

# Salary Predictions Guide 2020



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# Introduction

**With a 5.3% unemployment rate as of September 2019, down from 14.5% in September 2012, Ireland is nearing full employment once again, which is considered generally to be 4.5%.**

Ireland continues to enjoy a reputation as one of the most attractive places for foreign direct investment with our proximity to America, the ease of doing business here in regards to employment law and the many EMEA centres based here. We are home to dynamic, high-achieving talent and thriving, Irish-owned SMEs, both of which contribute to our standing on the international stage. Ireland's government has invested cleverly in the concept of future jobs and R&D, giving us a good direction into the global economy of the 21st century.

As we head into 2020, Brexit still looms. There has been great uncertainty surrounding Brexit for more than three years now and the markets do not respond well to uncertainty. However, from our view of the market in Ireland, demand for talent remains strong and is driven by growth within Ireland's export-led economy.

In 2019, RECRUITERS experienced its best year ever in terms of growth. This translates to putting people into employment, so the threat of Brexit has not had a significant impact on the hiring practices of our client base, which are largely export-led into international markets, the UK being just one of them. We have the view that a disorderly or semi-hard Brexit will impact the local economy of SMEs who are heavily invested in the UK market, such as the agribusiness and tourism sectors. However, while some areas we have experience recruiting in such as FMCG and retail will undoubtedly be affected, we predict some positive effects on certain industries such as ICT, business services, financial services and aircraft leasing.

94%

overall predicting an increase in salaries at their businesses in 2020

11%

of CEOs predicting a decrease in salaries at C-suite level in 2020

RECRUITERS 2020 Business Outlook Survey

A disorderly Brexit may result in many shared services functions for international businesses based in the UK moving to Ireland, among other destinations in Europe such as the Netherlands. This will drive job creation and hence salary inflation in our areas of expertise, all of which have seen significant base salary inflation in the last 12 months.

Our 2020 Salary Predictions Guide is based on the analysis of salary data currently in circulation for 2019 combined with our own data, industry knowledge and recruitment expertise on salaries. We looked beyond the CSO average salary inflation of around 3.5%, which pertains to all roles in Ireland, and focused on the roles we specialise in. However, our salary predictions are averages for each role and so may fluctuate slightly, depending on the size of the company—this should be taken into account. We have included commentary on the predicted salary inflations for the year ahead as well as industry-specific trends to give a more accurate picture of what we can expect and how to compete in the race for attracting good talent. We hope our insights provide value to you, whether you're hoping to find out how much you could earn or how much you should pay in 2020.

*Brian McFadden*

*Client Services Director, RECRUITERS*



88%

predict Brexit will have an impact on the growth of their business

64%

predicting an increase in salaries in their department in 2020

RECRUITERS 2020 Business Outlook Survey

# Economic Outlook

**While the economic mood may appear gloomy, Irish economic growth momentum remains positively 'boomy' at present. In stark contrast to the outlook for most other economies, the latest European Commission forecasts entailed a marked upward revision to Irish GDP forecasts for 2019. Growth is now expected at 5.6%, making this the fourth year in the last five that Ireland has been the fastest-growing economy in the EU.**

While the economic temperature varies widely across sectors and geographic regions, the sustained strength of the recovery in the Irish economy has seen unemployment fall from 11.1% five years ago to 4.8% in October 2019. As a result, many parts of the jobs market have seen the focus shift dramatically from job security to skill shortages. The lessons of the last crisis are recent enough and painful enough and Brexit concerns are sufficiently threatening enough to prevent any generalised surge in salaries. However, the reality is that Ireland is not a 'one size fits all' economy and some sectors are now growing at an exceptional pace and that is translating into pay pressures in those areas.

The continuing strength of export growth — which is likely to be around three times the rate of growth in consumer spending for the third year in a row in 2019 — point to a green growth machine that has a strong and ongoing appetite for skilled workers. In turn, this is leading to sharp increases in the pay packages Ireland's leading companies need to lure the best and the brightest to ensure those companies can continue to innovate and expand.

*Austin Hughes*  
*Chief Economist, KBC Bank Ireland*



*Austin Hughes has worked as an economist for KBC since 1990, following stints in the Department of Finance, Central Bank and Bord Fáilte. He has an MA in economics from UCD.*

*His focus is on issues affecting the Irish and European economies. He produces a number of closely followed Consumer Sentiment Surveys. He is also a regular contributor to media on economic and financial topics.*

Growth is now expected at 5.6%, making this the fourth year in the last five that Ireland has been the fastest-growing economy in the EU.

# RECRUITERS 2020 Business Outlook Survey Results

In October 2019, we surveyed more than 1,000 senior professionals across all industries and job functions in which we recruit within Ireland for our 2020 Business Outlook Survey. Overall, **94% of respondents predict an increase in salaries** at their businesses despite **more than 88% of respondents predicting that Brexit will have some impact** on the growth of their business.

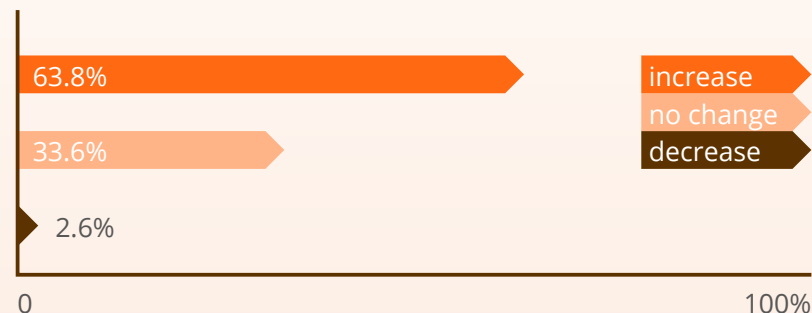
Despite growth concerns over Brexit, less than 3% feel that salaries in their departments will not increase at all in 2020, with almost 64% predicting an increase and the remaining 33% predicting that salaries will remain the same in their departments respectively. However, this opinion differed greatly between departments.

On a more positive note, while two-thirds of CEOs surveyed expect Brexit to have some impact on their business, more than half still believe there will be at least a small increase to salaries within their business in 2020.

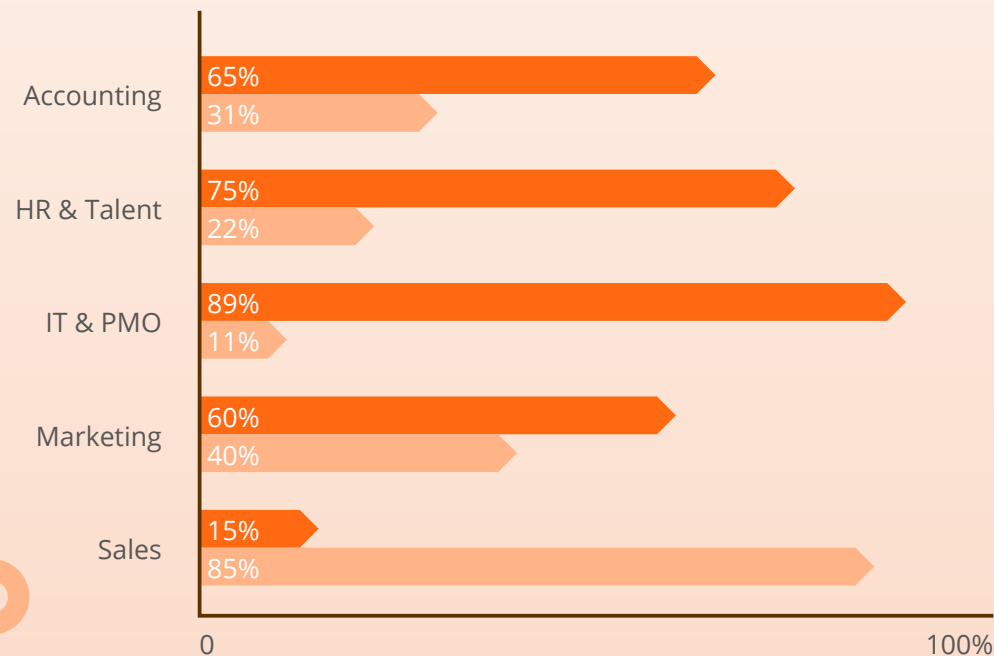
In our survey, the only departments that predicted decreases were accounting (4%) and HR & talent (3%).

Do you believe salaries in your department will increase, remain the same or decrease?

## Overall Result



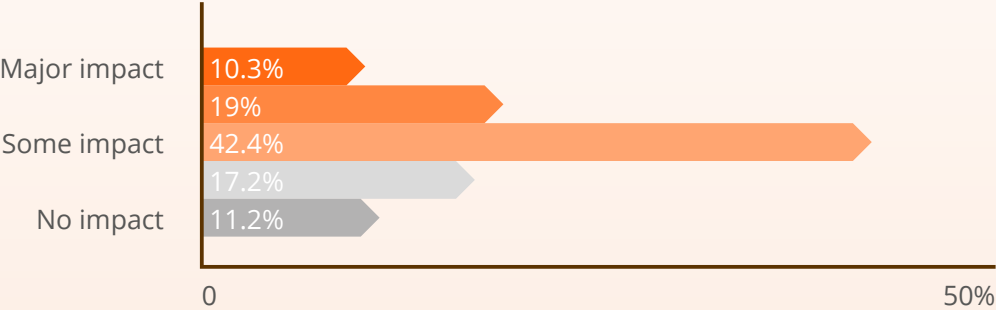
## By Department



# On a scale of 1–5, how much will Brexit impact your business?

1 = no impact | 5 = major impact

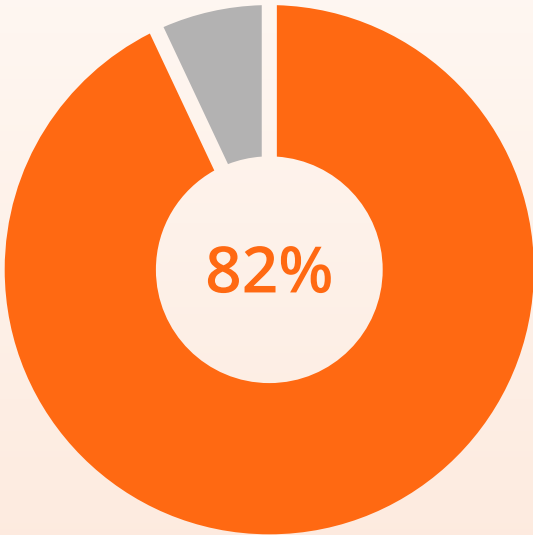
## Overall Result



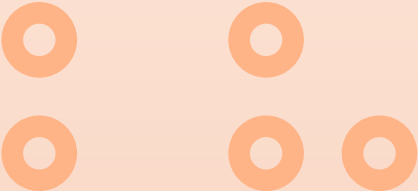
## By Department



## Pension Contributions



of respondents  
said their company  
contributes to its  
employees' pensions



# The Gender Pay Gap in 2020

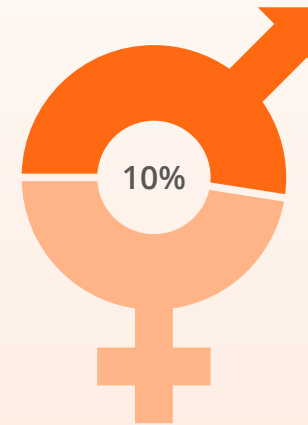
As we examined our own data for 2019, the gender balance of candidates we placed with clients was good, but there was room for improvement with 45% of our placements being female candidates across the areas we recruit in: sales, marketing, finance, HR, technology, business services and PMO.

However, as we delved into the individual sectors, larger gaps became clear. For example, two-thirds of all technology candidates placed were men, while in marketing, two-thirds of placed candidates were women.

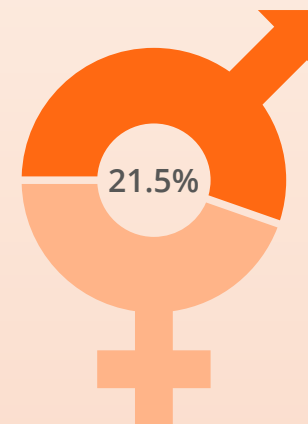
When it came to the gender pay gap, we found a 10% difference in average salaries, higher for men. However, it is important to note that this did not translate to differences in gender pay in like-for-like roles.

Consistent with global trends and data, women remain under-represented in senior roles with males occupying 65% of the placements we have made to date in 2019. However, the most senior IT role we have filled in technology for 2019, a CIO role with a €150,000 package, was filled by a female candidate.

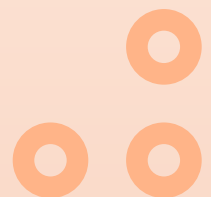
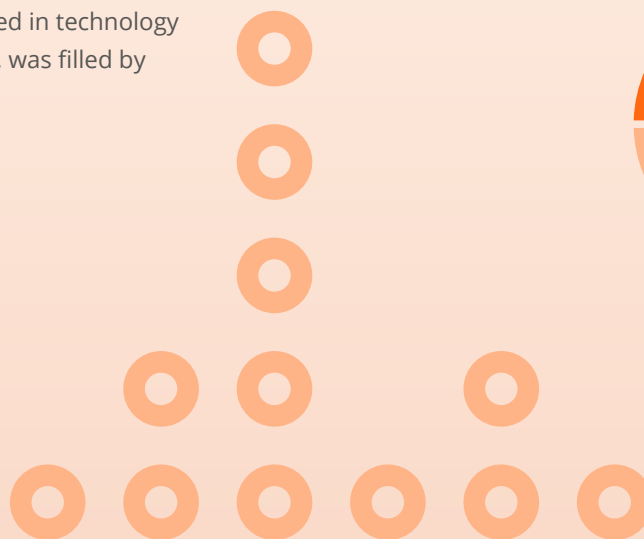
## How big is the gender pay gap in favour of men?



10% difference in average salaries overall in 2019, higher for men.



Finance had a big gap in average salaries in favour of men despite an equal number of men and women placed.





# The Gender Pay Gap in 2020

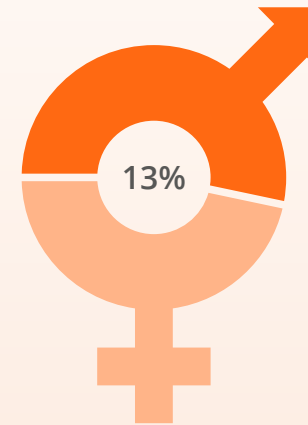
**In 2020, the Gender Pay Gap Information Bill is expected to come into effect, meaning that employers will be required to publish information relating to the gender pay gap among their employees and explain the measures being taken to reduce it.**

In the UK, a similar law is already in action, with organisations with more than 250 employees publishing figures about their gender pay gap. Though no official date has been confirmed for Ireland's reporting deadline, the Bill is still moving through the Oireachtas and a 2020 date looks likely.

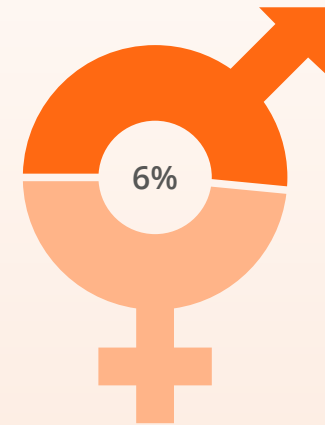
The reporting legislation alone will not be enough to mend the gender pay gap. In fact, recent UK figures show that the gap has actually widened slightly in 2019 among some groups.<sup>1</sup>

Once the legislation is enacted, companies with 250 or more employees will need to publish and explain data in relation to their gender pay gaps and this will stretch to smaller companies in subsequent years. Therefore, it's important for companies to start putting measures in place now, not only to gather the data, but to be honest about the gender gaps and start putting measures in place to close them for 2020.

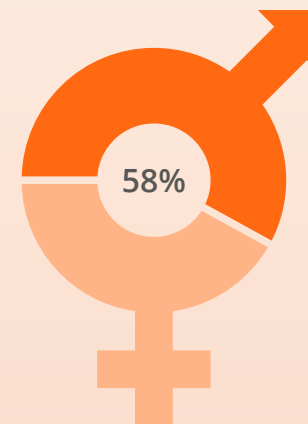
On average, contracting roles had a much smaller pay gap compared to permanent roles



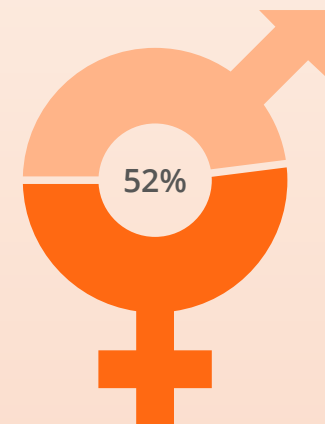
13% pay gap in permanent roles



6% pay gap in contracting roles



58% of our permanent placements were men



52% of our contracting placements were women

# Accounting and Finance

6.5%

Base-salary  
Inflation

**Due to Brexit uncertainty, some financial institutions are now choosing Dublin in which to set up. Qualified workers with the right experience and cultural fit are becoming more difficult to secure, which is raising salaries in the sector along with added bonuses.**

In 2019, the Chartered Accountants Leinster Society said the average salary package, which includes base salary, car allowance and bonus had risen to €112,582, up more than 3% compared to 2018.<sup>2</sup>

Britain's departure from the EU will lead to an extremely high demand, not just for workers in banking and financial institutions, but also for regulatory professionals as risk and compliance continue to be of paramount importance due to legislation and regulations coming downstream in relation to financial services, money services and AML and corporate governance, with demand far exceeding supply.

FP&A, finance business partners, commercial accountants and commercial finance analysts have all become extremely in-demand roles, due to the need for forecasting and analysis in a data analytics age. However, these roles can fade in a downturn as companies begin to focus on costs and shoring up. Tax remains as buoyant as ever with a lack of supply to meet demand, which is taken by the practices and larger firms. We would view a semi-hard Brexit or a hard Brexit driving demand for tax professionals significantly.

**We're predicting an average of 6.5% base salary increases** within the sector due to the increasing skills shortage. In fact, a PwC report released in May 2019 shows that the availability of key skills is a top concern (84%) for Irish financial services leaders and is more acute than for their global counterparts (76%).<sup>3</sup>

	Dublin			Rest of Ireland		
	Years in position			Years in position		
	1-3	3-5	5+*	1-3	3-5	5+*
Part-Qualified Accountant	38	48	49	36	42	45
Accounts Payable/Receivable	33	37	40	30	33	35
Accounts Payable/Receivable Leader	48	55	63	49	54	60
Credit Control	28	32	39	23	30	35
Credit Control Manager	46	52	61	40	44	51
Payroll	33	39	47	29	33	39
Payroll Manager	48	58	67	46	52	60
Treasury	60	67	76	49	53	56
Treasury Manager	68	78	86	60	67	76
FP&A	62	70	80	53	59	64
FP&A Manager	84	100	115	72	86	100
Financial Accountant	59	65	75	52	56	65
Cost Accountant	55	64	70	49	56	65
Systems Accountant	59	65	75	54	59	65
Revenue Accountant	58	62	75	46	50	60
Management Accountant	56	62	75	48	52	65
Financial Analyst	48	55	70	44	51	63
VAT Accountant	55	70	80	50	54	70
VAT Manager	71	78	83	48	53	64
Internal Audit	59	62	75	54	59	70
Internal Audit Manager	75	84	93	60	65	72
Compliance	43	52	59	38	48	53
Compliance Manager	67	83	93	59	71	79
Financial Manager	72	81	89	68	77	82
Financial Director	120	140	154	101	115	131
CFO	129	151	181	107	129	154

*All figures in thousand of €. \*5+ figures imply a minimum salary in this bracket*



**No matter what happens with Brexit, I can see qualified accountants with between one and three years' experience in great demand and short supply. The engine room of any finance team tend to see a lot of staff turnover and competition when we have a market that is hot. I don't see that changing in 2020 and employers need to be aware of this.**

Garrett O'Gorman, Principal Consultant, Accounting and Finance Recruitment

# PMO and Project Management

7%  
Base-salary  
Inflation

Project management can be broadly divided into technical and functional. Technical project management focuses on either deploying software applications or building them in software engineering environments. This domain is populated with roles such as product owners, scrum masters, technical product managers, who are often replacing the more traditional roles of software development project managers and programme managers.



89% of PMO professionals predict salary increases within their department

RECRUITERS 2020 Business Outlook Survey

Functional project management focuses on delivering projects outside of core software engineering and applications in the areas of process transformation, e.g. retail banking, insurance claims, construction projects. While many have some technology component associated with them, the business or functional understanding remains the most important component.

Due to the project-related nature of their work and working toward defined timelines, many accomplished project managers turn to the contract marketplace and hence, for a duration, remove themselves from consideration in the permanent recruitment marketplace.

	Dublin			Rest of Ireland		
	Years in position			Years in position		
	1-3	3-5	5+*	1-3	3-5	5+*
PMO Co-ordinator	54	65	79	50	63	76
Data Analyst / Reporting	37	51	64	33	45	59
Business Analyst	51	61	67	48	58	64
Project Manager	67	78	90	64	74	86
Programme Manager	97	113	126	91	101	108
Programme Director	109	132	155	100	125	144
Product Owner	57	64	75	51	57	62
SCRUM Manager	80	91	96	75	86	90
AGILE Coach	70	80	91	64	75	80
Agile Project Manager	73	82	93	63	68	78
Product Manager — Technical	70	77	87	62	71	79
Product Manager — Commerical	49	59	75	42	51	64
PMO Manager	96	105	123	96	105	123
Director — PMO	96	121	143	79	88	112
Applications Consultants	37	49	62	34	47	59

All figures in thousand of €. \*5+ figures imply a minumum salary in this bracket

In the event of a disorderly Brexit, we foresee a demand for functional project management professionals to oversee the transition of business from the UK to Ireland or changing business processes to accommodate. This combined with the constant demand for technical project experts to drive the ever-growing software industry, means there is an increasing demand.

However, project management as a permanent role remains an attractive area to work in for many professionals and with this in mind, **we see base salary inflation coming in for 2020 around the 7% mark.** There is a supply of candidates transitioning with cross training from functional to technical, which meets some of this demand as well as the plentiful supply of contingent workers. Additionally, almost 90% of PMO respondents in our 2020 Business Outlook Survey expect increases within their department.

# High Tech

8%

Base-salary  
Inflation

It won't come as a surprise that the tech sector continues to thrive. With major trends such as 5G, growing mobile commerce and AI increasingly becoming part of our lives, the industry will require more skilled workers. While salaries are not the most important factor that will entice workers, the nature of the skills needed combined with the worsening talent shortage means tech workers across a wide range of disciplines will continue to be able to demand higher salaries in 2020.

Looking specifically at Ireland, it is fast becoming the global technology hub of choice and, according to IDA Ireland, the ICT industry generates €35bn in exports every year. Additionally, the IMD World Digital Competitiveness ranking, which measures the capacity of 63 economies to adopt and explore digital technologies, moved Ireland up one place in 2019.<sup>4</sup>

A recent study from BusinessFibre.co.uk<sup>5</sup> named Ireland the second-best country for coders and programmers to find a job and the latest GradIreland salary and recruitment trends survey shows that the average starting salary for graduates in Ireland has hit €30,000 for the first time ever, with technology and engineering sectors offering an average of about €32,000 for graduates, thus helping to drive up the average.<sup>6</sup>

These statistics are all signs of Ireland's continued growth when it comes to its digital economy and its tech sector as a whole and as a result, **we expect an inflation rate of around 8% on base salaries.** A growing tech economy means the need for a larger tech workforce and the ability to offer bigger salaries. In particular, network engineering, IT leadership around cloud strategy and site reliability engineers remain constant. According to our 2020 Business Outlook Survey, 89% of IT professionals also expect salary increases within their department.

	Dublin			Rest of Ireland		
	Years in position			Years in position		
	1-3	3-5	5+*	1-3	3-5	5+*
Windows Systems Administrator	44	56	68	43	52	63
UNIX / Linux Systems Administrator	46	59	73	43	55	68
Helpdesk Level 1	27	29	31	26	28	30
Helpdesk Level 2	27	29	31	26	28	30
Network Engineer	42	56	68	39	52	63
Service Delivery manager	65	77	90	63	75	86
SOC Specialist	29	36	52	27	31	44
Security Architect	81	95	108	76	89	103
Cloud / Infrastructure Engineer	65	83	91	59	77	86
Cloud / Infrastructure Architect	92	108	124	90	104	119
IT Manager	83	95	108	81	92	103
IT Audit	63	71	80	56	66	76
Head of IT Audit	106	113	124	103	113	124
Chief Security officer	100	119	138	95	112	130
Field Service Engineer	38	45	52	33	41	49
Director of IT	108	135	162	105	123	140
Data Centre Technician	41	50	56	35	40	46
Data Centre Manager	89	106	90	81	95	110
Application Support Specialist	43	57	70	38	52	65
Application Support Manager	59	75	89	56	68	81

All figures in thousand of €. \*5+ figures imply a minimum salary in this bracket



**The tech sector is set to continue to grow, organisations are fighting harder than ever to retain their staff. However, where companies were using higher salaries to attract and retain talent two years ago, they are now using flexible working and additional benefits. This is where the SME market is really capitalising and competing against the multinationals who have been scooping up top tech talent for a number of years. However, as organisations continue fighting to retain their staff more aggressively, the market will only continue to get tighter.**

Al Keogh, Principal Consultant, High Tech Recruitment

# Software Engineering

12%

Base-salary  
Inflation

An article in The Journal in 2017 said one in every three software engineers in Ireland is being hired from outside the country.<sup>7</sup> Meanwhile, research from Indeed shows that tech companies based in Ireland are struggling to hire from within the country's talent pool.<sup>8</sup>

According to our estimates, that number is far higher now, with engineers coming from all over Europe and countries such as Brazil, China and India. We continue to attract the talent because of the chance to work in an English-speaking environment and the career opportunities available. In fact, our 2020 Business Outlook Survey showed that 'career opportunities' was among the top three staff retention tools across the board.

Due to the ever-increasing demand, we see a trend of many accomplished software engineers turn to the contracting market and hence remove themselves for a duration from the permanent recruitment market place. In fact, in America, there is a software development and programming jobs shortfall of 472,000 and in Ireland, the information and communications technology (ICT) sector is predicted to need more than 70,000 new workers in the next five years. While ICT includes more than just software engineering, they make up a significant part of that gap.<sup>9</sup>

Software engineering has high barriers to entry with most companies wanting to see a third-level qualification in computer science or engineering. It has seen the most aggressive salary inflation out of all areas we recruit in, mainly due to demand and therefore, **we anticipate this will come out at approximately 12% inflation on base salaries.** This is particularly due to the huge skills shortage that only continues to grow.

	Dublin			Rest of Ireland		
	Years in position			Years in position		
	1-3	3-5	5+*	1-3	3-5	5+*
Java Developer	48	74	93	45	68	82
.NET Developer	50	71	86	47	65	77
Python Developer	49	67	81	44	57	73
Front End Developer	54	69	84	50	62	76
Mobile Developers	47	65	85	43	62	82
C++ Developers	59	74	87	56	72	84
Hardware Engineering (C/Firmware)	56	67	78	56	67	78
UI / UX Engineers	50	68	78	59	68	82
Graphic Designers	35	47	62	29	39	50
Application Developers	55	67	87	54	66	83
Database Developers	54	64	76	50	60	72
BI / Analytics Developers	59	76	90	58	69	83
BI / Analytics Manager	67	82	95	67	82	95
Data Scientists	63	83	102	55	77	96
Database Administrators	50	63	82	45	58	74
Devops / SRE (Site Reliability Engineer)	58	71	82	54	66	76
Technical Writer	43	53	62	39	48	56
Software Testing / QA	53	62	76	47	59	73
Automation Tester	47	65	78	44	54	66
Localisation / Internationalisation Engineer	34	38	41	27	30	35
Technical Architect	96	111	125	90	103	118
Solutions Architect	84	99	112	78	90	101
Enterprise Architect	103	122	143	99	115	127
Head of Architecture	109	128	148	99	115	127
Software Development Manager	94	109	132	95	110	118
Software Development Director	115	140	167	110	132	153
CTO	129	166	198	123	158	190

All figures in thousand of €. \*5+ figures imply a minimum salary in this bracket

# Sales

7%

Base-salary  
Inflation

Sales is the lifeblood of every organisation and has grown in sophistication over the last decade greatly. Now, marketing and customer success are tied into the sales funnel to create a more scientific approach to growing and retaining business.

The growth of inside sales centres, with a career ladder from lead generation executive up to enterprise account managers, means demand is rising. According to HubSpot, inside sales made up 43.5% of professional salespeople in 2017 and was expected to grow by more than 4.5% in 2019 and eventually move towards a 50/50 balance of inside and outside sellers.<sup>10</sup>

It's worth noting from our 2020 Business Outlook Survey that 53% of respondents working in sales expect little or no increase in salaries in 2020, most likely due to the uncertainty around Brexit, given that 76% of sales respondents expect Brexit to have some impact and 23% expect it to have a major impact.

However, based on our industry knowledge, we believe this could result in more job creation in this area. In fact, **we predict base salaries in sales to increase by approximately 7%** because, as sales continues to evolve, the demand for varying experience becomes more important and means a well-rounded candidate can command a more lucrative salary.



*In the tech sales space, I'd expect a huge chunk of people to see a salary increase. In fact, we've seen international companies move their sales centres to Dublin as a result of Brexit uncertainty, while other companies are offering salaries as competitive as major multinationals.*

Patricia Lynch, Manager, Sales and Marketing Recruitment

Inside Sales	Dublin			Rest of Ireland		
	Years in position			Years in position		
	1-3	3-5	5+*	1-3	3-5	5+*
BDR (Business Development Representative)	32	49	54	35	41	54
BDR Team Manager	64	72	86	54	62	77
BDR Director	102	128	155	87	105	135
Account Executive	40	59	75	37	46	54
Account Manager	44	54	70	36	46	59
Account Director	96	112	128	96	112	128
Customer Success Manager	43	54	64	37	47	60
Customer Success Team Manager	62	68	81	52	62	71
Inside Sales Team Leader	49	56	64	42	50	60
Inside Sales Manager	64	72	86	43	51	59
Director Inside Sales	105	123	141	97	111	133
Channel / Partner Sales Manager	48	59	70	43	54	64
Channel / Partner Sales Team Manager	64	72	86	54	62	77
Telesales	26	31	36	22	26	29
Telesales Manager	48	58	64	41	45	57
Pre-sales / Sales Engineer	59	72	88	48	54	67
Pre-sales / Sales Engineering Manager	92	101	120	82	89	102
Sales Operations Manager	51	62	76	41	48	68
Bid Executive	32	41	48	30	34	37
Bid Manager	54	70	86	48	64	80

Direct Sales	Dublin			Rest of Ireland		
	Years in position			Years in position		
	1-3	3-5	5+*	1-3	3-5	5+*
Field / Territory Sales	35	41	45	30	35	40
Field / Territory Sales Manager	67	76	86	55	63	70
Key Account Manager	54	63	73	45	52	58
National Account Manager	73	80	89	53	60	72
Business Development Manager	43	51	59	30	38	45
Business Development Team Manager	70	83	96	50	58	65
Contracts / Commercial Manager	77	91	110	63	77	90
Sales Manager	70	81	94	55	65	75
Sales Director	96	128	161	83	96	110
Chief Revenue officer (CRO)	150	203	257	140	190	240

All figures in thousand of €. \*5+ figures imply a minimum salary in this bracket



# Marketing

5%

Base-salary  
Inflation

**Marketing has seen a huge transformation toward digital over the last decade and the pace is intensifying. Organisations are looking for more leads through market research and digital marketing efforts, with spend on social media continuously rising.<sup>11</sup>**

Digital start-ups, SMEs and large multinational companies are all looking to develop their brands to gain competitive advantages using digital marketing tactics, which are targeted, measurable and fluid. This results in a need for 'Demand Generation' marketers, marketing operations experts to work with tools such as Salesforce, HubSpot and Marketo.

Content is another major growth area as the new PR, and demand is met again by a supply of more traditional writers, journalists and editors keen to move across. Certain new roles such as marketing technologists and marketing engineers are becoming more common place as is the world of product management which is morphing more toward a marketing bias for certain categories of roles.

As a whole, the barriers to entry remain lower to train in digital marketing compared to technology and finance, and so, fewer marketing respondents in our 2020 Business Outlook Survey predict increases compared to other departments (60%). However, it remains an attractive area for people to work in, which is why **we see supply keeping up with demand and anticipate base salary inflation of around 5%**, slightly ahead of the national average.



**Early, middle or advanced-stage marketers in any way inclined towards analysis, analytics or proof by numbers are well positioned. It's advisable to become more familiar with the tools and systems in use in analysis, CRM, automation and digital because that is what companies are seeking even to complement traditional non-analytical roles.**

Louise O'Reilly, Associate Principal Consultant, Marketing Recruitment

	Dublin			Rest of Ireland		
	Years in position			Years in position		
	1-3	3-5	5+*	1-3	3-5	5+*
Marketing Executive	32	40	51	27	36	43
Marketing Manager	50	65	79	50	62	70
Marketing Director	93	110	137	82	99	117
CMO	120	140	160	105	149	172
Digital Marketing Specialist (PPC/SEM/Acquisitions)	33	41	60	36	38	45
Digital Marketing Manger (PPC/SEM/Acquisitions)	50	63	78	47	61	70
CRM Executive	35	49	54	30	44	49
CRM Manager	48	57	68	43	53	62
Assistant Brand Manager	35	45	50	36	44	50
Brand Manager	51	61	69	46	53	61
Group Brand Manager	58	72	80	55	69	76
Channel Marketing Manager	42	53	63	37	47	58
Marketing Operations / Automation Manager	40	55	70	41	58	75
Demand Generation Manager	60	79	103	62	71	90
Insights Manager	47	61	74	47	58	68
Product Manager	48	65	89	41	56	80
Category Manager	43	56	66	42	51	59
Content Manager	43	53	63	35	44	55
Social Media Executive	30	38	43	27	32	36
Social Media Manager	47	58	68	42	53	63
PR / Communications Executive	36	41	46	30	37	43
PR / Communications Manager	51	59	81	48	55	63
Events Executive	29	34	37	26	29	32
Events Manager	38	55	78	38	43	49
Insights Manager	47	61	74	47	58	68

All figures in thousand of €. \*5+ figures imply a mininum salary in this bracket

# HR and Talent Acquisition

4%

Base-salary  
Inflation

**The function of HR has expanded in the last three years to encompass data analytics and insights to encourage data-driven decision-making. The importance of attracting permanent talent into businesses is still a huge driver, so HR needs to focus not only on ways of attracting talent, but retaining talent and how to increase overall productivity using technology and data.**

In bigger companies or companies focused on scaling, talent is often split out from general HR. The growth of internal talent teams and workforce planning analysts has seen a huge jump in the last four years as companies look to grow. HR professionals will require skills and experience in the latest HR tools and as the remote and contingent workforces become more common, experience working with both will become more important.

Looking to the future, employers will seek HR professionals that can take a more holistic view of what their workforce needs. As such, HR and talent acquisition will continue to split and become two separate areas and the role of the former will evolve. As these roles become redesigned while maintaining attractive salary packages, some enticing career opportunities are available, particularly in L&D, organisational development and employee relations. HR salaries rose last year and we expect them to rise again, though not as much as finance or tech.

The barriers to entry remain lower in HR compared to technology or finance, but it remains an attractive area for people to work in due to its people focus, especially given the new specialist skills it will require in the areas of employee experience and employer branding. Hence supply keeps up with demand, and we would see demand steady with 2019 and **anticipate a base salary inflation of around 4%**, slightly ahead of the national average.

	Dublin			Rest of Ireland		
	Years in position			Years in position		
	1-3	3-5	5+*	1-3	3-5	5+*
HR Administrator	30	35	38	27	32	36
HR Business Partner	54	72	84	51	69	80
HR Generalist	37	45	55	37	43	49
HR Manager	58	74	89	54	69	87
HR Director	92	121	144	86	108	126
Comps & Bens	45	56	69	36	50	59
Comps & Bens Manager	73	86	98	68	81	89
HRIS Analyst	47	62	68	40	50	68
Talent Acquisition Co-ordinator	31	35	40	27	32	36
Talent Acquisition Specialist	41	52	64	34	46	57
Talent Acquisition Manager	66	83	97	54	77	89
Learning & Development Specialist	43	52	59	34	44	55
Learning & Development Manager	58	69	78	50	58	66
Organisational Development Specialist	47	63	70	44	57	64
Organisational Development Manager	73	86	102	66	76	85
Employee Relations Specialist	43	53	60	41	48	55
Employee Relations Manager	66	77	86	52	62	71
HR Business Analyst	36	45	52	36	41	48
HR Project Manager	55	67	75	50	61	71
WFM (Workforce Management) Analyst	27	43	51	25	40	45

All figures in thousand of €. \*5+ figures imply a minimum salary in this bracket



**Many of our clients have used terminology around preparing for the workforce of the future and, as a result, have sought out HR professionals with strong L&D backgrounds.**

**HR professionals with a capacity for managing change and developing middle and senior line managers with a blended learning approach are in high demand. The outlook for 2020 is positive as employers embrace HR initiatives that encourage employee retention and development. This is good news for the next generation of HR professionals who are vying for positions at senior and board level.**

Gerard Doyle, Founder and Managing Director, RECRUITERS



# Business Support Services

5%

Base-salary  
Inflation

**Business support services are prevalent across all organisations and underpin their day-to-day operations. The volume of roles is enormous, as is the supply of candidates from all over the EU. The entry-level roles naturally have low barriers to entry.**

The multinational sector has a large demand for candidates in the 'order-to-cash' lifecycle working with their customers across maintaining business operations.

In the last two years, there have been major jobs announcements across a number of multinationals, with LinkedIn and EY among the most recent announcements in 2019. This has increased the demand for these roles, driving salary inflation to around 5%, particularly at the more experienced end as opposed to the entry-level roles, which remain relatively flat.

In 2020, **we expect this 5% base salary increase to be maintained**, due to the continuing demand for these candidates as both multinationals and SMEs grow. However, due to the relatively stable supply of candidates, the increase would be nowhere near as large as finance or software engineering, where the skills shortage becomes a major problem.

	Dublin			Rest of Ireland		
	Years in position			Years in position		
	1-3	3-5	5+*	1-3	3-5	5+*
Receptionist	25	30	35	22	27	30
Administrator	25	32	37	24	28	34
Secretary	33	40	47	27	33	38
PA (Personal Assistant)	36	45	55	32	36	41
EA (Executive Assistant)	43	56	68	34	40	53
Sales Support Administrator	27	33	39	21	30	35
Office Manager	36	47	60	32	38	44
Accounts Assistant	25	32	35	22	28	32
Order to Cash / Fulfilment	27	36	50	25	34	44
Customer Services Representative	25	32	38	23	27	32
Customer Services Representative (Multi-Lingual)	29	36	42	26	32	35
Customer Services Team Leader	36	44	50	29	34	38
Customer Services Manager	51	63	74	37	44	50
Director — Customer Services	63	79	95	47	66	84
Operations Manager	59	71	89	54	65	80
Operations Director	101	131	147	95	116	126

*All figures in thousand of €. \*5+ figures imply a minimum salary in this bracket*

# The 2020 Workforce

Most leaders will know that the 2020 workforce will be more flexible and more diverse than ever before, especially when it comes to generational differences. They will also be aware that 2020 is the year that 50-75% of the workforce will be millennials. In fact, EY and Accenture have already reported that millennials make up more than two-thirds of their entire employee base.

Millennials want recognition for their work. They want to work in a company that has value and meaning. These traits can be found in companies that have a decent company culture and, according to our 2020 Business Outlook Survey, the vast majority of employees believe company culture is the biggest staff retention tool. This is in contrast to CEOs and leaders, who believe the biggest staff retention tool is training and development. Understandably this could be what leaders are hoping for because a need for training and development is arguably an easier problem to fix compared to company culture.

## Contingent workforce

It's not just the age of the employees that are changing in 2020, but also how they will work. The contingent workforce is beginning to dominate compared to permanent employees. In fact, research from Intuit notes that the percentage of the workforce in 'contingent work' is expected to exceed 40% by 2020. More than 60% of employers in a 2017 Randstad Sourceright report had planned to replace one-third of their permanent staff with contingent workers. And according to KPMG's 2018 CEO Outlook survey, almost all companies in the US (99%) use a contingent workforce in some capacity.

What was once almost exclusively found in the tech sector has now expanded to other industries. In 2017, PwC estimated that the finance industry was made up of around 30-40% contingent workers and from our own data, we can see contract roles coming in from a much broader range of sectors and industries, particularly the finance and accounting sector.<sup>12</sup>

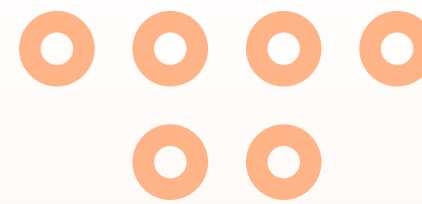


40% of the workforce will be 'contingent' in 2020

The benefits of a contingent workforce are clear. A remarkable shortage in very specific skillsets means candidates that have those skills can command a higher rate as a contract worker and shorter projects that require such skills can be completed without the cost of taking on a permanent employee. In fact, tech giant Google actually has more contractors working for it than permanent employees, although this is leaving the company at risk when it comes to employment law.

As the future workforce becomes more contingent than permanent, companies have to safeguard themselves the right way when it comes to their contingent workforce. At the same time, with employer branding becoming more important than ever, companies also need to make sure that they are attractive enough to entice the contingent workforce because they will still be battling it out for top talent, even in the contracting space.

# How to attract and retain talent in 2020



Company culture and employer branding improvements will be the key to attracting top talent. In fact, a good company culture will be the key to retaining your talent too. This includes having a good employee value proposition, or EVP, for your staff. This means you are providing your employees with clear benefits and value that they will get for doing a good job in your organisation — and this goes beyond money.

Our 2020 Business Outlook Survey shows that company culture was voted the greatest staff retention tool in a company's arsenal. In fact, research from Gartner shows that organisations that effectively deliver on their EVP can decrease annual employee turnover by almost 70%.<sup>13</sup> And with the 2019 HR Barometer showing the cost of recruiting a replacement employee is more than €14,000 and a worsening talent shortage, staff retention will become critical for all businesses in 2020.



## The cost of replacing an employee is more than €14,000

### Flexibility will be key

Most leaders will be aware of flexibility becoming engrained in the workforce. However, it's becoming so important and necessary that bringing a remote or flexible working policy can no longer be ignored. In fact, 30% of respondents to our 2020 Business Outlook Survey cited flexible working as the greatest staff retention tool, just behind company culture at 31%.

Flexibility cannot just be a buzzword for employers for the sake of it. Nor can they simply state that flexible working is an option for employees and expect them to understand the rules around it. In order to offer flexibility in the workplace, employers must include strong, clear guidelines around what this means, and that includes a 'work from home' or remote working policy, rules around condensed hours or flexible working weeks and information about the equipment usage policies.

While flexible working will continue to be important to the vast majority of the 2020 workforce, employees and employers alike need to know where they stand when it comes to actually offering this.



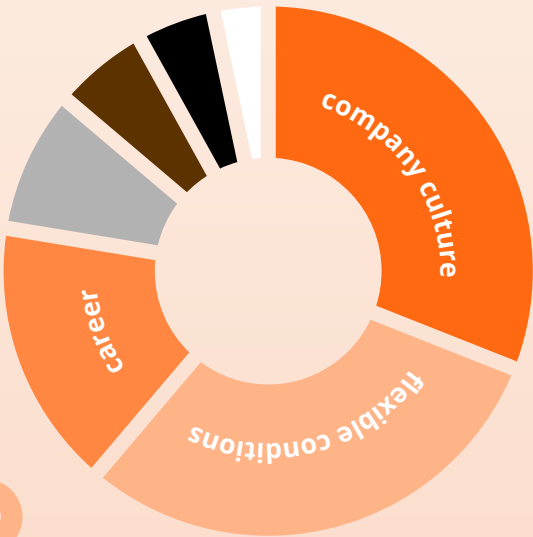
# How to attract and retain talent in 2020

## People manager training

While training and development didn't make the top three greatest staff retention tools within our 2020 Business Outlook Survey, it is still hugely important for future-proofing your staff and business, especially when it comes to managerial training.

As the workforce becomes more contingent, more agile and more fluid in their skillsets, managers will need to prepare for this change — and that's assuming they're fully trained in people management in the first place. After all, research by Gallup shows that only one in 10 people possess the talent to manage.<sup>14</sup> It's widely accepted that, in general, top talent leaves managers more than companies and, in an era when no business can afford to lose its best employees, training good people managers is critical.

Preparing for the 2020 workforce doesn't just mean being aware of what it looks like. It means having leaders in place to manage the differences it will make to the team. It means training managers that know how to work with a multigenerational workforce, a contingent workforce and a remote workforce, possibly all at once. Because when companies can increase the number of trained, talented managers, they will increase employee engagement. This means they can achieve, on average, 147% higher earnings per share than their competition.<sup>15</sup>



Which of the following is your greatest staff retention tool?

- 31% Company culture
- 30.2% Flexible working conditions
- 16.4% Career opportunities
- 8.6% Training and development
- 6.9% Perks and benefits
- 5.2% Management style
- 0% Tools and technologies
- 1.7% Other



# What's your employer brand identity?

## A new art of attracting the very best in 2020

Is the customer always right? Not anymore. We're living in a new era whereby customers come second and employees come first. So, are employees always right? Not at all — but they should be listened to and heard in order to get the best out of them.

An employer brand identity should be seen as the bridge between a company and its employees. If you don't understand what your existing or prospective employees value, you're going to find recruitment a lonely and isolated place pretty quickly. You won't know your true company

identity and you won't know what your culture is — you will only know what you think it is. The fact is that everyone's individual values make up a company culture and identity. No matter what you say or sell yours as, this accumulation of values will be the honest one.

31% of survey respondents said company culture was the greatest staff retention tool.

Attracting and retaining talent requires a new level of honesty. This honesty comes in the form of listening to your employees and using this to inform clear employer brand values and an employer brand identity that reflects them. We're seeing more and more companies using their brand values as interview and hiring criteria because being honest about who they are and what they value allows candidates to self-select as to whether or not the fit is right from the beginning. Remember, it's a two-way street — not only do you have to decide if a candidate is right for you, but they have to decide if you're right for them.

A company that uses its employer brand identity honestly is able to compete for talent against large multinationals on factors that are meaningful to candidates — and this doesn't include salary anymore. These companies attract like-minded people, those who believe in their passion and purpose.


# What's your employer brand identity?

Today's talent market has full transparency into a company's real culture and identity. Online review sites such as Glassdoor and job portals such as IrishJobs.ie enable current and past employees to share their voice and experience anytime, anywhere. If you decide not to listen to them, they can and will be heard by thousands of potential applicants. If you fail to recognise what your true culture and identity is, then employee expectations will not be met and they will probably leave and tell their friends and family.

In fact, 'company culture' was voted as a company's greatest staff retention tool in our 2020 Business Outlook Survey, which surveyed professionals at all levels, industries and job functions. 'Flexible working conditions' and 'career opportunities' followed closely. Interestingly, these top three tools for staff retention all fall under the umbrella of employer branding.

## **Your employment brand has never been more integral to the health of your business**

It's important for employers to recognise that their employees steer the ship now and that candidates who apply are navigating it online on the back of your perceived honesty, expectations and support. According to the 2018 Fortune 500 Top 100 Employer Brand report, 66% of candidates share negative experiences across a number of online platforms and that nearly 90% of professionals say a positive interview experience can change their mind about a role or company.



The goal is not to attract everyone to your open roles because you can afford to pay astronomical salaries. The goal is to attract only those candidates who believe what you believe because they will be more loyal and less likely to leave when they are offered more money by your rival.



# What's your employer brand identity?

Therefore, a good employer brand educates and informs all candidates of what they can expect as a new employee. However, a strong employer brand identity attracts the candidates you really want, which is the real goal.

When we meet new clients for the first time, we often hear them say that they struggle to compete for talent against the large multinationals. But they do, because we listen to their goals, their vision and we learn about their business, their culture and what their current employees value.

Through this employer brand identity (whether they knew they had one or not), we find really talented people that simply resonate with it. It's unique to every business and something the large multinationals of this world simply can't compete with.

It's also important to remember that businesses change and so do identities. RECRUITERS has changed a lot since 2006 and we've had to listen and apply feedback in order to rediscover what our employee value proposition and employer brand identity was, most recently in 2018. We all need to do so regularly in order to ensure that we stay relevant in the market and also to ensure that when new starters join, their expectations are lived up to. This is why our consultants stay at RECRUITERS and why our clients get to enjoy working with the same consultant year after year.

As one of our clients put it:

***The longevity of your [RECRUITERS] team is a testament of our success. I have been dealing with the same account manager for four years, she knows our business better than some of my own staff. I can rely on her and trust her to find the talent I need without having to explain myself multiple times over to multiple teams and agencies.***

Teddy Murphy, CEO, Miagen

This is a testament to the importance of putting your employees first. If you take care and listen to your employees, they will take care of your clients. Talk to your employees today. Identify your employer brand identity and be honest. In doing so, you can compete with any business in the world in what is a further narrowing talent market going into 2020.

# About RECRUITERS

## Ireland's most trusted recruitment partner.

At RECRUITERS, we believe everyone should feel inspired in work, secure when they're there and leave fulfilled every day. Founded in 2006, RECRUITERS is a privately owned, multi-award-winning, Irish recruitment services company headquartered in Dublin, Ireland with more than 25 seasoned consultants and 130 contractors.

As Ireland's most trusted recruitment partner, we combine our knowledge, experience and personal relationship capabilities as recruitment professionals with the latest technology and techniques to ensure jobseekers secure their dream job and employers achieve their business goals by having the right talent in the areas we specialise in:



Sales and Marketing



Accounting and Finance



IT and Software Engineering



Project Management  
and Operations



HR and Talent Acquisition



We believe everyone should feel inspired in work, secure when they're there and leave fulfilled every day.

100%

Of clients surveyed said that **RECRUITERS** understood and resonated with their business goals and objectives.

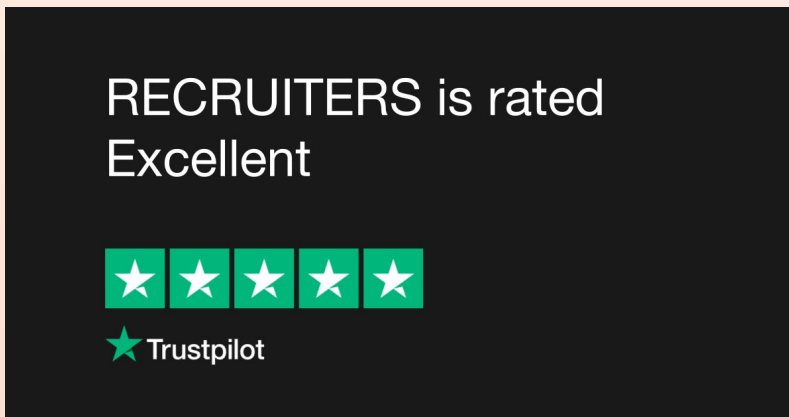


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Except where otherwise stated, all survey results and findings taken from RECRUITERS' business outlook survey of over 1,000 senior professionals in Ireland.

## Our promise to clients:

To source and select passive and active jobseekers that exceed our clients' skills and cultural requirements, brilliantly, so that they can exceed their team goals and business objectives.

**START HIRING**

## Our promise to jobseekers:

To place candidates in positions that will advance their career prospects within companies that inspire them, help them feel secure and fulfilled every day.

**SEARCH JOBS**

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