push ahead and there is still a struggle to attract strong Key Account Managers as there is a real lack of strong talent in this area.

Multilingual Inside Sales roles selling cloud-based solutions are still in demand and a number of high tech multinationals have been continuously recruiting throughout the year. There is an over supply of field Sales Representatives and Sales Directors- but now more opportunities are beginning to arise for both strong Sales Directors and Marketing Directors. It is now accepted that some of these processes can take anything from 3-6 months at a senior level. The majority of recruitment is still focused on the Dublin -Leinster region but there has been an uptake in other regions also with a noticeable surge in the Munster region and clients are now becoming more adaptable and flexible in regards their recruitment processes.

Expectations for 2019

The second half of this year saw a real surge in activity and identifying highly skilled, high performing candidates has become a real thorn in the side of companies. The 2018 Salary Survey found that most employers intend to grant salary increases of between 3-5% in 2019.

Central Bank data shows wage growth so far has been very uneven across the economy and there is an increasing demand for specialist employees in the Tech sector but this can also apply for the sales and marketing sector where there is a high demand for Solutions Sales Specialists and Senior Digital Marketing Managers. Within the FMCG sector, there is an expectation that demand for Key Account Managers will continue but it is important to mention that increased wages are not the sole reason for movement and candidates are looking at a career impact, autonomy within the role and scope for learning/ growth and a collaborative culture. From a client perspective within the sales sector, more clients are looking to attract high performers by re-structuring bonus/commission schemes to incentivize candidates to hit their targets.

Whilst there is still uncertainty and apprehension surrounding Brexit across all sectors- clients are getting on with business and whilst there are dangers of the economy overheating, I predict there will be more movement in the marketplace. From our survey for 2018, 86 % of companies have indicated that they will look to hire again in the new year and this very follows on from 2017 where finding strong talent is the barrier for potential client growth.

Overall, the economy is performing strongly and whilst there is a fear/ apprehension over Brexit for some clients, there is a real sense of optimism for the year ahead. This is exemplified by the number of clients who are looking to hire across the board, including at a Sales/Marketing Graduate level, so many clients are looking ahead to the last quarter and the year ahead!

SALES & MARKETING SALARIES

Sector	Dublin 2018	Dublin 2019	Regional 2018	Regional 2019
	€	€	€	€
SALES ICT				
Sales Director	120K - 200K	120K - 200K	90K - 150K	100K - 150K
Sales Account Director	80K - 150K	90K - 150K	80K - 150K	80K - 150K
Sales Manager	65K - 110K	70K - 120K	75K - 95K	80K - 100K
Corporate Account Manager	50K - 100K	50K - 100K	55K - 90K	55K - 100K
Account Manager	35K - 80K	35K - 90K	25K - 55K	25K - 60K
Business Development Manager	40K - 80K	45K - 80K	40K - 65K	40K - 70K
Internal Account Manager	30K - 60K	30K - 70K	25K - 55K	25K - 60K
Telesales – Outbound	25K - 50K	30K - 60K	30K - 45K	35K - 50K
Telesales – Inbound	30K - 50K	30K - 60K	25K - 60K	25K - 65K
MARKETING ICT				
Marketing Director	100K - 150K	100K - 170K	80K - 100K	80K - 110K
Marketing Manager	80K - 100K	80K - 120K	75K - 90K	75K - 100K
PR / Communications Manager	70K - 90K	70K - 100K	60K - 80K	60K - 90K
Product / Brand Manager	60K - 85K	65K - 90K	55K - 70K	60K - 85K
Marketing Executive	40K - 80K	40K - 90K	40K - 70K	40K - 80K
SALES SERVICES / B2B				
Sales Director	100K - 230K	100K - 250K	100K - 150K	100K - 160K
National Sales Manager	70K - 120K	70K - 120K	65K - 100K	70K - 110K
Regional Sales Manager	60K - 120K	60K - 130K	60K - 80K	65K - 85K
Key Account Manager	45K - 75K	45K - 80K	50K - 80K	50K - 90K
Business Development Manager	50K - 80K	50K - 85K	45K - 80K	50K - 90K
Telesales – Outbound	30K - 50K	30K - 65K	20K - 55K	20K - 60K
Telesales – Inbound	30K - 50K	30K - 60K	20K - 40K	25K - 45K
MARKETING SERVICES / B2B				
Marketing Director	90K - 150K	95K - 160K	80K - 120K	90K - 130K
Marketing Manager	65K - 110K	70K - 120K	65K - 100K	70K - 110K
PR / Communications Manager	70K - 100K	70K - 110K	55K - 85K	60K - 90K
Product / Brand Manager	60K - 85K	60K - 95K	60K - 90K	65K - 90K
Marketing Executive	45K - 60K	45K - 70K	35K - 50K	35K - 55K

Sector	Dublin 2018	Dublin 2019	Regional 2018	Regional 2019
	€	€	€	€
SALES FMCG				
Sales Director	70K - 120K	75K - 130K	70K - 90K	70K - 100K
National Sales Manager	65K - 120K	65K - 130K	60K - 90K	70K - 95K
Regional Sales Manager	65K - 90K	70K - 95K	60K - 75K	65K - 80K
Key Account Manager	60K - 80K	65K - 85K	55K - 80K	60K - 90K
Territory Manager	50K - 75K	50K - 80K	45K - 70K	45K - 75K
Sales Representative	40K - 60K	40K - 70K	40K - 55K	40K - 60K
Van Sales	40K - 60K	40K - 70K	40K - 55K	40K - 60K
Merchandiser	35K - 50K	40K - 60K	40K - 45K	40K - 50K
Telesales	35K - 50K	35K - 55K	35K - 45K	35K - 50K
MARKETING FMCG				
Marketing Director	100K - 150K	100K - 180K	85K - 120K	85K - 130K
Marketing Manager	75K - 100K	80K - 120K	65K - 80K	70K - 90K
Brand Manager	65K - 85K	65K - 95K	55K - 70K	60K - 85K
Assistant Brand Manager	50K - 70K	50K - 75K	45K - 60K	45K - 65K
Category Analyst	45K - 65K	45K - 70K	35K - 55K	35K - 60K
SALES MEDICAL/PHARMA				
Sales Director	80K - 130K	80K - 140K	75K - 110K	80K - 120K
National Sales Manager	60K - 95K	60K - 100K	60K - 90K	60K - 100K
Account Manager	60K - 80K	60K - 90K	60K - 75K	60K - 80K
Business Development Manager	55K - 75K	50K - 80K	55K - 70K	55K - 75K
Sales Representative	40K - 55K	40K - 60K	35K - 45K	35K - 50K
Telesales	35K - 55K	30K - 60K	40K - 50K	30K - 50K
MARKETING MEDICAL/PHARMA				
Marketing Director	90K - 140K	90K - 160K	90K - 120K	90K - 130K
Marketing Manager	80K - 90K	80K - 100K	70K - 95K	70K - 100K
Brand Manager	65K - 80K	65K - 100K	60K - 80K	60K - 90K
Product Manager	70K - 90K	70K - 100K	70K - 85K	70K - 95K
SALES FS/INSURANCE				
Account Manager / Director	120K - 155K	120K - 170K	100K - 140K	100K - 150K
Area Sales Manager	85K - 110K	90K - 120K	80K - 90K	80K - 95K
Sales Manager	75K - 110K	75K - 120K	60K - 75K	60K - 80K
Business Development Manager	70K - 110K	70K - 130K	55K - 70K	55K - 80K
Sales Representative	55K - 65K	55K - 75K	60K - 70K	60K - 75K
Telesales	35K - 50K	35K - 55K	30K - 45K	30K - 50K

MULTILINGUAL, CALL CENTRE & CUSTOMER CARE

Due to continued growth in the Irish market, Ireland continues to be a very attractive location for global multinationals and we expect to see a growth in jobs across Multilingual, Customer Service and Call Centres throughout 2019. The market is getting more competitive and candidates have lots of opportunities due to expansion and employee churn.



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MULTILINGUAL, CALL CENTRE & CUSTOMER CARE

2018 in Review

Abrivia's multilingual recruitment team recruits for local & multinational companies that require recruitment support for multilingual professionals across all sectors. In 2018 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 2019. With GDP growth of close to 9% for 2018 (ESRI) and the Irish economy being the fastest growing market in the Euro Zone this has impacted on recruitment with close to full employment. A large number of companies are attracted to Ireland and are continuing to grow and set up hubs in Dublin. With Brexit looming Dublin has an even greater appeal to global companies. The most notable growth sectors have been online advertising, online retail, IT and Financial Services.

In 2018 we felt that the demand for customer service staff increased significantly as clients had focused on client acquisition in previous years and were very focused on retaining clients in 2018. We foresee a similar demand for customer service staff in 2019. Salaries have increased in 2018 and companies are also looking at creative ways to retain candidates by 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 becoming more concerned about company culture, development and opportunities for progression. 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.

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

Expectations for 2019

We anticipate continued growth in the multilingual, call center & customer service jobs market for 2019. 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.

About Abrivia Multilingual, Call Centre & Customer Care

Emily Mason manages Multilingual, Call Centre & Customer Care. Emily has over 14 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 two years ago having worked previously for two of Ireland's leading recruitment firms. Emily has developed excellent relationships

across several different sectors in Ireland and due to a demand in the market was approached to support in recruiting multilingual candidates and due to the success of this project she has since launched the Multilingual, Call Centre & Customer Service Division within Abrivia and it has grown rapidly over the past 12 months.

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

MULTILINGUAL, CALL CENTRE & CUSTOMER CARE SALARIES

Sector	Dublin 2018	Dublin 2019	Regional 2018	Regional 2019
	€	€	€	€
MULTILINGUAL SALARIES				
Customer Service Manager	35K - 65K	35K - 70K	32K - 60K	35K - 65K
Customer Service Team Leader	32K - 40K	33K - 42K	30K - 38K	30K - 40K
Customer Service Advisor	26K - 35K	27K - 37K	24K - 33K	24K - 35K
Technical Support Level 1-3	24K - 35K	25K - 37K	22K - 33K	22K - 35K
Business Development Rep	24K - 35K	25K - 37K	22K - 33K	22K - 35K
Sales Manager	50K - 85K	50K - 90K	45K - 70K	45K - 75K
Inside Sales Team Lead	35K - 50K	35K - 55K	33K - 45K	33K - 50K
Accounts Payable/Receivable	28K - 35K	30K - 37K	26K - 34K	26K - 35K
Credit Collections	25K - 30K	27K - 33K	24K - 28K	24K - 30K
Order Management Agent	25K - 35K	27K - 37K	23K - 33K	23K - 35K
Call Centre Manager	60K - 120K	60K - 125K	50K - 100K	50K - 100K
Telesales Manager	35K - 50K	37K - 55K	30K - 45K	30K - 50K
Inbound Telesales	25K - 35K	26K - 37K	23K - 35K	23K - 40K
Outbound Telesales	27K - 40K	28K - 42K	25K - 35K	25K - 40K
Account Manager	35K - 65K	36K - 68K	33K - 60K	33K - 65K
Sales Support	26K - 35K	27K - 37K	25K - 32K	25K - 35K



Engaging relationships *via*
Collaboration and Partnerships

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