

# **TRANSITIONING TO THE NEXT NORMAL**



**SALARY & EMPLOYMENT INSIGHTS**

*7<sup>TH</sup> EDITION*

**SURVEY 2021**

# **ABOUT THIS SURVEY**

This survey was conducted over a four-week period in Autumn 2020. Current salary information was obtained from Lincoln's internal index and quality checked against survey data. To ensure that Lincoln Recruitment Specialists have a complete understanding of how Irish businesses and professionals feel about the current market and upcoming year, market trends were researched by interviewing employers and surveying professionals across a variety of sectors currently operating in Ireland, and through the experiences of our specialist recruitment team. It brings together the thoughts of over 1,200 respondents from our key focus sectors and presents a broad insight not only into people's salaries but their opinions on their current jobs in addition to employer's opinions on the work place.

We would like to express our gratitude to all the professionals and organisations who contributed and provided valuable insights into the collection of data for this year's survey. We value your time and contribution.





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## About Lincoln Recruitment

## 2021: Transitioning to the Next Normal

Welcome to the Lincoln Recruitment Specialists Salary and Employment Insights Survey for 2021.

As the COVID-19 situation evolves, Ireland and Irish businesses are feeling the human, social and economic implications. The pandemic is above all a human tragedy that has played out across the world. People are experiencing unprecedented levels of disruption in their day to day lives, their homes, as well as in their jobs, and these changes are hitting your workforce in widely different ways.

The responses to our survey reflect both the deep fiscal trauma but also hope in the promising changes to come. From all the difficulties also emerge green shoots of changes that organisations are looking to implement in the post-pandemic era. These range from reframing total rewards strategies as employee priorities shift, a focus on reskilling employees to flourish in the post-pandemic era, a greater emphasis on employee well-being and a significant move to the ability to operate and thrive virtually.

While the pandemic has had an immediate and significant impact on recruitment activity in the Irish market, from pay cuts, temporary layoffs and redundancies, there is a case for optimism among employers in that these staffing changes will only last in the short term. With multiple vaccines in the pipeline, eventually, the virus threat will subside. And when it does, organisations need to be prepared.

For this reason we believe that 2021 is likely to be a year of two phases: the first phase will be spent focusing on stability measures from business continuity, employee safety, contingency planning, compensation and rewards and training and development. In the second phase, organisations will look towards driving efficiency, business growth and performance in the post-pandemic era, and we see recruitment playing a key part in this once again.

In summary, a potentially leaner but improved way of working may emerge in the years to come from a period few will forget.



*As your recruitment partner and adviser, we take great pride in our in-depth knowledge of the marketplace and the factors that currently affect it, including the general market, economic conditions, and the expectations of organisations and their people. With this in mind, we have formulated this salary guide to help you to secure and retain the industry's top talent. This includes the most up-to-date information and advice on the current hiring outlook, employee compensation, and benefits, as well as current trends in the market and key points to note when formulating your recruitment strategy and remuneration packages in 2021.*

*I hope this report will provide you with some valuable food for thought as well as practical and useful suggestions that will help you to plan and implement your recruitment strategy in 2021.*

We look forward to discussing with you in person when the time comes, what these findings mean for your organisation and how we can help you to navigate this competitive landscape,

Best wishes,



*Shay Dalton*

Shay Dalton  
Managing Director  
Lincoln Recruitment Specialists  
+353 1 661 0444  
sdalton@lincoln..com



# **ECONOMIC PERSPECTIVE**

**By Jim Power**

Chief Economist for Aviva Ireland & part-time lecturer at Smurfit School of Business, UCD.



**330**

**THOUSAND**

*People in receipt of  
PUP COVID-19 payment*

*- November 2020*

# 2.4 %

*Projected GDP  
decline in 2020*

*Irish unemployment rate*

# 20.2 %

*October  
2020*

## **ABOUT THE AUTHOR**



Jim Power is the Chief Economist for Aviva Ireland. He was previously Treasury Economist at AIB (1987-1991), Chief Economist at Bank of Ireland Group (1992-2000) and Chief Economist at Friends First Group (2000 to 2018). He is also the owner/manager of Jim Power Economics Limited, an economic and financial consultancy. He is a board member of Love Irish Food and a member of the Institute of Directors in Ireland. Jim is a graduate of UCD and holds a BA and a Master of Economic Science Degree. He also lectures part-time on the MBA programme at Smurfit School of Business, UCD.

# Economic Perspective

By Economist Jim Power

## Irish economic background

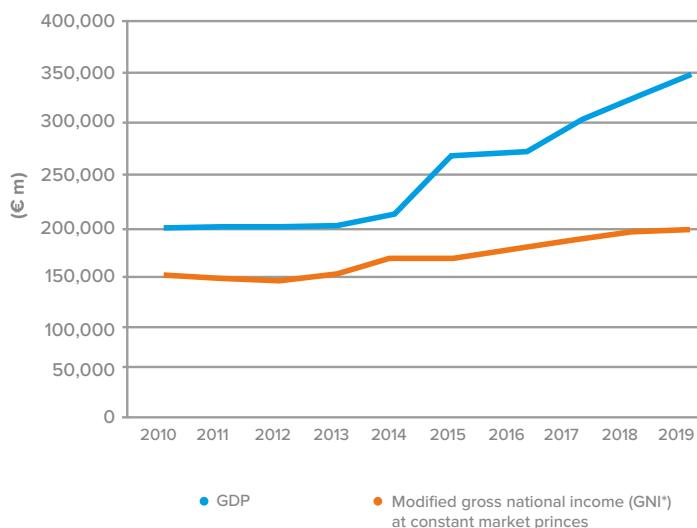
The Irish economy recovered from the global crisis of 2008/2009 in very impressive fashion. Between 2014 and 2019, real gross domestic product (GDP) expanded by 59.6% in total, and by 9.8% per annum on average over the period. Those growth numbers describe an economy experiencing a dramatic boom, but that is not quite the reality. In assessing the real health of the Irish economy, it is important to understand the nuances of Irish economic data. The activities of multinationals, particularly concerning the location of intellectual property assets in Ireland, and the activities of aircraft leasing companies, tend to distort GDP as a real measure of economic activity. This was particularly evident in 2015, when real GDP expanded by 25.1%, as a result of significant intellectual property asset transactions.

In response to these distortions, the Central Statistics Office (CSO) has developed an alternative measure of economic activity, called GNI\*. This measure seeks to exclude globalisation effects that disproportionately impact the measurement of the size of the economy. It has no international resonance but makes for better analysis of the real health of the Irish economy.

Figure 1 below shows the marked divergence in the two measures of economic activity since 2015 in particular. Between 2014 and 2019, GNI\* expanded by 20% in total, and at an annual average rate of 3.7%. This is indicative of an economy doing well, but thankfully not as dramatically well as the GDP data might suggest. The experience of the first seven years of this millennium should have taught us that steady sustainable growth is much more desirable than runaway unsustainable growth.

Nonetheless, the economic performance since 2014 has been very positive and has delivered a marked improvement in employment and overall living standards. The post-crash focus on restoring the international competitiveness of the Irish economy and restoring balance to the fiscal situation has been instrumental in the recent success of the economy. Also, the ultra-low interest rate policy pursued by the European Central Bank (ECB) certainly suited Ireland, and still does. The export performance has been very strong; inflows of foreign direct investment have been strong; tourism has boomed with a record 10.8 million overseas visitors coming into the country in 2019; business investment has been strong; construction activity has made a solid contribution, and consumer expenditure has been reasonably healthy. In summary, the growth recovery since 2014 has been broadly based. This is a good news story, but life has recently become more complicated.

**Figure 1: GDP & GNI\***



Source: Central Statistics Office.

## The global economy in 2020

In 2019, global economic growth was challenged by several factors, of which the most important was the impact of the escalating trade dispute between China and the United States, which resulted in the imposition of bi-lateral tariffs on some trade between the two countries. This trade dispute damaged global business sentiment as fears grew about the future of globalisation and free trade. Closer to home, Brexit and its associated uncertainties were also hovering in the background.

Ireland remained largely immune to these global forces and delivered a very solid performance. Coming into 2020, there was generally greater optimism about global growth prospects, largely due to a hope that ahead of the US presidential election in November, President Trump would soften his approach towards China. In the event, this did happen in the early weeks of 2020, and the global outlook was starting to look somewhat better.

It is often wisely said that the one thing that one should never try to forecast is the future. The events of 2020 certainly bear this out. Once the UN declared COVID-19 a global pandemic in early March, the global economy was thrown into a crisis of unprecedented scale. Unfortunately, it continues. On a positive note, there has been a global acceptance that national governments everywhere should spend and borrow heavily, and that central banks should take official interest rates down

to the lowest possible level and keep them there for a prolonged period, and engage in aggressive bond-buying (QE), to bring government bond yields down to historically low levels, thereby enabling governments everywhere to fund their substantial borrowing at the lowest possible interest rate cost. Here in Europe, the decision by the European Commission to bin the fiscal rules that limit budget deficits, and relax state aid rules has been very important.

Global policymakers have made it very clear that they will do whatever it takes to support businesses and households until either a safe and effective vaccine is delivered, or the virus becomes treatable. This could take some time. In the meanwhile, the global recovery will be constrained by the course of the virus, and varying levels of restrictive lockdowns across the world. Unfortunately, epidemiology is now more important in forecasting recovery than economic fundamentals.



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## The Irish economy in 2020

Ireland entered 2020 with a robust momentum, and the year ahead looked very promising. Unfortunately, much of that promise has been blown out of the water by COVID-19. Once it was declared a global pandemic, a significant segment of the Irish economy was forced to effectively shut down, and many elements of economic activity fell off a cliff.

While the overall impact on the economy has been very significant, the sectoral impact has been very varied. The FDI base; professional services; the public sector; essential retail; and financial services have generally performed strongly. On the other hand, sectors such as non-essential retail; hospitality; personal services; NGOs; arts and entertainment; events; and international travel, have suffered dramatic damage.

Some respite was delivered as the economy gradually re-opened over the summer months, but even then, many customer-facing businesses were forced to implement costly and capacity-limiting health restrictions. Then as we moved into September, localised restrictions were introduced in many counties as the level of infection increased. Unfortunately, this culminated in the whole country moving into Level 5 restrictions from midnight 21st October for six weeks. This will have a devastating impact on large swathes of the business economy, entering into what is for many businesses the most important time of the year. The hope is that these businesses will be able to resume some semblance of commercial normality for the month of December, but there are good reasons for being concerned about what might happen in the early months of 2021.

## The public finances

Coming into 2020, Ireland was thankfully running a small budget surplus, which was expected to increase in 2021. However, the response to COVID-19 dramatically changed that scenario. In the first 10 months of the year, the Exchequer ran a deficit of €11.7 billion, compared to a deficit of €1.7 billion in the same period in 2019. The ongoing COVID-19 crisis is undermining tax revenues to some extent, but the pressure on public expenditure is very intense.

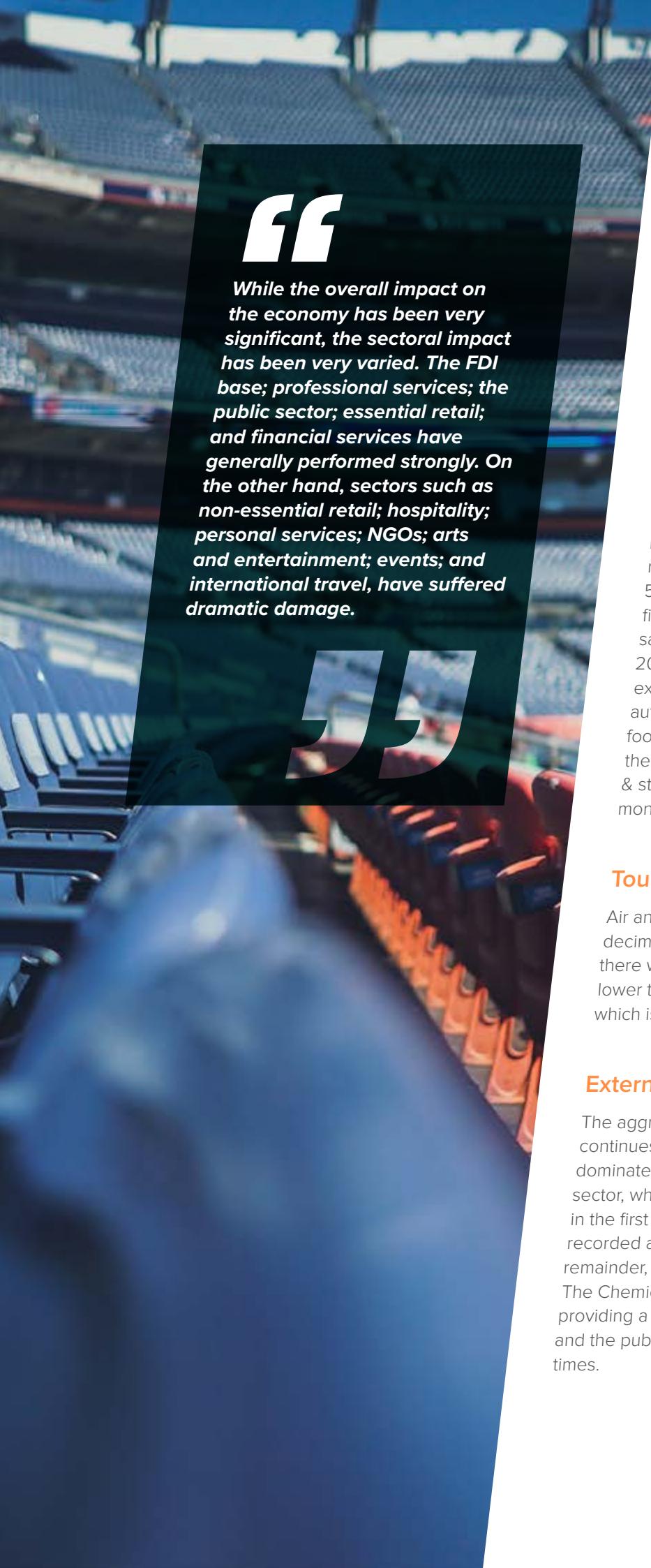
In the first 10 months of the year, total net voted government expenditure at €53.9 billion was 24.8% higher than in 2019. Current expenditure was 25.5% higher, and capital expenditure was 19.2% higher. Net voted expenditure in the Department of Employment Affairs and Social Protection was 71.3% higher than last year at €15.2 billion, and the Department of Health was 15.9% higher at €16.3 billion. These 2 departments accounted for 58.3% of total spending in the first 10 months of the year.

Overall tax revenues were 5.3% lower than the first 10 months of the year. Income tax receipts were 3.3% lower; corporation tax receipts were 11.4% ahead, and VAT receipts were 19.2% lower. The weakness in VAT receipts reflects weaker consumer spending as a result of the lockdown. The relatively strong performance of income tax once again reflects the fact that lower-paid workers who pay little tax, continue to be the main labour force casualties of COVID-19. For workers in FDI companies, financial services, professional services, and the public sector, earnings and employment are being sustained.

**Table 1: Merchandise Exports (Jan - August)**

Sector	Food & Live Animals	Beverages & Tobacco	Chemicals & Related Products	Machinery & Transport	Other	Total
€M	7,564	869	71,178	15,295	13,115	108,021
% YEAR-ON-YEAR	-1.60%	-17.90%	13.60%	1.50%	-10.30%	6.70%
% OF TOTAL EXPORTS	7.00%	0.80%	65.90%	14.20%	12.10%	100.00%

Source: Central Statistics Office.



**“**

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## Consumer behaviour

Consumer sentiment has been very fragile since March, but consumer spending power is strong as evidenced by the ongoing growth in household savings. Between April and August, there was a net inflow of €7.5 billion into household savings. This reflects an element of precautionary saving, but many households who have sustained their earnings, are struggling to spend in an environment of lockdown and very little foreign travel. At some stage, these savings will be released back into the economy. The path of the virus will determine when that happens.

There has been a strong rebound in retail sales since the re-opening of the retail sector, but for some sectors, the environment has remained challenging and the move to Level 5 will just exacerbate the challenges. In the first 9 months of the year, the volume of retail sales was 4.8% lower than the first 9 months of 2019. At a sectoral level, the real pain is being experienced by department stores (-22.2%); automotive fuel (-17.4%); textiles, clothing & footwear (-24.9%); furniture & lighting (-6.6%); the motor trade (-11.5%); and books, newspapers & stationery (-30.7%). Food sales in the first 9 months were 11.3% higher.

## Tourism & travel

Air and sea travel to and from Ireland has been decimated. In the first 9 months of the year, there were 4.03 million arrivals, which is 74.3% lower than last year; and 4.01 million departures, which is 74.5% lower than last year.

## External trade

The aggregate merchandise trade performance continues to be strong. However, it is dominated by the Chemical & Pharmaceutical sector, which accounted for 65.9% of exports in the first 8 months of the year, and which recorded annual growth of 13.6%. For the remainder, the trade environment is challenging. The Chemical & Pharmaceutical sector is providing a very solid anchor for the economy and the public finances in these challenging times.

## The outlook for the Irish economy

The outlook for 2020 remains extremely uncertain. The fundamentals of the economy were solid before the Pandemic, and they remain solid. However, the path to recovery will be driven by the path of the virus, and the ongoing requirement for various levels of lockdown. This justifiable level of uncertainty is shared by the Lincoln employer survey, which shows that 34% of respondents are negative about the next six months; 39% are positive, and 27% just don't know.

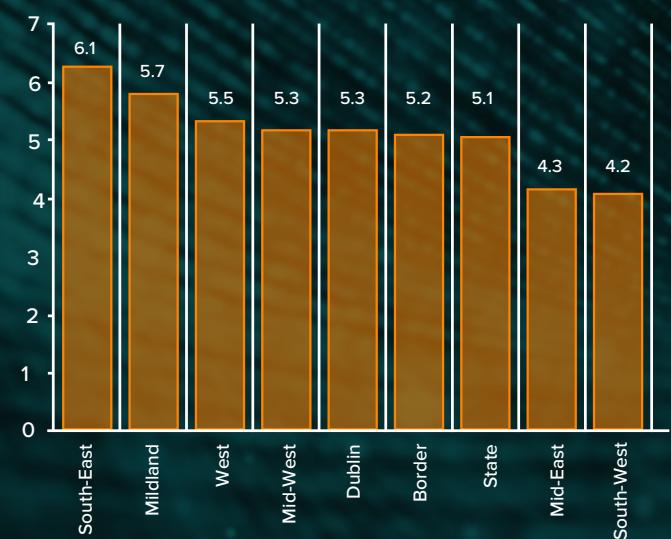
It is clear from Budget 2021, that the Irish authorities fully recognise the challenges ahead and stand ready to do whatever it takes. The two ministers delivered the most expansionary budgetary package in the history of the state. In the face of the pandemic, fiscal policy is justifiably strongly counter-cyclical. There is no other choice. The tax measures and the very significant increase in public expenditure contained in the budget are aimed at sustaining businesses and households that are in serious difficulty due to the evolving restrictive measures put in place to deal with the virus. There is an explicit recognition that there is no option other than to increase spending significantly in the Department of Employment Affairs and Social Protection, and the Department of Health.

The economic assumptions underlying Budget 2021 were based on 2 assumptions. Firstly, from the beginning of 2021, bilateral trade with the UK will be conducted based on World Trade Organisation (WTO) terms, which is estimated to knock 3% off GDP growth in 2021; and secondly, a widespread vaccine will not be available in 2021.

GDP is projected to fall by 2.4% in 2020 and to grow by 1.7% in 2021. The decline in 2020 is not as large as previously forecast, due mainly to the strong contribution of the multi-national sector, but the impact on the domestic economy has been severe, as evidenced by the decline of 6% in modified domestic demand. The economic recovery in 2021 is projected to be significantly weaker than previously forecast, because of the assumptions relating to Brexit and COVID-19.

For Ireland the key things to watch in 2021 are likely to be COVID-19, the evolution of the labour market, the stability of the unusual government configuration, Brexit, global corporation tax developments, and measures to tackle climate change. Of course, there is bound to be something unexpected lurking in the undergrowth. Meanwhile, the Government will have to continue to micro-manage the economy. There is no other choice.

**Figure 2: Regional Unemployment**



**Figure 3: Total Employment**



Source: Central Statistics Office.

## The context for the labour market

Coming into 2020, employers were justifiably concerned about an economy facing full employment, with consequences for recruitment, retention, and upward pressure on wages. In the event, COVID-19 changed everything.

In 2019, Ireland achieved the highest level of employment in our history. Between the bottom of the labour market in the first quarter of 2012 and the first quarter of 2020, total employment increased by 26.3%. Although employment fell back in the second quarter of 2020 due to COVID-19, employment levels remain high.

**Table 2: Employment Growth by Region**

(000s)	State	Border	West	Mid-West	South-East	South-West	Dublin	Mid-East	Midland
<b>Q2 2012</b>	1,878.00	146.3	178.6	189.4	157.9	280.8	549.6	276.2	99.2
<b>Q2 2020</b>	2,222.50	159.9	213.2	208.6	182.8	323.1	683.1	323.5	128.3
<b>% CHANGE</b>	18.30%	9.30%	19.40%	10.10%	15.80%	15.10%	24.30%	17.10%	29.30%

Source: CSO.

Table 2 above shows the growth in employment by region between Q2 2012 and Q2 2020. All regions have seen strong growth in employment, but some such as the South East and the Midland region were coming from a low base.

At a regional level, there is still considerable variation in labour market performance based on unemployment rates. The South East has the highest rate at 6.1%, and the South West has the lowest rate at 4.2%.

In the week to 3rd November, 329,991 people were in receipt of the COVID-19 Pandemic Unemployment Payment (PUP). This is 268,000 lower than 5th May, but it has increased significantly since Level 5 restrictions were introduced and are likely to increase further. Accommodation & Food Services (98,233), and Wholesale & Retail Trade (51,921) account for 45.5% of the total numbers. This demonstrates the worst affected sectors. Of grave concern is the fact that 48.2% of those in receipt of PUP were under the age of 34 (159,146), and 25.3% (83,500) were under the age of 25. Young people and those working in customer-facing businesses like retail and hospitality have been worst affected by the crisis.

COVID-19 is having a very significant impact on Irish business and Irish society, and indeed the workplace. The Lincoln Recruitment employment survey captures the labour market impact - 33% of respondents are delaying new hires; 21% have recruited fewer staff, and just 7% have recruited more staff. There are no surprises there. Remote working features strongly also, with 84% of employers reporting staff working from home.

Looking ahead to 2021, the survey suggests great uncertainty, which looks like a very valid reflection of reality - 60% of employers believe the changes they have been forced to make will last between 6 and 12 months, with over a quarter suggesting 1 to 2 years. On the employee side, 64% of respondents are not optimistic about the outlook for employment in the next 6 months.

I guess it is natural for heightened levels of pessimism during a crisis. However, there is hope. There are still many well-performing sectors in the economy; Government support will remain relatively aggressive, and hopefully there will be progress with either a vaccine or effective anti-viral treatments. The risks are quite obvious, but the ongoing use of lockdowns is not a good strategy, and as the WHO suggested, does represent policy failure in other areas.

The future looks very uncertain, but there is light at the end of the tunnel. The recent developments on the vaccine front give grounds for strong optimism.

*Written by: Jim Power, Chief Economist for Aviva Ireland.*

# RECRUITMENT TRENDS

**1,200+**  
*professional opinions*

**15** *Industry  
sectors*

**1** *language  
of talent*

# **ABOUT THIS SURVEY**

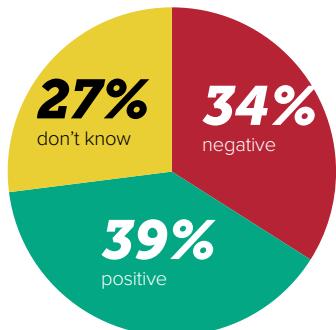
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We would like to express our gratitude to all the professionals and organisations who contributed and provided valuable insights into the collection of data for this year's survey. We value your time and contribution.

## Survey Highlights

### EMPLOYERS

Employer sentiment very split about Irish economic recovery in the next 6 months



Over one third of employers are struggling with **26%** describe themselves in a defensive business phase, **9%** in a crisis phase.

**31%**  
business as usual

**31%**  
growth phase

Executive/senior management recruitment subdued 10% intending to recruit at this level

**10%**  
14% in 2019

Most recruitment demand at intermediate – mid management level

**76%**

**54%**

of employers feel they require a some level of reskilling as a direct result of C19

Permanent Staff recruitment plans decrease

**52** **v's** **47%**  
in 2019

Temporary Staff recruitment plans decrease

**15%** **v's** **24%**  
in 2019

Companies with no plans to recruit increase

**24%** **v's** **38%**  
in 2019

### EMPLOYEES

**64%**

of employees not optimistic about Ireland's employment outlook in the next 6 months

Nearly three quarters (**74%**) of employees are not confident about progressing their own careers in the short term (next 3-6 months). Most (**43%**), look to 1 year+ before feeling confident again in progressing their careers.

Increase in professionals not receiving a bonus this year

**64%** **v's** **56%**

of professionals did not receive a bonus this year

56% not receiving a bonus in 2019

Salary increases for

**44%**  
**of employees,**

but mostly modest at around

**2.5%**

comparable to 66% of employees getting a pay rise in 2019, comparably majority of wage increases in 2019 and were over 5%

**59%**

of employees attitude to benefits change in the wake of C19 (rise in number of professionals wanting the following top 3)

Flexible working

**86%**

Health insurance or private medical cover

**68%**

Over 25 days annual leave

**67%**

Most employees will remain in jobs for the medium term, and look to move further down the line

**40%**

of employees will move jobs in the next 1-3 years

More than 3 years

**24%**

# Market Overview & Trends

## Recruitment in the corona economy

Over the past 12 months, the onset of COVID-19 has had an immediate and significant impact on recruitment activity in the Irish market.

From our survey findings, 18% of organisations have paused hiring, one third have delayed new hires (33%), 13% of organisations surveyed are instituting salary cuts and 18% of those in leadership are taking a pay cut. Salary freezes, meanwhile, have been the case for most companies surveyed (38%) with any increases in salaries modest in the realm of 2.5%. Undoubtedly, these moves are not surprising given the pandemic impact on business nationwide. According to our findings, one third of organisations across Ireland are struggling with 26% describing themselves in a defensive business phase, and a further 9% in a crisis phase.

Among the most closely watched corporate decisions, of course, has been deciding between temporary layoffs versus redundancies. In Ireland alone, some 330 thousand people are receiving the PUP

COVID-19 payment as at October 2020. According to our findings, firms are opting for both redundancy (19%) and temporary layoffs (20%) in similar numbers. The use of temporary layoffs may reflect a war on talent that many firms are anticipating in the post-pandemic era. Many employers are eventually going to have to bring their workers back, so they want to keep their top performers in order to be able to bounce back when the time comes. The risk of losing top talent could help explain why executive-level employees took pay cuts sooner and deeper than the rest of the organisation (18%), protecting mid management and others.

All these staffing changes, of course, have a significant impact on organisations across Ireland but there is a case for optimism as the expectation that these changes will only remain in the short term (6-12 months) for the majority of employers (60%).



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# Market Overview & Trends (ctd.)

## Reskill to adapt

Who could have imagined that come March 2020, COVID-19 changed the way we live and work overnight. One thing is certain, however: to emerge successfully from the current crisis, organisations will need to nurture their employees' skill sets.

From our survey findings 57% of employers recognise this fact and admit they require some level of reskilling as a direct result of COVID-19. Our survey also showed that 51 percent of hiring managers will focus on building resilience skills, 48% communication skills, 41% on leadership and management skills, and 34% on digital and adaptive skills.

To emerge and adapt to the COVID-19 crisis, companies should prioritise reskilling their workforces now. Employees must be equipped to operate remotely, innovate, and adapt. Companies need talent strategies that focus on digital, cognitive, communication, and adaptability and resilience skills; these are fundamental skills in this era, irrespective of an employee's job title, and companies should prioritise investment in these areas. As we transition to the "new normal", organisations that fail to sharpen their axes on upskilling now will be limiting their potential to do so at scale in the future.

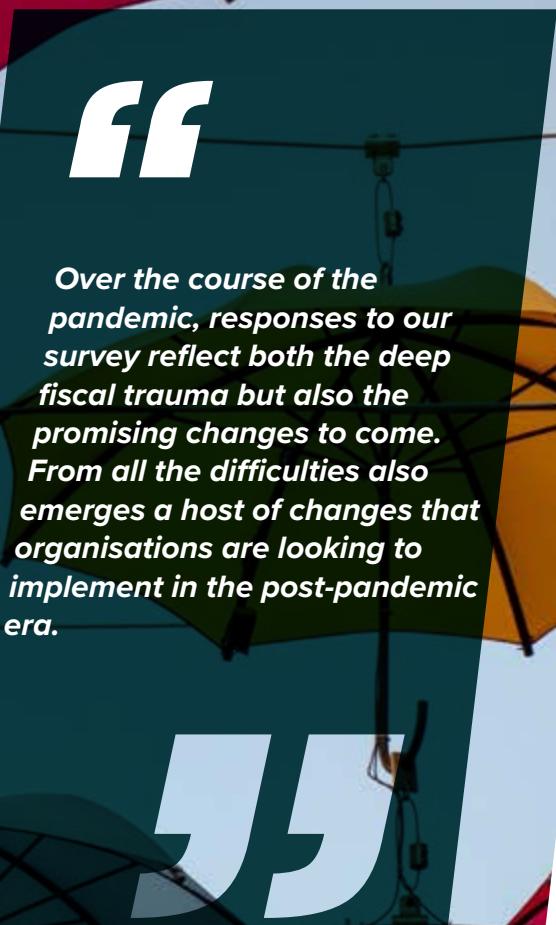
## Reframing total rewards and benefits

COVID-19 has impacted rewards and benefits and what organisations plan to do next.

For employees we surveyed, it showed an immediate cautionary shift towards more security and safety. Well over half of employees surveyed (59%) attitude to benefits changed with the onset of COVID-19. We saw a rise in professionals noting flexible working (86%) being the most important, and with no surprise, health insurance or private medical cover (69%), as being the most important to them.

Over the course of the pandemic, responses to our survey reflect both the deep fiscal trauma but also the promising changes to come. From all the difficulties also emerges a host of changes that organisations are looking to implement in the post-pandemic era. Those range from more disciplined cost controls (35%) to a greater emphasis on employee engagement and communication (31%) a move to the ability to operate more virtually (66%), and a commitment to retrain and reskill staff (24%).

In summary, a potentially leaner but improved way of working may emerge in the years to come from a period few will forget. Organisations should look to enable improvements in total reward strategy by prioritising actions that will address a broad set of needs for the majority of your workforce.



**Over the course of the pandemic, responses to our survey reflect both the deep fiscal trauma but also the promising changes to come. From all the difficulties also emerges a host of changes that organisations are looking to implement in the post-pandemic era.**

## Transition stronger: Prioritise well-being in the workforce

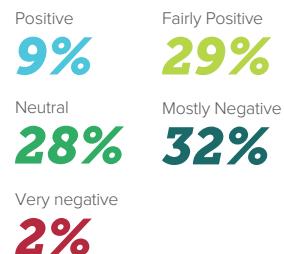
The COVID-19 pandemic is above all a human tragedy that has played out across the world. People are experiencing unprecedented levels of disruption in their day to day lives, their homes, as well as in their jobs. Changes are hitting your workforce in widely different ways. Some are struggling, and some are thriving and this has been reflected in our findings.

From our survey results nearly half rated their physical and mental health as positive or very positive (48%), 34% rated as neutral and 18% as negative. While all workers are experiencing some degree of disruption, the range of experiences is wide ranging, from the very positive to the very negative. Taking the switch to remote working as an example, just under half (49%) working more efficiently, under a quarter (24%) noting it has been more difficult and the rest, unsure (26%). Organisations should seek to address the most critical, prominent needs of the broader workforce while also taking account of unique needs of different individuals. A one-size-fits-all approach to managing employee experience and well-being simply won't work, we recommend a tailored approach to cater for varying employee needs.

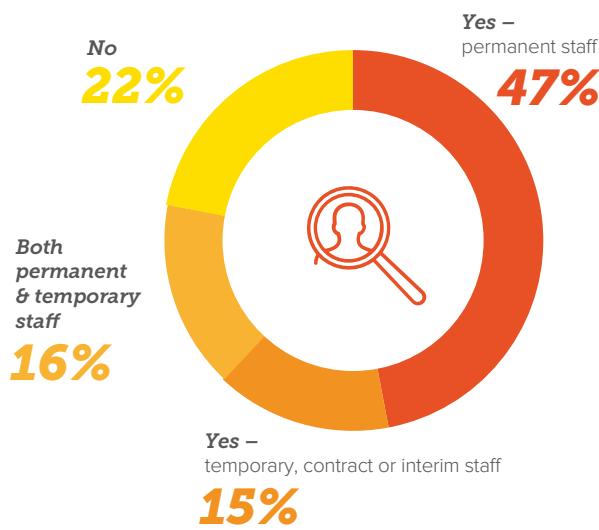
If there is some light at the end of the tunnel in all of this, it's that organisations and leaders are stepping up when it matters in critical areas. According to employees we surveyed 81% of employees stated that their organisation acted proactively and responded appropriately as the pandemic played out. Nearly two thirds of employees (60%), rated a high trust level in leadership. Building and maintaining this trust, is critical for employers as we transition to the 'new normal', and to keep listening to the changing needs of your workforce.

## Market Sentiment

How confident are you about Ireland's economic recovery in the next 6 months?



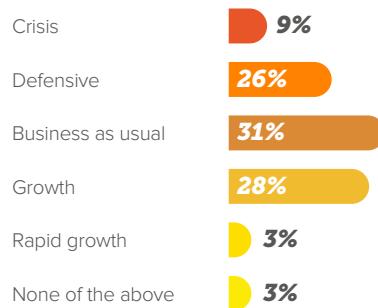
Are you planning on recruiting staff over the next 12 months?



Over the next 12 months, do you expect your organisation's activity levels to change?

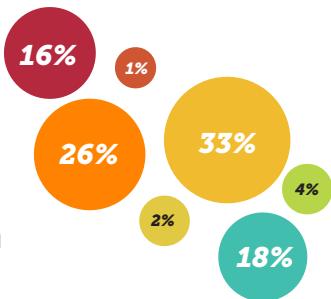


What business phase do you think your organisation is currently in (as at October 2020)?

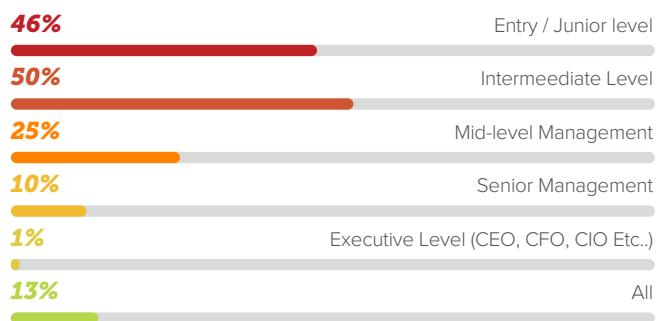


What has been the primary reason for the increase in headcount? (select one option)

- Replenishing lost staff through downturn
- Acquisition / Merger
- Project Specific
- Growth in Sales / Revenue
- Specifically Brexit related
- Specifically COVID-19 related
- NA - we won't be recruiting

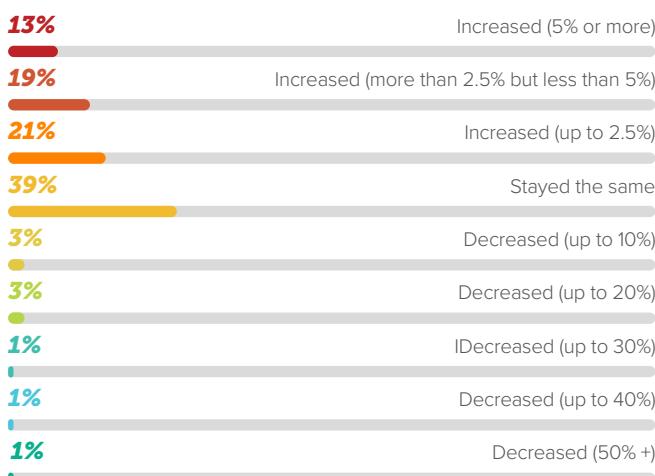


What level do you intend to recruit at?  
Select all that apply

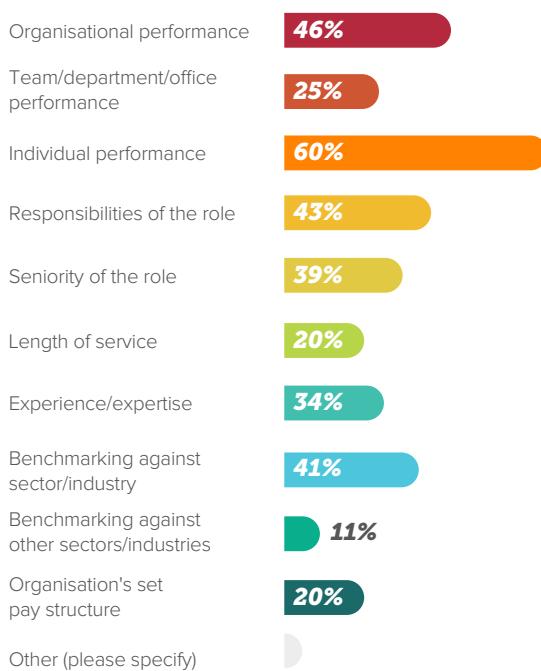


## Compensation & Benefits

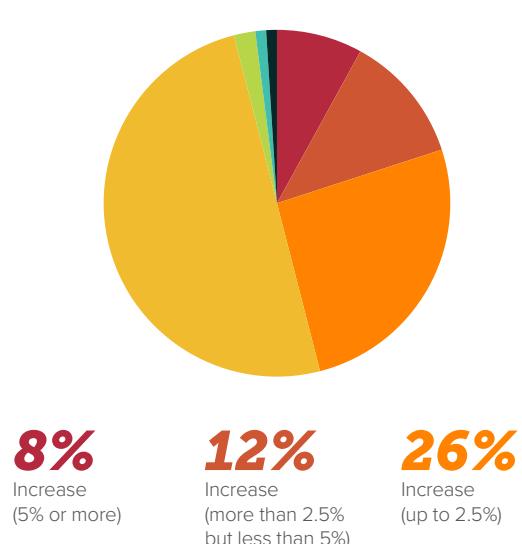
During the last 12 months have your employees' salaries changed?



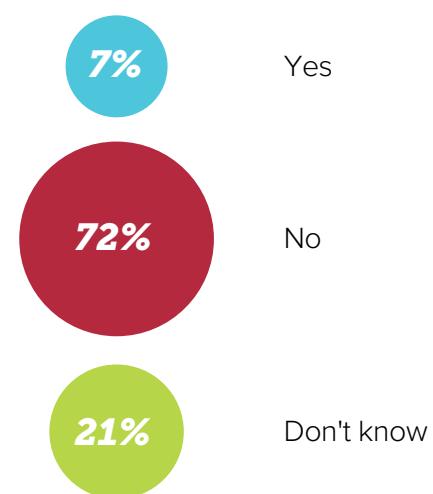
Which of the following factors do you take into account when setting salaries?



During the next 12 months how are your employees' salaries likely to change?

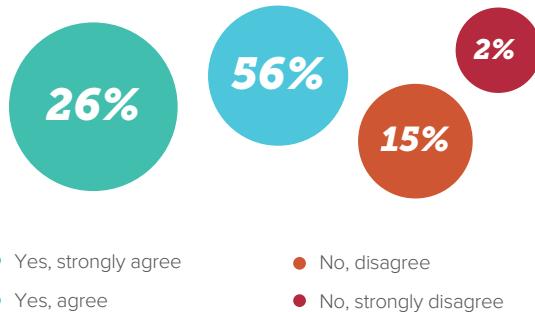


Would you foresee pay cuts for remote workers in the future?

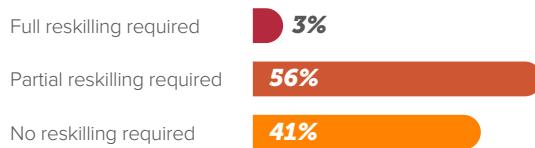


## Skills Shortages

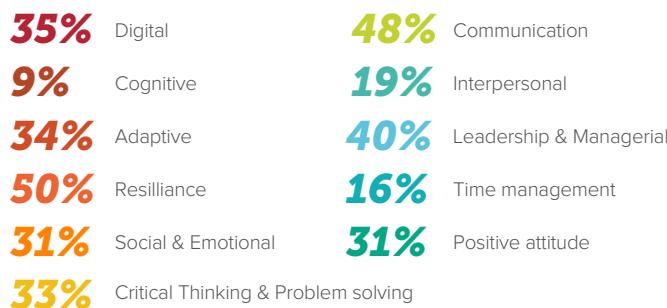
Do you think your organisation has the talent needed to achieve current objectives?



As a result of the COVID 19 pandemic, to what extent do you think you need to re-skill your workforce?



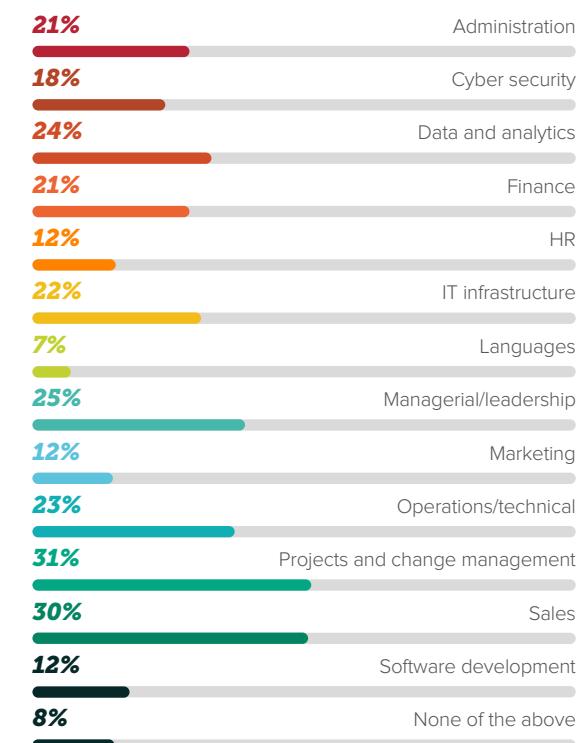
Following COVID-19 what skills are now most needed by your organisation?



To what extent have you experienced skills shortages over the past year?



Which of the following skills are most needed by your organisation?



What actions have you taken this year to address skills shortages (Select all that apply)

- Study leave for external training
- Hiring more Temporary & Contract workers
- Installed Mentorship Programmes
- Increased Recruitment Marketing budgets to raise profile with candidates
- Increased recruitment budgets
- Invested more in Employer Branding (EVP)
- Increased training budgets
- Increased use of recruitment agencies

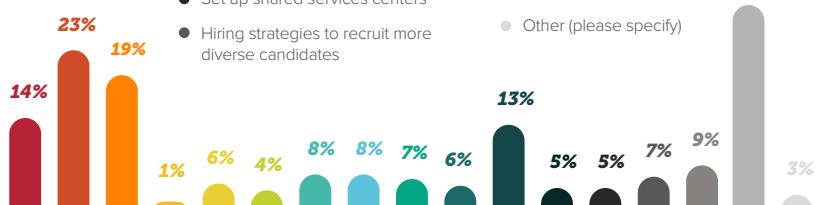
- Offshoring
- Recruited from other industries or professions

- Recruited workers from overseas
- Counteroffers to workers who resign
- Set up shared services centers
- Hiring strategies to recruit more diverse candidates

- Added more recruitment staff to the team

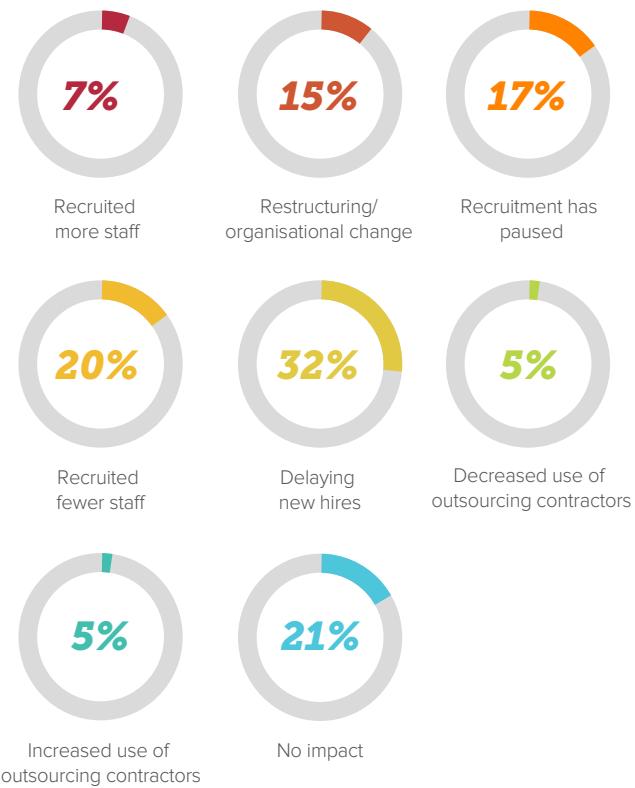
- No action taken / Unsure

- Other (please specify)

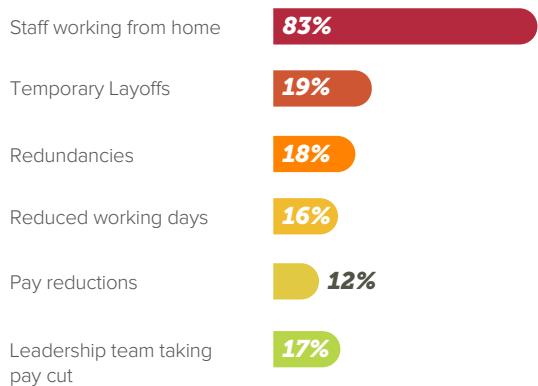


## Covid-19 & Recruitment

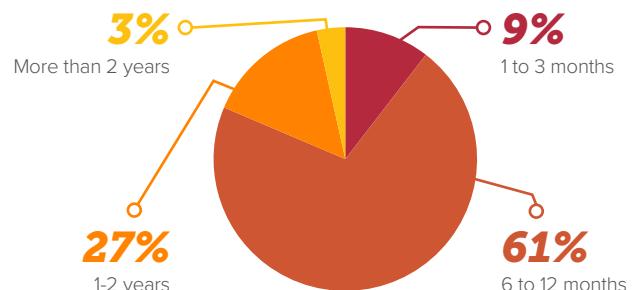
Has the Covid outbreak had any impact on your recruitment efforts over the past year? Select all that apply.



What staffing changes has your company taken due to Covid19?



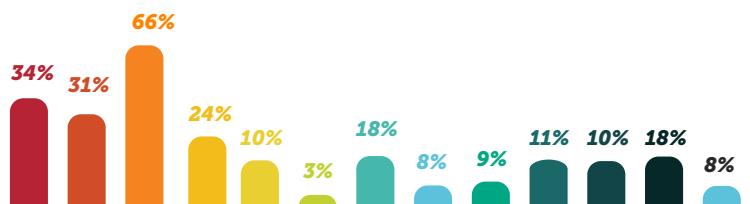
How long do you expect these staffing changes to last?



## Covid-19 & the Future of Work

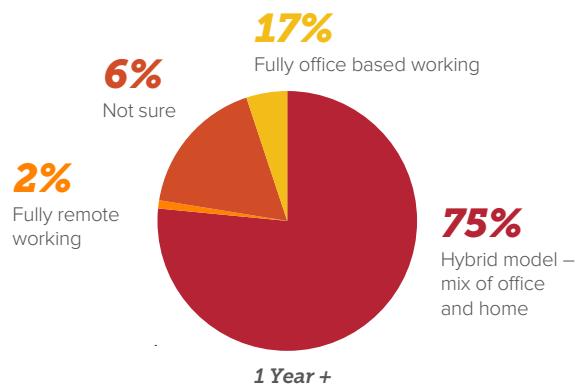
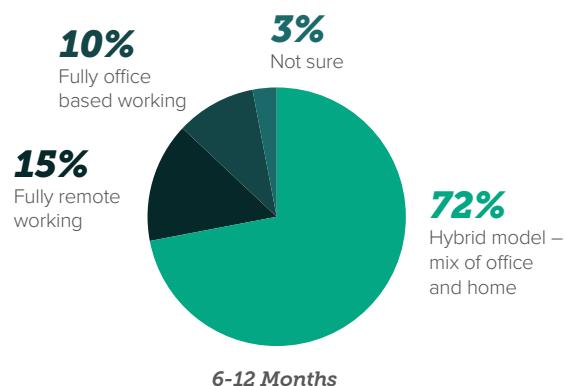
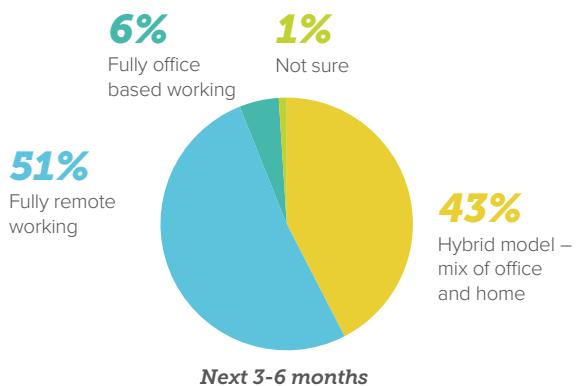
Learning from the pandemic effect what does your organisation plan to do differently? Select all that apply.

- Be more disciplined about cost management
- Encourage more open, transparent, and frequent/always-on two-way employee communication
- Continue to operate more virtually
- Retrain and reskill existing staff with available capacity
- Use the crisis as an opportunity to find and recruit talent
- Adopt a more consistent/structured approach to reward management
- Be more focused on employee engagement Restructure our business and/or shift our business focus
- Be more selective in launching internal initiatives
- Nothing—return largely unaltered to existing operations, systems, processes, and policies
- Add crisis leadership traits to our leadership profile expectations
- Adopt a nimbler/more flexible approach to reward management
- Operate with a more flexible approach to managing people costs
- Sharpen & market our unique and compelling employee value proposition
- Other (please specify)



## Covid-19 & the Future of Work

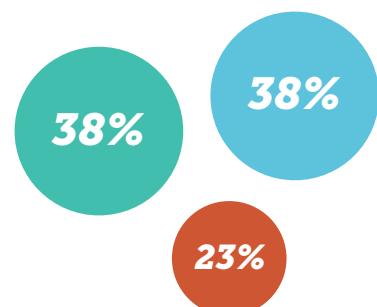
What is your preferred way of working for your staff in the near future?



What is your preferred way of working for your staff in the near future?

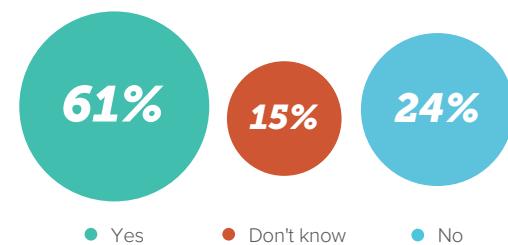


Have you found your day to day process has become more efficient whilst and your team have been working from home?



- Yes, its been smoother
- No, its been more difficult
- Not sure

Are you considering making remote work more permanent after the coronavirus pandemic?

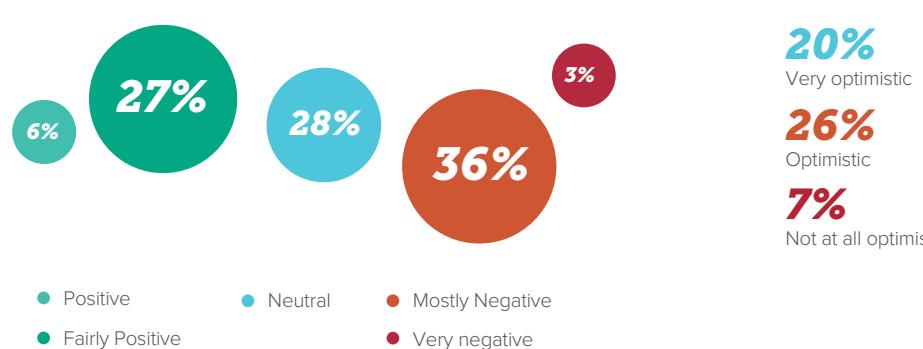


From your experience what have been the biggest drawbacks of your employees working remotely?

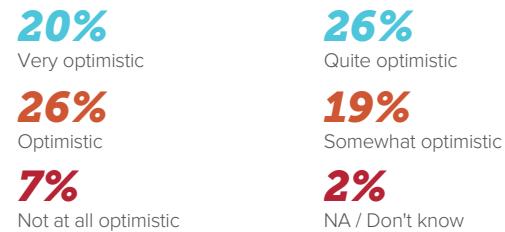


## Market Sentiment

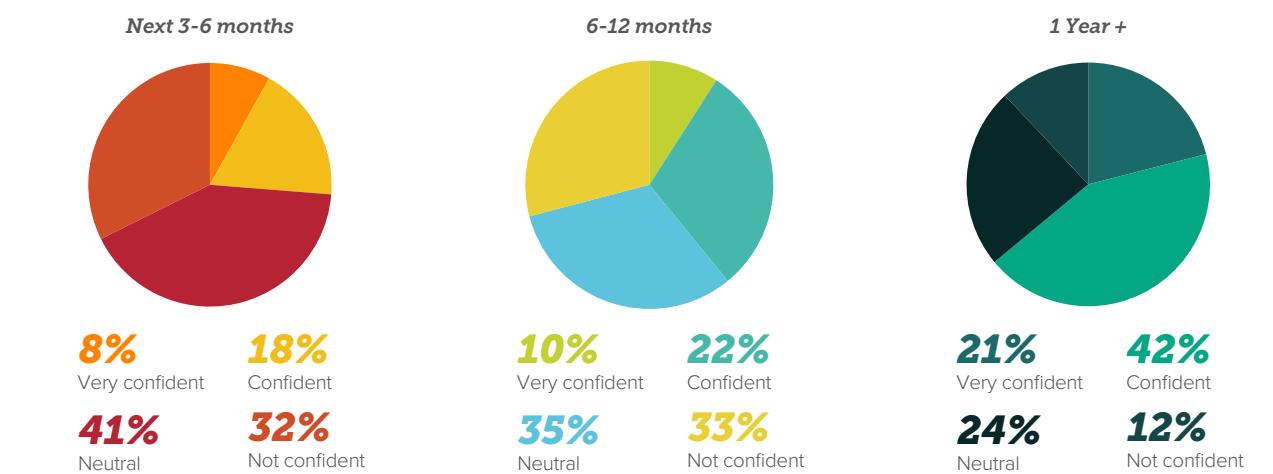
How confident are you about Ireland's economic recovery in the next 6 months?



How confident are you about your employer's prospects in the next 6 months



How confident do you feel about progressing your career?

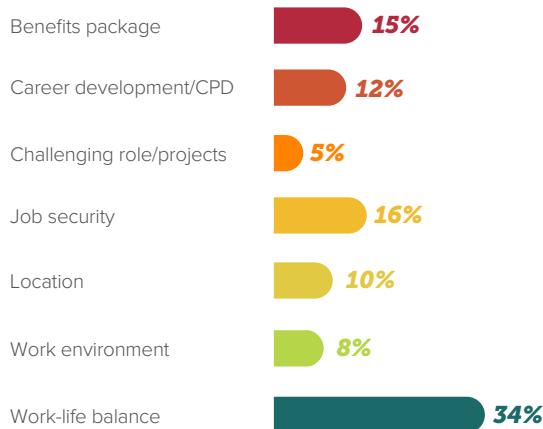


Do you rate the following in relation to your current job?

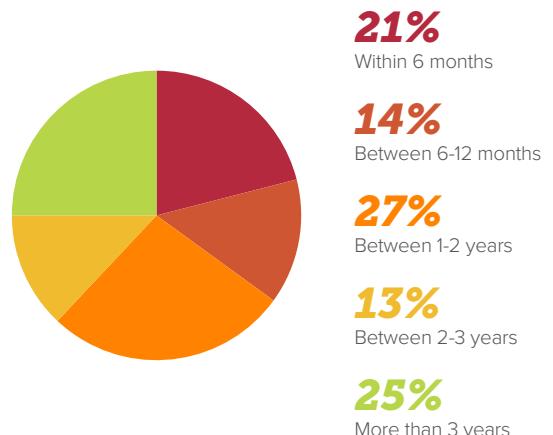
	Very positive	Positive	Neutral	Negative	Very negative
Financial security	23%	43%	20%	11%	3%
Job security	30%	31%	17%	11%	3%
Trust in leadership	14%	46%	21%	12%	7%
Organisational stability	21%	42%	25%	8%	4%
Physical & mental health	13%	36%	34%	14%	4%
Compensation & benefits	6%	35%	31%	22%	6%
Alignment with organisational purpose and values	9%	43%	36%	9%	3%
Being treated fairly and equally	15%	43%	25%	13%	5%

## Market Sentiment

Aside from salary, which of the following factors is the most important to you when considering a new role?

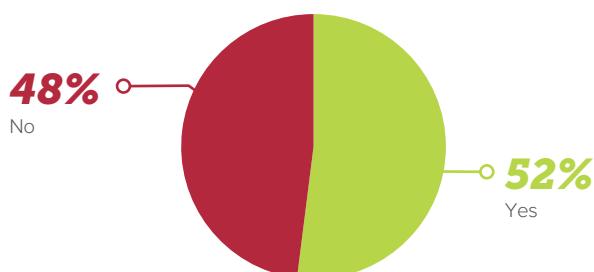


When do you anticipate you will next move jobs?



## Compensation & Benefits

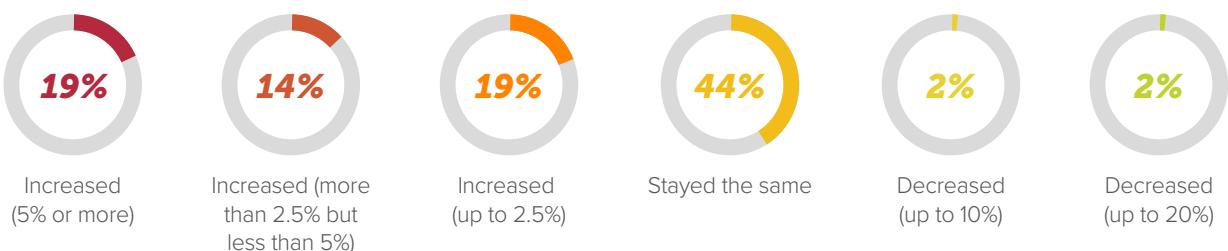
Are you satisfied with your salary?



How has your salary/rate of pay changed in the last 12 months?

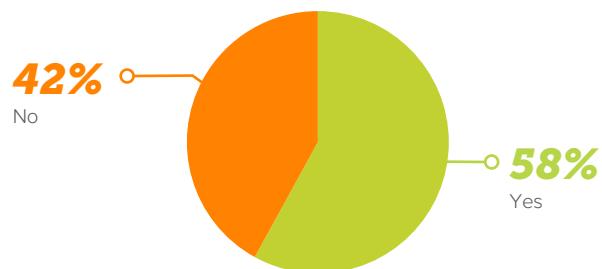


How do you expect your salary/rate of pay to change in the next 12 months?



## Compensation & Benefits

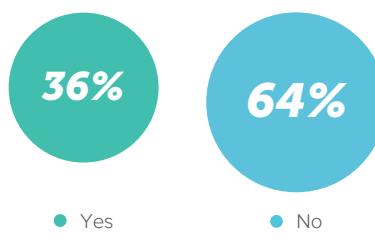
Have your priorities changed in relation to benefits you want to receive from your employer as a result of COVID 19?



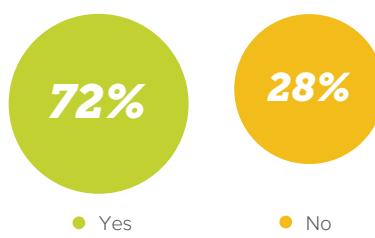
What are the top 3 factors that engage you personally, beyond salary?

<b>52%</b>	Ability to work remotely	<b>51%</b>	Flexible hours
<b>3%</b>	Great Products / Services	<b>35%</b>	Career progression opportunities
<b>34%</b>	Meaningful role	<b>31%</b>	Great boss
<b>31%</b>	Great colleagues	<b>15%</b>	Nice office environment
<b>21%</b>	Good location	<b>8%</b>	Access to further education
<b>8%</b>	Good training available	<b>3%</b>	Mentoring/coaching available
<b>1%</b>	CSR programme that I can participate in	<b>18%</b>	Financial benefits -other than salary-on offer
<b>6%</b>	Good Diversity & Inclusion initiatives		Other (please specify)

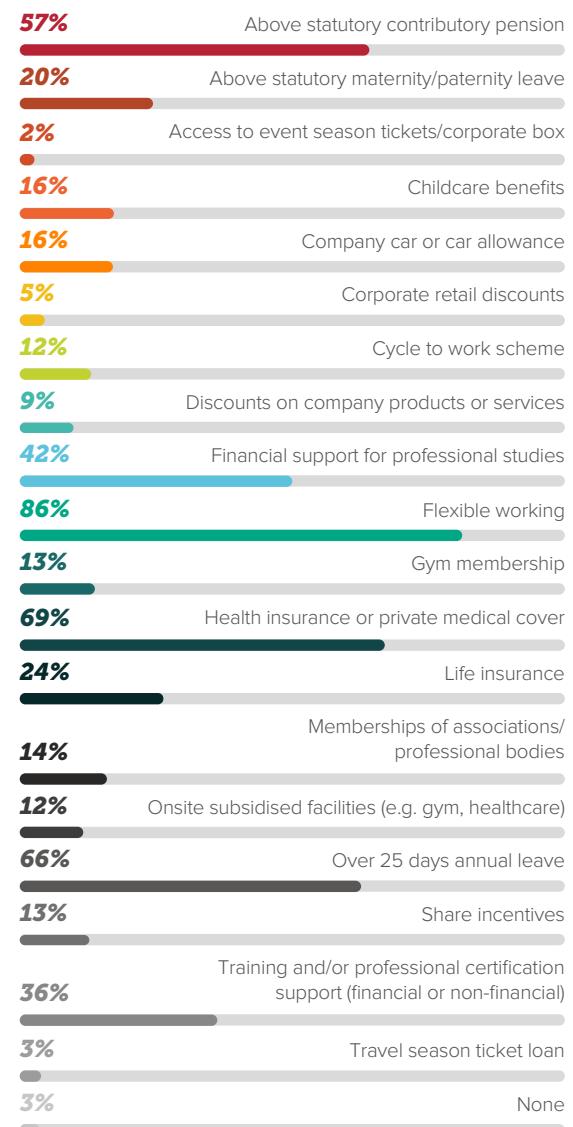
Have you received a performance-related bonus in the last 12 months?



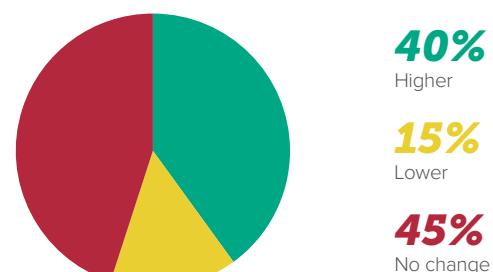
Are you satisfied with your bonus?



Post pandemic which of the following benefits do you consider most important? (Select top 5)

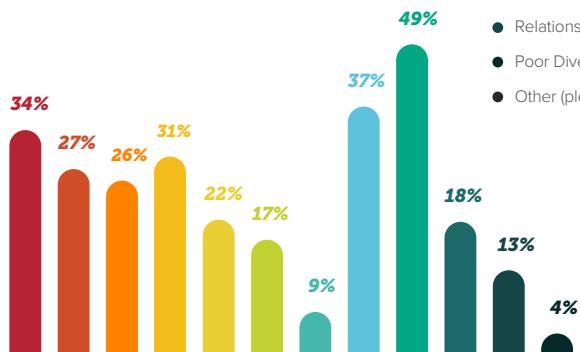


How did your bonus compare to last year?



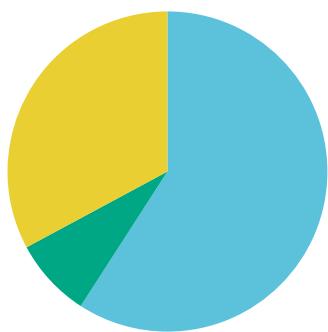
## What influenced your last decision to change employer?

- Job Security
- Promotion
- Seeking better work flexibility (remote working etc.)
- Work Culture
- Manageable working hours
- Opportunity to relocate to a new location
- Degree of autonomy
- Improved monetary benefits
- Career Prospects
- Recognition and rewards



## Covid-19 & Future of Work

### How do you think your organisation responded to COVID 19 overall?



**81%**

Yes, overall my organisation acted proactively and responded appropriately

**11%**

No, overall my organisation didn't act proactively nor respond appropriately

**8%**

Not sure

### Do you find you work more efficiently whilst you have been working from home?



### From your experience what have been the biggest drawbacks of working remotely?

	Hybrid model – mix of office and home	Fully remote working	Fully office based working	Not sure
Next 3-6 months	<b>37%</b>	<b>53%</b>	<b>6%</b>	<b>4%</b>
6-12 Months	<b>67%</b>	<b>17%</b>	<b>9%</b>	<b>7%</b>
1 Year +	<b>60%</b>	<b>8%</b>	<b>15%</b>	<b>7%</b>

**34%**

Decreased Work/Life Balance

**76%**

Lack of Relationships Among Coworkers

**29%**

Decreased Employee Visibility

**37%**

Increased Distractions

**33%**

Difficult or lacking communication

**35%**

Too much communication or virtual meetings

**19%**

Lack of community and differences in culture

**26%**

Lack of Boundaries

**15%**

Loss of productivity

### Would you take a pay cut to work remotely in the future?



● Yes

● No

● Don't know

# THE SECTOR PERSPECTIVE

A deep dive into our knowledge-intensive sectors:

- Accounting & Finance (30)
- Financial Services (37)
- Compliance & Risk (39)
- Banking (40)
- Insurance (41)
- Fund Services & Asset Management (42)
- Legal (51)
- Technology (55)
- Data Science (61)
- Supply Chain & Engineering (64)
- Human Resources (68)
- Retail (71)
- Marketing & Digital (75)
- Healthcare (79)
- Temporary & Contract (82)
- Executive (85)

Our study focuses on these knowledge-intensive sectors that act as critical drivers of economic growth. As labour shortages take hold globally, we expect the skilled-talent premium to impact on each of these sectors in 2021.

A professional photograph of a man and a woman in business attire. The man, on the right, is in profile, looking towards the left. He has grey hair and is wearing a dark blue suit jacket over a white shirt. The woman, in the background, is also in profile, looking towards the left. She has blonde hair and is wearing a grey blazer over a white top. They appear to be in an office setting, with a whiteboard and markers visible in the background.

# ACCOUNTING & FINANCE

# Accounting & Finance

We entered 2020 in anticipation for what the upcoming Brexit would bring and during Q1 the market remained strong within all sector of Industry and Commerce (I&C) hiring staff. It was at that stage that COVID-19 emerged and Q2 and the first part of Q3 saw employees being confined to their homes while employers scrambled to adjust to a new way of working and managing their businesses. We witnessed in this period many companies halt their hiring processes to take stock of what was happening and how their business was being impacted. The latter part of Q3 and Q4 has seen businesses adjust to digital interviews and remote hiring and onboarding of new staff. Hiring has returned among companies and people have commenced employment with their new employers virtually, with many employees not having yet set foot in their new workplaces.

## Industry and commerce

Within I&C, companies that are actively recruiting and the areas where volume has grown are FMCG, Logistics, Pharma, Fintech and Healthcare. The supply issue for candidates has been assisted by a few factors that have been COVID-19 related, For example, newly qualified Accountants in 2020 whom would normally be in the middle of international travelling are unable to leave the country and have therefore plugged the gaps in the market for Recently Qualified Accountants. Also, Qualified Accountants with 1-3 years PQE experience that have been working internationally have relocated back home over Q2 and Q3 and have assisted companies in the relatively high demand for Finance Business Partners and Financial Analysts.

## Salaries

Salaries have remained somewhat stagnant in 2020 within Accounting and Finance. While we did see people take initial pay cuts in Q2 and Q3 because of COVID-19 we did not see this reflect greatly in reduced salaries for newly recruited employees. What we did notice was that counteroffers were not as prevalent as in previous

years with employers more confident that they could replace employees choosing to leave their employment. Employees still looked for traditional benefits to include pension, healthcare and bonus potential but have also now openly asked about the company's "working from home" (WFH) policy. It is now a given that all employers will be offering WFH on a full time or limited basis for all employees which has been the biggest single change of 2020.

## Looking ahead

We expect to see continued growth in certain areas of I&C to include Healthcare, Pharma, Fintech and FMCG. These areas, to an extent, have thrived with the pandemic.

We can still see a talent gap entering 2021 and the threat of Brexit has not gone away nor has COVID-19. We envisage that mobility is something that will become even more prevalent in 2021. Employees have now shown their ability to work from home or wherever they want. If you want to attract the best workforce, you must be able to accommodate the flexibility that they have now become adjusted to and which many now desire. Being open to a mobile workforce gives you access to a talent pool of people that might geographically not be within your target reach and this will help ease the supply issue.

### Concepta Cadogan

Director of Accounting & Finance

Email: [ccadogan@lincoln.ie](mailto:ccadogan@lincoln.ie)



# Accounting & Finance

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## Financial services accounting

The year 2020 will forever be remembered for the COVID-19 pandemic and subsequent economic uncertainty. It would therefore be impossible to discuss the job market trends during 2020 and leading into 2021 without mentioning it.

Like most, we went into 2020 with the expectation that it was going to be another strong year of growth economically and one of very low unemployment. Consequently, we were expecting there to be a high demand for accountants across the Financial Services sector with a limited supply. January and February certainly lived up to expectations and then from March the situation naturally changed.

Between the middle of March and the end of May, the job market effectively went on hold as organisations took stock of what the pandemic and lockdown meant for them and their hiring needs. Over the summer, recruitment activity resumed as people became used to the power of technology and how it could be used for work and hiring. Whilst activity was certainly not as high as in 2019, confidence, it seemed, was returning.

## A new way of working

At the time of writing, Ireland is just emerging from its second national lockdown so whilst it is hard to predict what is going to happen in Q4, there are, reasons to be optimistic.

Firstly, technology has played a huge part in keeping the world of work going. Both job seekers and hiring managers have got used to not meeting future colleagues in person and accepted this as the new normal. Secondly, unlike the Global Financial Crisis, the economic slowdown is not down to systemic failure and therefore with abundant central government support and historically low-interest rates, the ability to come out of a recession (if this is indeed a short term crisis) is there. Thirdly, and most interestingly, we did not see a real change or drop in salaries that were being offered. Despite the change in the economy, salaries have generally held up well across most areas and levels. Finally, with Brexit almost upon us, we expect there to be some excellent opportunities in the Financial Services

market for Dublin and beyond in 2021.

Specifically in 2020, the Insurance industry has been particularly robust. Candidates with experience across all areas such as life, general and reinsurance, have been in high demand, especially among candidates with regulatory reporting, capital and liquidity experience and technical financial reporting experience. Although many deadlines have been pushed back in terms of implementing new reporting standards, due to COVID-19, candidates with experience/knowledge of IFRS 17 and IFRS 9 have been very desirable to organisations. There has also been a real requirement for candidates to join organisations in project roles relating to the implementation of controls over financial reporting.

## Looking ahead

Generally, in Financial Services, many roles have had a Brexit requirement to them and there is still lots of Brexit related hiring both on an interim and permanent basis, we expect a lot more to come as we move into 2021.

Overall, our position is one of cautious optimism going into 2021. Of course, a large amount of the future of the jobs market hinges on what how things progress with COVID-19, so at this stage, it is extremely hard to predict with any sense of certainty what the world will look like next year. Having said that there are lots of reasons to expect some positive trends in 2021, as vaccine trials progress and COVID-19 comes under control, we would expect there to be a large amount of pent up demand to be released which could only be good for the market.

## IN-DEMAND POSITIONS

*(By volume of demand from clients)*

- ✓ Financial Analyst with strong Data Analytics experience
- ✓ Finance Business Partner 1 – 3 years PQE
- ✓ Financial Accountant 0 – 2 years PQE
- ✓ Commercial Finance Manager
- ✓ Finance Manager



***Generally, in Financial Services, many roles have had a Brexit requirement to them and there is still lots of Brexit related hiring both on an interim and permanent basis, we expect a lot more to come as we move into 2021.***



## Accounting & Finance Industry & Commerce (€)

	LOW	MID	HIGH	LOW	MID	HIGH
	DUBLIN			REGIONAL		
Finance Director (International Business or plc)	150,000	200,000	255,000	125,000	170,000	220,000
Finance Director (Turnover > €20M)	135,000	160,000	185,000	100,000	130,000	150,000
Finance Director (Turnover < €20M)	105,000	115,000	125,000	80,000	100,000	120,000
Financial Controller (International Business or plc)	105,000	125,000	135,000	90,000	110,000	130,000
Financial Controller (Turnover > €20M)	95,000	110,000	125,000	85,000	97,500	110,000
Financial Controller (Turnover < €20M)	85,000	90,000	100,000	70,000	80,000	90,000
Head of Financial Planning & Analysis	90,000	100,000	115,000	75,000	90,000	105,000
Group Financial Controller	90,000	100,000	120,000	75,000	90,000	105,000
Commercial Finance Manager	80,000	85,000	90,000	68,000	72,000	80,000
Finance Manager	70,000	75,000	80,000	60,000	65,000	70,000
Internal Audit Manager	80,000	85,000	100,000	65,000	70,000	75,000
Internal Auditor	55,000	60,000	65,000	50,000	57,500	65,000
Senior Regulatory Accountant	60,000	67,500	75,000	55,000	62,500	70,000
Regulatory Accountant	55,000	60,000	65,000	50,000	55,000	60,000
Senior Group Accountant	65,000	70,000	75,000	60,000	65,000	70,000
Group Accountant	55,000	60,000	65,000	50,000	55,000	60,000
Big 4 recently qualified ACA	52,000	57,000	62,000	47,500	53,000	56,000
Top 20 trained ACA	50,000	55,000	60,000	45,000	48,000	52,000
Financial Accountant	55,000	60,000	65,000	47,500	53,000	56,000
Management Accountant	55,000	60,000	65,000	47,500	53,000	56,000
General Ledger Manager	65,000	70,000	75,000	60,000	65,000	70,000
GL Accountant	50,000	55,000	60,000	45,000	48,000	53,000
Cost Accountant	50,000	55,000	60,000	45,000	50,000	55,000
Systems Accountant	60,000	70,000	80,000	50,000	57,500	65,000

Benefits packages are now starting to include: LTIP with access to additional shares at a discounted price, which vest in the future; pension top-ups over and above the standard company contribution – AVCs; life assurance (usually multiples of base salary); top band of healthcare and wellness cover; professional subscriptions paid for; mobile phone and home IT kit paid for; gym subscriptions paid for; car or car allowance (€8,000 to €15,000); parking space paid for or provided; subsidised dining facilities; third level education (leadership courses, for example) paid for.

## Accounting & Finance Industry & Commerce (€)

	LOW	MID	HIGH	LOW	MID	HIGH
	DUBLIN				REGIONAL	
Project Accountant	55,000	62,500	70,000	50,000	57,500	65,000
Treasury Accountant	50,000	57,500	65,000	50,000	57,500	65,000
Senior Financial Analyst	60,000	70,000	80,000	55,000	62,500	70,000
Financial Analyst	55,000	60,000	65,000	48,000	54,000	60,000
<b>Part-Qualified</b>	LOW	MID	HIGH	LOW	MID	HIGH
	DUBLIN				REGIONAL	
Finalist Level Accountant	40,000	45,000	50,000	35,000	38,000	40,000
Part-Qualified Accountant (1-3 year's)	35,000	37,000	40,000	30,000	33,000	35,000
Assistant Accountant	32,000	35,000	38,000	30,000	33,000	36,000
Accounts Assistant	30,000	33,000	36,000	25,000	27,000	29,000
Accounts Administrator	27,000	30,000	32,000	22,000	24,000	27,000
Bookkeeper	30,000	33,000	36,000	28,000	32,000	34,000
Accountancy Graduate/ Junior	23,000	26,000	28,000	18,000	22,000	24,000
<b>Payroll</b>	LOW	MID	HIGH	LOW	MID	HIGH
	DUBLIN				REGIONAL	
Payroll Manager	65,000	70,000	75,000	60,000	65,000	70,000
Payroll Team Leader	50,000	55,000	60,000	40,000	45,000	50,000
Payroll Senior Specialist	38,000	42,000	45,000	35,000	37,000	39,000
Payroll Administrator	32,000	35,000	37,000	28,000	30,000	32,000
<b>Accounts Payable</b>	LOW	MID	HIGH	LOW	MID	HIGH
	DUBLIN				REGIONAL	
Accounts Payable Manager	50,000	55,000	60,000	40,000	45,000	50,000
Accounts Payable Team Leader/ Supervisor	40,000	45,000	50,000	35,000	38,000	40,000
Accounts Payable Specialist	32,000	35,000	38,000	28,000	30,000	32,000
<b>Credit Control</b>	LOW	MID	HIGH	LOW	MID	HIGH
	DUBLIN				REGIONAL	
Credit Control Manager	50,000	55,000	60,000	45,000	50,000	55,000
Credit Control Team Leader/ Supervisor	42,000	45,000	48,000	38,000	42,000	45,000
Credit Control Specialist	32,000	35,000	38,000	28,000	30,000	32,000

## Accounting & Finance Practice & Tax (€)

Audit (€)	LOW	MID	HIGH
Trainee	19,000	21,000	26,000
Semi Senior	24,000	28,000	32,000
Senior	32,000	35,000	40,000
AM	40,000	42,000	52,000
Manager	50,000	55,000	70,000
Senior Manager	70,000	80,000	90,000
Director	80,000	95,000	120,000

### Tax

Trainee	19,000	21,000	24,000
Semi Senior	24,000	26,000	28,000
Senior	30,000	34,000	38,000
AM	38,000	42,000	48,000
Manager	48,000	55,000	67,000
Senior Manager	65,000	75,000	88,000
Director	80,000	95,000	120,000

## Accounting & Finance Financial Services Accounting (€)

Financial Services Accounting (€)	LOW	MID	HIGH
CFO / Finance Director	120,000	185,000	250,000
Financial Controller	85,000	110,000	135,000
Finance Manager	65,000	75,000	85,000
Internal Audit Manager	65,000	75,000	85,000
Internal Auditor	50,000	56,000	65,000
Senior Regulatory Accountant	60,000	72,000	85,000
Regulatory Accountant	55,000	60,000	65,000
Senior Accountant	65,000	75,000	85,000
Financial/Management Accountant	55,000	60,000	65,000
Treasury Accountant	50,000	65,000	80,000
Senior Financial Analyst	55,000	67,500	80,000
Financial Analyst	50,000	58,000	65,000
Newly qualified Accountant	50,000	55,000	60,000
Financial Accountant	45,000	51,500	56,500
Systems Accountant	55,000	62,500	70,000
Project Accountant	55,000	62,500	70,000
Tax Accountant	55,000	62,500	67,500
Treasury Accountant	50,000	57,500	65,000

### Financial Services Accounting Part Qualified (€)

Finalist Level Accountant	38,000	41,500	45,000
Part-Qualified Accountant (1-3 years)	32,000	34,500	37,000
Assistant Accountant	32,000	35,000	38,000
Accounts Assistant	28,000	32,000	35,000



# FINANCIAL SERVICES

2020 will forever be etched in the memories for most working in the Financial Services sector, as one characterised by significant disruption. Undoubtedly the Financial Services industry as a whole has had to adapt during the pandemic and that has had significant impact on the market from a recruitment standpoint. Financial Services firms will look more closely at how they operate; from executing deals to managing risk and recruiting their staff.

In Q1 of 2020, most Financial Services firms carried out a thorough assessment of what roles were deemed business-critical to their organisations and those that were not. What business-critical means is not necessarily a reflection of the seniority of a role but more so the importance of that role within the functioning of the business. Regulatory roles, for example, were generally considered business-critical and therefore continued to be recruited for throughout 2020, rather than being delayed, cancelled or deferred.

### Donal Whelan

Director Risk & Compliance

Email: [dwhelan@lincoln.ie](mailto:dwhelan@lincoln.ie)



Cost containment measures have also been at the top of the agenda for many Financial Services firms throughout 2020. We saw a lot of firms deferring or indeed cancelling planned investment across many facets of the organization, including recruitment. It is difficult, therefore, to put specifics on the exact effect the pandemic will have on recruitment activity going forward. However, it is quite clear that the business landscape will emerge very different.

Without a doubt, these are difficult times. One of the positives to emerge from the pandemic is the big movement to a more remote working model within Financial Services. Additionally, the shift in mindset, from both employers and job seekers, relating to mobility between sectors across the Financial Services arena.

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## Compliance & Risk

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2020 began with the same momentum as 2019 finished from a recruitment standpoint in the Compliance and Risk professions. January and February were particularly busy with Brexit and regulatory scrutiny driving recruitment activity. Once the true scope of the pandemic hit however, the market became very challenging with many firms being forced to put recruitment plans on hold.

The jobs market within the Compliance and Risk sectors throughout the remainder of 2020 was much more subdued. Compliance and Risk professionals were still very much in demand throughout the year, just in fewer numbers than before.

A strategy adopted by many firms across the Financial Services sector as a whole was to absorb roles into the business where possible and avoid the need to recruit externally. This is also true within the Compliance and Risk professions where firms with larger Compliance and Risk functions simply asked more from individuals in those teams or moved people internally where necessary. This was not necessarily the case in smaller firms where that luxury was not there. When a Compliance or Risk Officer left a smaller firm, the need to have such a person in place still existed and, therefore, external hiring was still necessary. This was particularly the case for PCF level roles which were still quite fluid within the market.

Brexit was still very much a looming risk throughout 2020 across the Financial Services sector. Those organisations who were previously resourced to a satisfactory level pre-Brexit simply had to look at their Compliance and Risk teams capabilities to deal with the increased demands placed on them resulting from Brexit migration programs. With this in mind, there were still pockets of strong activity within the Compliance and Risk professions throughout 2020, particularly across the Asset Management, Investment Management and Insurance sectors.

Softer skills became a key focus when hiring in Compliance and Risk throughout 2020. Of course, technical skills, as they related to certain pieces of regulation, were important but equally so was the ability to work in a remote and changing environment. Stakeholder engagement and leadership were high demand softer skills for Compliance and Risk professionals throughout 2020.

### In-demand areas

Despite the challenging nature of the market throughout 2020, there were some positive pockets of activity, particularly within the Fintech space. Technical knowledge, therefore relating to PSD and Financial Crime were in demand. Similarly, the Investment Management and Fund Management space remained quite buoyant with many of these firms needing to meet the substance requirements of the CBI, and so there was particular demand for strong technical knowledge of AIFMD, MiFID, CP86 and UCITS, amongst others. Strong Enterprise Risk and Operational Risk experience across these sectors have also been in demand as many firms are still housing their Financial Risk functions in group. However, Oversight roles also became much more prevalent on the market along with the Designated Person positions.

The Senior Executive Accountability Regime has also been a significant development in the market coming into 2020. Now more than ever, both candidates and clients are cautious when it comes to PCF level roles. Assessing a firm's risk rating and reputation was at the forefront of a candidate's mind when considering opportunities at a PCF level. Similarly, firms recruiting at PCF level were certainly being more rigorous in their interview processes, for fear of not satisfying the Central Bank's requirements when choosing their preferred candidate.

### Looking ahead

We are expecting 2021 to be another uncertain year when it comes to recruitment activity across the Compliance and Risk professions. Although Q4 in 2020 saw reasonable levels of activity return to the market, there will certainly be peaks and troughs throughout 2021 before we return to pre COVID-19 levels of hiring. Nonetheless, there are some green shoots of trends and activities, which hopefully will gather further momentum in 2021 as workplaces continue to adapt to the new ways of working and hiring. As Brexit becomes a reality in 2021, we expect this to also have a significant impact on recruitment activity for Compliance and Risk professionals. Perhaps the biggest impact will be on smaller firms who simply don't have the resources at a local level to work effectively in their new business landscape, thereby needing to further recruit skilled professionals to add to their existing teams.

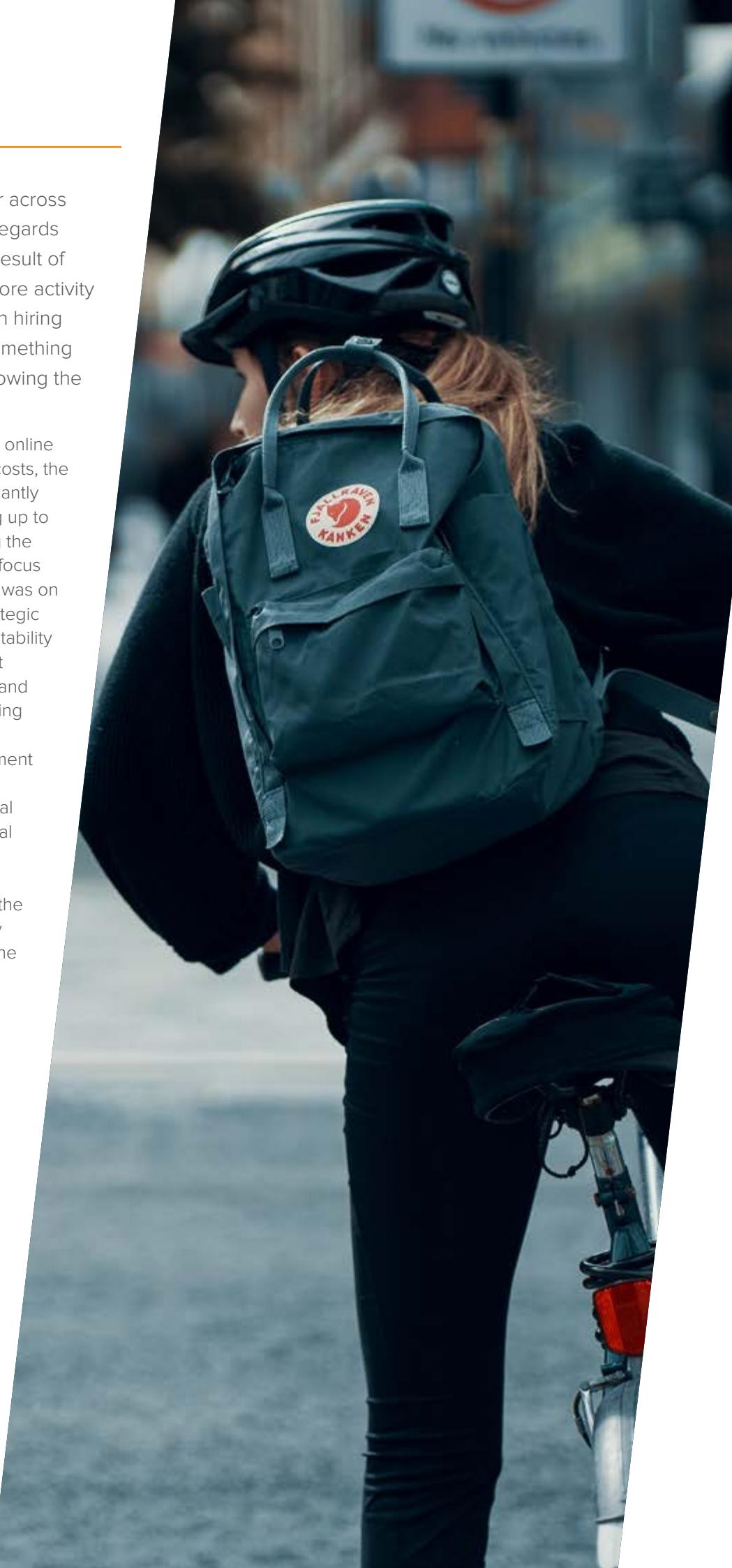
## Banking

2020 was a largely uneventful year across the Banking sector in Ireland with regards to recruitment activity. In fact, as a result of COVID-19 there was significantly more activity relating to redundancies rather than hiring across the sector which was not something that could have been foreseen following the very positive previous two years.

As more and more customers move to online banking, and lenders seek to reduce costs, the Retail Banking sector has been significantly impacted with many experts predicting up to 30% of jobs being cut by 2025. During the early stages of the pandemic, the key focus for the Retail Banking sector in Ireland was on responding to the operational and strategic challenges of the crisis. However, profitability then became the key concern for most firms across the sector which has had and will continue to have a significant bearing on recruitment activity. The immediate response of the Corporate and Investment Banking sector to COVID-19 was to navigate extreme volatility across global markets, liquidity needs and operational and regulatory requirements. We saw most of the banks re-evaluating their existing business models considering the pandemic and assessing the resiliency of their remote working capability for the long haul.

### Looking ahead

Nobody can predict with any great degree of certainty what impact the current crisis will have on the Banking sector of the future. What is clear, however, is that 2020 saw a great degree of planning for a range of scenario-based outcomes to assess the potential impact on clients, regulatory ratios and existing business models. With this in mind, we expect recruitment activity due to attrition to be much more common throughout 2021, rather than recruitment due to growth across the Banking sector.



As we approach the end of 2020, it is worth noting the comfortable position that the Insurance industry is currently in, in comparison to other markets. Let us compare Insurance directly to the Banking space – where redundancies (both voluntary and involuntary), pay cuts, and total halts to external recruitment activities have been far more prevalent.

In terms of recruitment, companies within the Insurance space have exercised necessary caution when hiring, but a healthy level of recruiting and hiring still went ahead despite the large-scale uncertainty 2020 has brought everyone. Redundancies, lay-offs, pay cuts and other "cost-cutting" measures to human resources were indeed used by companies in the Insurance space, but not to the extent of other industries, and not to the extent where it became common.

### InsurTech

One trend worth drawing attention to is the slow rise of InsurTech. Year on year, more companies can be classed as "InsurTechs" growing their presence in Ireland. These are appearing in the form of new market entrants, as well as existing players in the Insurance space who are stretching into more technology-fronted product offerings.

From a Customer Experience standpoint, there is a lot to be said for how time-consuming and often confusing it can be to obtain a new Insurance quote or a mid-term alteration on an existing policy. The potential for InsurTechs to simplify or streamline this process is huge – and the potential for typical Underwriters or Client Managers to move, perhaps laterally, into more product-focused roles certainly has been very exciting to date and will likely continue to be as we move into 2021.

### The year ahead

Economic predictions for 2020 and 2021 in Insurance have remained positive, despite reductions in Gross Written Premiums (GWP) to match that of 2008. The outcome of ongoing court debates surrounding Business Interruption Insurance and whether this ought to protect businesses forced to close as a result of COVID-19 will undoubtedly have an impact on the larger insurers providing such cover to the market. While we know from many case examples throughout the last recession, multinationals are not invincible. However, for many of the larger insurers, short-term losses on the balance sheet will not necessarily imply a loss in jobs.

It is still likely that the impact of Brexit will lead to new business (direct insurance and reinsurance in particular) moving across from the UK. Salaries and wider compensation packages have remained largely unchanged and are not likely to see major fluctuations into 2021. Regardless of the impact the recession will have on the economy, everyone needs insurance, and everyone will continue to need insurance in some form or another. A level of demand for skilled underwriters, for competent personal injury claims defendants, for subject matter experts and knowledgeable advisors in pension schemes, life insurance, retirement options – both for individuals and for employees – will remain.

**Katie Mitchell**

Senior Consultant  
Insurance

Email: [kmitchell@lincoln.ie](mailto:kmitchell@lincoln.ie)



## Fund Services & Asset Management

The Irish Investment Funds market is one that is always evolving. With over 16,000 people directly employed in the sector in Ireland across 150+ different companies and within ten different counties, the industry contributes over €830 million annually in direct taxes to the Exchequer. The industry enables regional employment opportunities to be offered across a significant number of our major cities and towns.

### Market overview

Ireland is positioned as a dominant force in the European Funds domicile. The scale of successful development of the Investment Funds industry in Ireland is evidenced by the data on the trends in the number and value of funds under administration. As of the end of July 2020, there were 14,133 funds under administration in Ireland. (Non-Domiciled 6,373 / Domiciled 7,760) The overall number of funds under administration has experienced a sustained upward trend since 2008, growing by 29.1% over this period. The strength of Ireland as a global administration and management centre for establishing and servicing funds is also evidenced by the mix of assets under administration on our shores.

With continued growth throughout last year, the assets under management of Irish funds have reached yet another record level and stand at just over €3 trillion as of July 2020. The net UCITS assets in Ireland is €2.3 trillion. The net AIF assets in Ireland is €732 billion.

A recent trend has also seen Investors continue to seek greater transparency and measures designed to protect their interests. Irish funds are very popular among such investors as they are heavily regulated by the Central Bank.

### Salaries & benefits

Salary and overall packages are still a concern for most candidates on the market for a new role, with the Funds market in Ireland being very tight for talent. This has seen counter-offers and re-counter offers becoming the norm for any candidate making the move from their current employer, which has seen salary ranges grow by upwards of 10-15% across the graded levels. The number one priority and motivation currently seen across the market in 2020 is a clear career pathway to progression. Flexibility and the customary work/life balance motivation to move roles, which were prevalent until the COVID-19 pandemic hit, has seen an expedited sea of change across the Funds and Financial Sector as we know it, with the ability to work fully remotely and flexibility being a must to operate at post-pandemic levels.

**Tom Guilfoyle**

Senior Consultant Funds

Email: [tguilfoyle@lincoln.ie](mailto:tguilfoyle@lincoln.ie)



## In-demand skills

There has been an increase in demand for all major Front office, Client Services and mid to senior-level Fund Operations positions. Trustee and transaction management has been a major growth area in 2020 with some new teams being formulated within the Irish Fund Industry, the levels for this growth has been mostly at Mid-Senior level experienced candidates.

It is likely that this current trend and growth across the Irish Funds Arena will see salaries for Fund Services professionals continue in an upward trend across the standard operational areas of Fund Accounting, Transfer Agency, Custody, Trustee and Client Services as well as nontraditional change management roles in PM and BA.

## Looking ahead

2021 is shaping up to be a year of growth and change across the sector, as companies adjust to the new norm with remote working, hiring, and onboarding of new starters. This has seen the generally Dublin centric market being able to attract talent from outside of the usual catchment area for skilled experienced staff. The fund marketplace has experienced many expats securing great roles upon their return with the demand for talent as strong as ever. This trend will continue, and I feel 2021 will be a busy year with a lot of the pre-COVID-19 roles coming back on stream as the Irish Fund marketplace solidifies itself and goes from strength to strength. We also predict the looming Brexit knock-on effect will be a positive one in the Fund Administrative and Management space in Ireland.



## Financial Services - Compliance & Risk Salary Tables (€)

Compliance (€)	LOW	MID	HIGH
Chief Compliance Officer	150,000	175,000	200,000
Head of Compliance	90,000	125,000	160,000
Senior Compliance Manager	75,000	90,000	110,000
Compliance Manager	60,000	75,000	85,000
Compliance Officer	40,000	50,000	60,000
Compliance Analyst	35,000	40,000	45,000
MLRO	75,000	90,000	110,000
AML Manager	60,000	67,500	75,000
AML Officer	35,000	45,000	55,000
Data Protection Officer	75,000	100,000	125,000
Data Protection Analyst	40,000	50,000	60,000

Risk (€)	LOW	MID	HIGH
Chief Risk Officer	150,000	200,000	250,000
Divisional Head of Risk	100,000	125,000	150,000
Senior Risk Manager	80,000	90,000	100,000
Risk Manager	60,000	70,000	80,000
Risk Officer	45,000	50,000	60,000
Risk Analyst	35,000	40,000	45,000
Head of Operational Risk	100,000	115,000	130,000
Operational Risk Manager	80,000	90,000	100,000
Operational Risk Analyst	35,000	40,000	50,000
Head of Enterprise Risk	100,000	115,000	130,000
Enterprise Risk Manager	80,000	90,000	100,000
Head of Market Risk	100,000	120,000	140,000
Market Risk Manager	90,000	100,000	110,000
Market Risk Analyst	40,000	50,000	60,000
Head of Credit Risk	100,000	120,000	140,000
Credit Risk Manager	90,000	100,000	110,000
Credit Risk Analyst	40,000	50,000	60,000

## Financial Services - Banking & Capital Markets (€)

Front Office (€)	LOW	MID	HIGH
Director	150,000	175,000	200,000
VP	95,000	127,500	160,000
Senior Trader	85,000	112,500	140,000
Trader	50,000	75,000	100,000
Senior Portfolio Manager	100,000	125,000	150,000
Portfolio Manager	75,000	97,500	120,000
Assistant Portfolio Manager	60,000	70,000	80,000
Product Specialist	50,000	75,000	100,000
Investment Manager	50,000	100,000	150,000
Investment Analyst	50,000	85,000	120,000
Quantitative Analyst (5 years +)	80,000	115,000	150,000
Quantitative Analyst (up to 5 years)	45,000	62,500	80,000
Equity Analyst	40,000	62,500	85,000
Credit Analyst	40,000	62,500	85,000
Fixed Income Analyst	40,000	62,500	85,000
Research Analyst	40,000	52,500	65,000
Middle Office (€)	LOW	MID	HIGH
Director	130,000	147,500	165,000
VP	85,000	102,500	120,000
Middle Office Manager	55,000	70,000	85,000
Analyst	35,000	45,000	55,000
Corporate Actions Manager	55,000	70,000	85,000
Corporate Actions Specialist	35,000	45,000	55,000
Pricing Manager	45,000	55,000	65,000
Pricing Analyst	30,000	37,500	45,000
Trade Support Manager	45,000	57,500	70,000
Trade Support Analyst	40,000	45,000	50,000
Custody Manager	55,000	75,000	95,000
Custody Administrator	25,000	32,500	40,000
Treasury (€)	LOW	MID	HIGH
Director	135,000	167,500	200,000
VP	85,000	107,500	130,000
Manager/AVP	55,000	72,500	90,000
Team Lead/Supervisor/Senior	50,000	60,000	70,000
Analyst	30,000	42,500	55,000
Administrator	25,000	35,000	45,000

## Financial Services - Banking & Capital Markets (€)

Private Banking (€)	LOW	MID	HIGH
Director	120,000	160,000	200,000
VP	85,000	107,500	130,000
Manager	65,000	80,000	95,000
Assistant Manager	45,000	57,500	70,000
Advisor	35,000	42,500	50,000
Executive	30,000	37,500	45,000

### Corporate Banking (€)

Director	150,000	175,000	200,000
VP	85,000	112,500	140,000
Lending Manager	55,000	75,000	95,000
Restructuring Manager	55,000	75,000	95,000
Senior Asset/Portfolio Manager	55,000	75,000	95,000
Asset/Portfolio Manager	40,000	47,500	55,000
Assistant Asset/Portfolio Manager	35,000	40,000	45,000
Arrears Manager	45,000	55,000	65,000
Arrears Team Lead/Supervisor	35,000	42,500	50,000
Arrears Support	28,000	33,000	38,000
Customer Services Executive	28,000	34,000	40,000

### Retail and Commercial Banking (€)

Head of Function	85,000	110,000	160,000
Senior Manager	75,000	95,000	120,000
Manager	60,000	80,000	100,000
Branch Manager	50,000	60,000	80,000
Relationship Manager	38,000	50,000	70,000
Business Development Executive / Manager	35,000	50,000	85,000
Credit Analyst / Collections Executive	25,000	35,000	45,000
Operations Support	25,000	35,000	42,000
Administrative Support / Customer Care	23,000	26,000	28,000
Arrears Support	28,000	33,000	38,000
Customer Services Executive	28,000	34,000	40,000

## Financial Services - Insurance (€)

Underwriting (€)	LOW	MID	HIGH
Head of Underwriting (Director)	85,000	115,000	150,000
Underwriting Manager	75,000	95,000	110,000
Senior Commercial Underwriter (10+ years)	50,000	70,000	80,000
Commercial Underwriter (1-10 years)	30,000	45,000	55,000
Personal Lines Underwriter	28,000	35,000	45,000
Underwriting Assistant	28,000	32,000	35,000

### Claims (€)

Head of Claims	80,000	100,000	125,000
Claims Manager	45,000	60,000	70,000
Senior Claims Handler (5-10 years)	45,000	55,000	65,000
Claims Handler (1-5 years)	28,000	35,000	40,000

### Operations (€)

Head of Operations	65,000	80,000	110,000
Operations Manager	45,000	55,000	70,000
Operations Executive	28,000	35,000	45,000
Relationship Manager / Broker Consultant	40,000	55,000	65,000
Outsourcing, Oversight & Governance	35,000	45,000	60,000

### Insurance Brokers (€)

Head of Client Services (Director level)	70,000	90,000	125,000
Client Manager	60,000	80,000	100,000
Account Manager / Senior Account Executive	50,000	60,000	70,000
Account Executive – Commercial Lines	30,000	45,000	55,000
Account Executive – Personal Lines	25,000	35,000	45,000
Financial Advisor	28,000	35,000	45,000
Claims Handler	25,000	35,000	45,000

## Financial Services - Insurance (€)

Reinsurance and Captive (€)	LOW	MID	HIGH
Head of Underwriting / Underwriting Manager	90,000	120,000	150,000
Reinsurance Underwriter	65,000	80,000	100,000
Captive Underwriter	40,000	60,000	80,000
Captive Account Executive / Manager	60,000	70,000	85,000
Head of Claims / Claims Manager	80,000	110,000	130,000

## Financial Planning & Wealth Management (€)

Financial Planner	45,000	55,000	70,000
Paraplanner	25,000	30,000	35,000
Pensions Consultant	55,000	70,000	90,000
Pensions Administrator	28,000	32,000	38,000
Life Administrator	25,000	30,000	35,000

## Actuarial (€)

Chief Actuary	150,000	225,000	300,000
Qualified Actuary	65,000	100,000	135,000
Part-Qualified Actuary	45,000	57,500	70,000
Trainee Actuary	30,000	37,500	45,000

## Financial Services - Fund Services & Asset Management (€)

Fund Accounting (€)	LOW	MID	HIGH
Managing Director, Fund Accounting (Multi-jurisdictions)	160,000	205,000	250,000
Managing Director, Fund Accounting	130,000	145,000	160,000
Director, Fund Accounting	120,000	135,000	150,000
Group Manager, Vice President	86,000	100,000	120,000
Senior Fund Accounting Manager	80,000	85,000	90,000
Fund Accounting Manager	64,000	67,000	75,000
Fund Accounting Assistant Manager	50,000	55,000	62,000
Fund Accounting Supervisor	45,000	47,000	50,000
Senior Fund Accountant	38,000	40,000	42,000
Fund Accountant	34,000	36,000	38,000
Graduate Fund Accounting	28,000	30,000	32,000

### Transfer Agency (€)

Managing Director, Transfer Agency	140,000	120,000	180,000
Head of Transfer Agency	110,000	130,000	150,000
Director Transfer Agency	95,000	105,000	120,000
Senior Transfer Agency Manager	78,000	85,000	100,000
Transfer Agency Manager	65,000	69,000	75,000
Transfer Agency Assistant Manager	55,000	60,000	63,000
Transfer Agency Supervisor	43,000	47,000	55,000
Senior Transfer Agency Administrator	34,000	37,000	40,000
Transfer Agency Administrator	25,000	28,000	32,000

### Trustee (€)

Managing Director, Trustee/Depositary	180,000	210,000	240,000
Head of Trustee	120,000	150,000	180,000
Vice President, Trustee	90,000	112,000	135,000
Senior Trustee Manager	75,000	82,000	90,000
Trustee Manager	60,000	67,000	75,000
Trustee Assistant Manager	55,000	60,000	65,000
Trustee Supervisor	45,000	48,000	55,000
Senior Trustee Administrator	32,000	36,000	40,000
Trustee Administrator	25,000	28,000	32,000

## Fund Services & Asset Management (€)

Custody (€)	LOW	MID	HIGH
Head of Custody	85,000	102,000	120,000
Custody Manager	54,000	65,000	75,000
Custody Officer	35,000	42,000	48,000
Custody Administration	25,000	28,000	32,000
<b>Client Relations (€)</b>			
Head of Relationship Management	100,00	120,000	140,000
Senior Relationship Manager	75,000	85,000	95,000
Client Relationship Manager	60,000	72,000	85,000
<b>Financial Reporting (€)</b>			
Managing Director, Financial Reporting	120,000	140,000	160,000
Head of Financial Reporting	90,000	105,000	120,000
Senior Manager Financial Reporting	80,000	87,000	95,000
Financial Reporting Manager	65,000	72,000	80,000
Financial Reporting Accountant	45,000	50,000	55,000
Financial Reporting Senior Associate	35,000	40,000	45,000
Financial Reporting Associate	28,000	31,000	35,000
<b>Projects</b>			
Chief Data Officer	150,000	200,000	250,000
Director, Client Onboarding	120,000	130,000	140,000
Business Transformation Programme Manager	100,000	112,000	125,000
Client Onboarding	45,000	50,000	55,000

# LEGAL



2020 brought with it a substantial period of change across the Irish Legal market. Whilst several international law firms expanded into Ireland for the first time, the pandemic has also naturally resulted in significant changes across the sector. Brexit has had an impact on policy and law reform here, the effects of which were felt across the market. There have also been several ground-breaking changes within Legal which have contributed to the ever-evolving Legal landscape.

Although the Legal market has not been exempt from the job losses, furloughs and general uncertainty that has hit every sector since COVID-19 hit this year, there have still been moments of positivity and buoyancy across the market, plus several new employment trends emerge.

## New market entrants

We have seen continued growth within the Legal market throughout the past 12 months, which we predict will continue to develop as companies are continuing to expand as well as establish themselves following the effect of Brexit. New market entrants from the UK continued to put pressure on the larger commercial firms, and salaries have continued to increase for experienced Commercial Lawyers in Real Estate, Funds, Corporate, and Technology. International law firms such as Fieldfisher, Dentons, Clark Hill, DLA Piper and Clyde & Co are among the major corporations who have opened their offices here over the past few years, many of which were in response to Brexit.

## In-house

Throughout 2020, the most in-demand roles were lawyers with strong commercial contract experience or candidates with generalist commercial exposure. Technology was a huge area for these kinds of roles, which is not surprising given the sort of tech boom Ireland has been experiencing in recent years and also due to the switch to remote working during the pandemic. Pharma was also another area which saw an influx in the requirement for these kinds of roles, again unsurprisingly considering COVID-19.

In response to Brexit, Financial Services companies were starting to look more towards investing in in-house legal support. Whilst there has been an increase in the number of in-house roles across the market, there is also a highly competitive talent pool for such roles, meaning the job hunt can often be a challenging for professionals within this space.

## Private practice

We saw several of the smaller firms recruiting at a rapid rate across a variety of areas such as Debt Recovery and Employment, areas which may not have been as buoyant in years gone by. The demand for Corporate, Capital Markets and transactional Financial Services solicitors was also high, and this looks set to continue into 2021. New firms into the market have continued to hire at more senior levels, in particular at Partner level, which has caused a real stir within the market, as high-calibre lawyers continue to move company, receive lucrative job offers and be counter-offered.

## Market and legislation changes

There have been several groundbreaking changes which have taken place in the Legal sector during 2020 that has had a knock-on effect on recruitment. Solicitors can now apply to become legal counsel under changes passed in legislation five years ago, now coming into play.

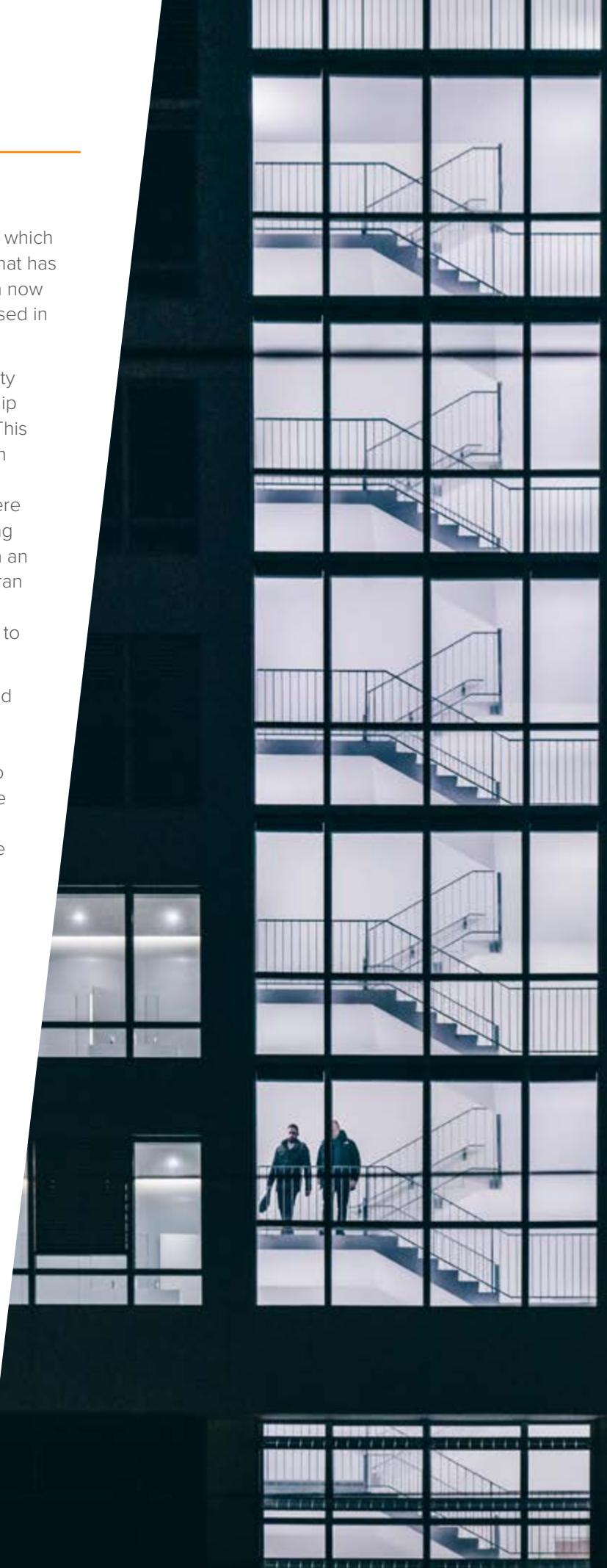
Another change in the Irish Legal market is the ability for Irish law firms to use a Limited Liability Partnership (LLP) corporate structure to avail of limited liability. This measure has catapulted Ireland into a more modern era in terms of our legal environment. Before the implementation of this legislation, solicitors here were unable to provide legal services to their clients using any other structure than as a sole practitioner or via an unincorporated partnership. Mason Hayes and Curran were the first major law firm to operate as an LLP in May 2020, with many more of their competitors set to follow suit.

The implementation of these changes makes Ireland a more lucrative location for solicitors, lawyers and other legal professionals alike. Professionals will likely see the legal landscape here as being able to provide them with more opportunities and therefore will be more likely to stay and seek employment here upon completing their studies or gaining some experience. Legislation changes like these are also a draw when trying to attract candidates from overseas.

## The year ahead

The Legal market is most definitely showing signs of picking up after the last six months, and law firms are hiring again. There are some lasting effects of 2020 which will spill into 2021 – some positive and some negative. Whereas before legal may have been a candidate-driven market, post COVID-19, we expect to see a 360 switch in that, with an abundance of candidates on the market and law firms simply not hiring at the same speed as they did pre lockdown yet.

That is why Q4 of 2020 has been so important, in ensuring our candidates are well-educated on the market and what types of roles and companies are suited to them for when recruitment picks up again and they enter a competitive landscape. Likewise with our clients, we want them to rest assured that there will be strong talent available when the time comes to resume or increase hiring.



## Legal Salary Tables (€)

In-House (€)	LOW	MID	HIGH
Head of Legal / Legal Director / GC	150,000	190,000	300,000
Senior Legal Counsel	95,000	160,000	210,000
Legal Counsel	80,000	110,000	140,000
Junior Legal Counsel	50,000	75,000	100,000
Company Secretary 1-5 years	40,000	55,000	70,000
Paralegal / Legal Executive	40,000	55,000	70,000
Company Secretary Manager	65,000	85,000	115,000
Listings / Regulation Executive	35,000	45,000	55,000

Practice	LOW	MID	HIGH	LOW	MID	HIGH	
	Commercial Firms				General Practice		
Salaried Partner	100,000	130,000	250,000	70,000	100,000	120,000	
7 + years PQE	88,000	100,000	140,000		60,000 +		
6-7 years PQE	80,000	95,000	110,000		68,000 +		
4-5 years PQE	73,000	86,000	95,000		60,000 +		
3-4 years PQE	67,000	80,000	86,000	50,000	55,000	65,000	
1-2 years PQE	60,000	73,000	79,000	45,000	50,000	55,000	
Newly Qualified Solicitor	55,000	68,000	74,000	40,000	45,000	50,000	

Legal Support Staff (€)	LOW	MID	HIGH
Head of Company Secretarial Department	80,000	95,000	140,000
Company Secretary Manager	65,000	75,000	95,000
Company Secretary 5 + years	55,000	70,000	90,000
Company Secretary 0-5 years	28,000	45,000	55,000
Paralegal	32,000	40,000	50,000
Legal Executive	28,000	35,000	45,000
Legal Secretary 5 + years	36,000	45,000	55,000
Legal Secretary 1-5 years	28,000	36,000	45,000
Listings / Regulation Executive	33,000	40,000	50,000



**TECHNOLOGY**

## Software Development and IT Infrastructure

### The year in review

2020, by anyone's standards, has been an extraordinary year. The rise of COVID-19 in the first quarter followed by the severe restrictions to slow the virus saw whole industries come to a shuddering halt followed closely by a sharp rise in unemployment, within the Hospitality and Travel industries in particular.

No sector was left untouched by the pandemic, including Technology. In 2019, it was widely predicted that as organisations continue to become more technology-led, 2020 would see Ireland retain its spot as one of the most attractive places in Europe for Technology professionals. Research and Development hubs such as Galway, Cork and Limerick would continue to grow with start-ups across Medtech to Fintech benefiting from the influx of VC capital to the country. We also expected a large increase in the number of professionals within the Financial Services sector (or Fintech) migrating to Ireland, specifically Dublin. Equally, we predicted that this would continue to remain steady throughout the year and that we would potentially see a further increase in those numbers as Brexit became a reality in the latter end of the year.

For the most part, Technology has held its own. Positions that were in high demand pre COVID-19 such as Software Engineers, Cyber Security Experts, Database Administrators and Data Analysts, continue to follow the same pattern. Equally, daily rate and remunerations packages remain largely unchanged within these specialisms. Furthermore, as companies ask employees to work from home, remote working has dramatically increased as a flexible benefit that most employers are now offering, resulting in a philosophical shift across most industries. Both candidates and employers are rethinking the working week and what was once a Monday to Friday office working environment, is now a dynamic cross-boundary collaboration without borders.

### IN-DEMAND POSITIONS

*(By volume of demand from clients)*

- ✓ Senior Java Developer
- ✓ Database Administrator
- ✓ Cyber Security Consultant (GDPR)
- ✓ .Net Developer
- ✓ DevOps Engineers

**Darren Reilly**

Head of IT Contracting

Email: dreilly@lincoln.ie



## Salaries & benefits

Technologists working within the Hospitality or Travel sectors may have suffered pay cuts, reduced hours or indeed redundancy. However, technologists working in the more disruptive areas of the market have benefited, for example, those working within Medtech, Edtech and Fintech. Salaries, as well as daily rate contracts in these disruptive sectors, continue to at least stay stable and in some cases even rise as the battle for talent rages on.

As mentioned above, there has been a major shift in terms of the employee benefits now on offer. We are noticing most, if not all, employers are offering a flexible working contract, and of course, most candidates are requesting that flexibility be part of the overall package. We expect this to be the norm for the long term, even post the pandemic.

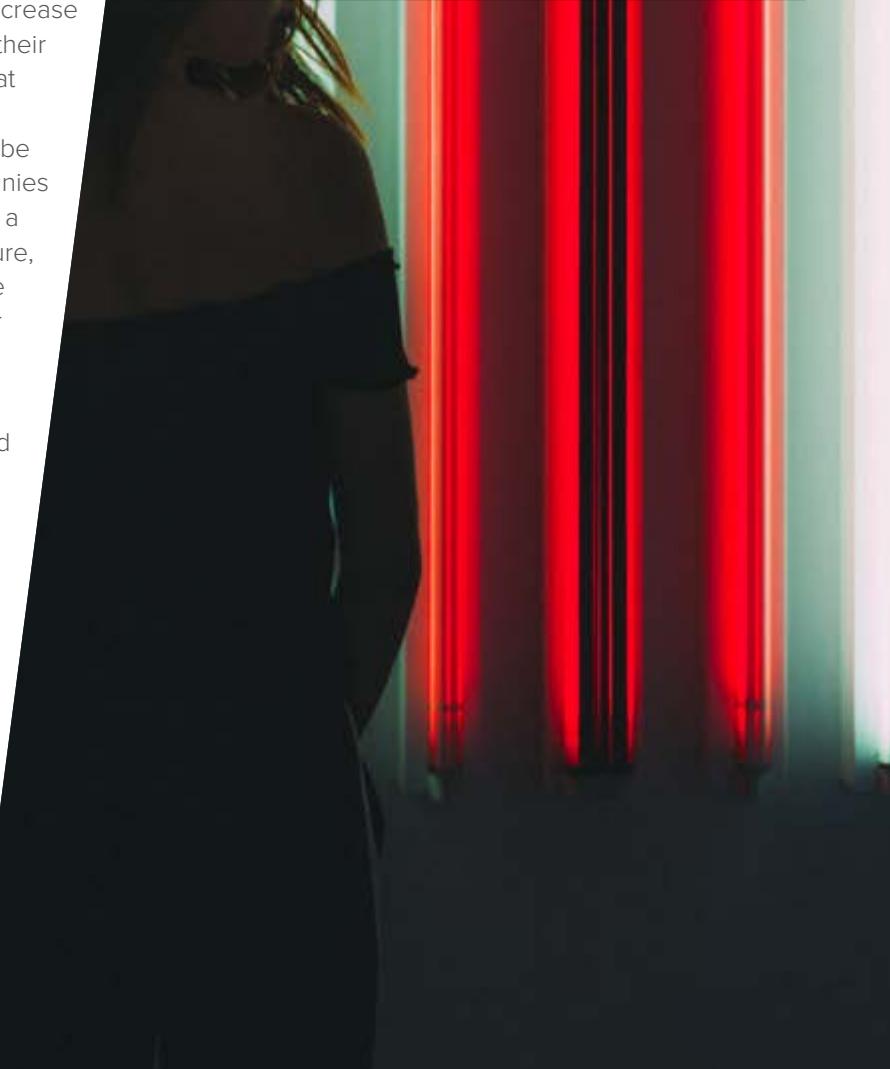
## Looking ahead

As we are now entering a period of recovery and adjustment, many organisations are now more dynamic and have made the necessary changes to adapt their business, and thankfully in the disruptive sectors such as Fintech and Medtech, they have begun hiring again. We also expect companies will look to increase their online presence (while shrinking perhaps their physical presence). Therefore, we anticipate that UI/UX, Scrum Masters, Software Development, and Solution / Business Architects' skillsets will be placed in high demand. Furthermore, as companies nationwide are transitioning their employees to a remote working world, we expect IT Infrastructure, Cyber and Information Security to be at the fore of the most sought-after skill sets, especially for companies that work within a highly regulated environment.

Ireland's resilient Technology sector is expected to hold firm with the numerous start-ups kicking off nationwide coupled with multinationals investing in digital transformation and Brexit realignment projects. This will mean the battle for niche and sought-after skills within Tech will only intensify. However, the new way of working, without borders and cross-boundary collaboration, will help to alleviate the skill shortage that we regularly face within Technology. Moreover, this may also incentivise companies to pursue the contracting model in tandem with the traditional permanency offering, which will allow them to access talent across Europe and the UK, with ease and with speed.



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## Change and Transformation

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At Lincoln, we currently partner with some of Irelands most reputable consultancies, supplying Project Managers, SME's (GDPR) and Senior Analysts for example, and even these stable businesses within the Change and Transformation sector are having to adapt and adjust to the new way of working. Large scale projects that were dependent upon consultancies for their delivery were understandably delayed, no more so than in the Healthcare sector.

Whilst uncertainty in the economy and financial markets is a major causal factor for many large-scale IT Infrastructure projects being delayed, another issue is the absence of certain skill sets, and not having those persons on site, and in offices on client sites. Working from home may suit a large portion of businesses right now, especially anything related to digital transformation, but in some cases, our clients will just need boots on the ground.

### Salaries and benefits

Given the drop in demand in terms of hiring and the sudden surge in supply regarding contracting staff, we expect daily rates and even in some cases wage demands to drop. What was up until March of this year a tight labour market, has now become a loose labour market. However, like most of the Tech sector, we anticipate salaries and day rates to rebound as the fight for talent within disruptive sectors rages on. As mentioned above, we expect all employers to offer a flexible and a remote working option except those that are embarking on larger scale IT Infrastructure projects.

### The year ahead

However, it's not all doom and gloom. As mentioned above, Brexit is pushing many businesses to be ready and to transform the way they work, which in turn is creating innovation and opening new opportunities for those that specialise within Project and Change Management. For these PMO specialists, planning for Brexit has proven to be an exercise in dynamic project management, navigating uncertainty, and swift adaptation. It has also shown to be a powerful case study in the leadership and advisory roles that many of our clients are looking to fill with either external contractors or hiring in consultancies. For example, heavily regulated industries such as Pharma and other industries such as FMCG have faced a formidable challenge due to the multiple layers of uncertainty surrounding Brexit. However, companies can secure specialised and niche skill sets from across the EU to tackle these problems head-on. The contracting model has never been more advantageous than it is now.

Lastly, and aside from Brexit, we anticipate the Change and Transformation sector to remain strong, specifically within sectors that are looking to embrace digital or for those that are having to comply with new regulations within Financial Services. For example, many of our clients are looking for candidates that have exposure to Agile methodology (Scrum), that are PMP qualified (Project Management Professional), and that have worked on Regulatory projects such as IFRS17 or MIFID II. Also, we expect demand to increase within the Utilities and Renewables sector, as these sectors will undoubtedly receive additional funding and new projects will be underway come early 2021.

## IN-DEMAND POSITIONS

*(By volume of demand from clients)*

- ✓ Senior Java Developer
- ✓ Database Administrator
- ✓ Cyber Security Consultant (GDPR)
- ✓ .Net Developer
- ✓ DevOps Engineers

## Technology (€)

Technology / PMO	LOW	MID	HIGH	Junior	Mid-Level	Senior
	Permanent			Contract		
Programme Director	100,000	120,000	150,000	850	1050	1400
Programme Manager	80,000	90,000	110,000	500	650	800
Business Consultant	45,000	60,000	80,000	400	500	600
Change Manager	60,000	80,000	95,000	450	550	700
IT Infrastructure Project Manager	45,000	65,000	90,000	350	450	550
Agile Project Manager	45,000	65,000	90,000	350	450	550
Service Delivery Manager	45,000	65,000	90,000	300	400	500
Data Protection Consultant	40,000	60,000	85,000	350	450	650
Digital Project Manager	45,000	65,000	90,000	350	450	650
Product Manager	45,000	60,000	85,000	350	450	550
Business Process Analyst	40,000	65,000	85,000	450	550	700
Systems Analyst	40,000	65,000	85,000	350	450	650
Reporting Analyst	40,000	65,000	85,000	350	450	600
Digital Analyst	40,000	65,000	85,000	350	450	550
Business Analyst	40,000	65,000	85,000	350	450	550
Scrum Master	35,000	60,000	75,000	300	400	500
PMO Manager	45,000	65,000	100,000	350	450	650
Project Coordinator	35,000	50,000	60,000	300	400	500

IT Infrastructure & Cyber Security	LOW	MID	HIGH	Junior	Mid-Level	Senior
	Permanent			Contract		
IT Security Engineer	35,000	65,000	95,000	350	450	600
Information Security Architect	60,000	80,000	100,000	500	600	750
Linux Dev Ops / Engineer	50,000	70,000	95,000	400	500	600
Linux Systems Engineer	40,000	55,000	80,000	350	450	550
Unix Systems Engineer	35,000	45,000	65,000	350	450	550
Network Support Engineer	30,000	45,000	75,000	300	450	550
Systems Administrator	40,000	55,000	75,000	250	300	400
Application Support Engineer	35,000	45,000	60,000	250	350	400
IT Manager	55,000	65,000	85,000	500	550	650
Systems and Network Manager	55,000	65,000	85,000	-	-	-
Data Centre Manager	45,000	65,000	90,000	-	-	-
Head of IT	60,000	75,000	100,000	-	-	-
Director of IT	80,000	95,000	110,000	700	750	850
Application Support Manager	45,000	55,000	65,000	400	500	650
Helpdesk Support	30,000	35,000	40,000	175	225	250
Desk side Support	30,000	35,000	40,000	200	250	300
Field services	35,000	40,000	55,000	200	250	270
Project Coordinator	35,000	50,000	60,000	300	400	500

## Technology (€)

Software Engineering	LOW	MID	HIGH	Junior	Mid-Level	Senior
	Permanent			Contract		
Head of Engineering	100,000	120,000	150,000			
Engineering Manager	90,000	100,000	120,000			
Development Team Lead	85,000	95,000	100,000	500	600	700
Senior Software Engineer	70,000	80,000	90,000	450	500	550
Mid Level Engineer	45,000	55,000	65,000	300	350	400
Junior Engineer	35,000	40,000	45,000			
Software Architect	85,000	95,000	100,000	500	550	600
Solution Architect	85,000	95,000	100,000	500	550	600

# **DATA SCIENCE**

# Data Science and Analytics

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Whilst it's been a turbulent year, Data Science & Analytics has bounced back quite robustly. With data and digitalisation central to their Pandemic responses, there has been a trend of heavy investment in Data & Analytics across many industries particularly MedTech, FinTech and Consulting Services.

## Salaries

Salaries have remained stable in some areas however certain skillsets particularly deep learning skills like natural language processing and computer vision, salaries have jumped considerably. PhD qualified candidates generally earn noticeably more than their counterparts. Remote working has increased the importance of effective Data Visualization skills, driving up candidate market values significantly and since 2019 we began to see new titles like Data Artist and Data Storyteller for the first time.

2020 has seen the establishment of many new teams, and the salaries earning potential of Data Science & Analytics Heads of Function have progressively increased as a result of competition for qualified senior candidates.

Universities have been expanding their Data Science & Analytics related course numbers and starting new ones so over the next few years we should start seeing the numbers of Data Science and Analytics graduates increase. This will gradually filter up through the workforce and may have an impact on salaries in the future. Currently however, the increase in numbers of roles continues to outstrip the increase in the number of candidates across all areas of data.

**Laura Kennedy**  
Head of Data Science  
Email: lkennedy@lincoln.ie



## The year ahead

There are some interesting trends for 2021 being predicted including increased commercial use of the Internet of Behaviours, which could see AI driven telematics monitoring how safely we're driving in our vehicles, sensors using computer vision to check if we're washing our hands correctly in the workplace and wearables allowing insurance companies to decrease the price of our insurance if we purchase healthier foods in the supermarket.

The Internet of Business is a hot topic this year with so many people working from home. Maintaining business continuity whilst moving entire workforces to working from home has seen a dramatic increase in the use of robotics and automation. This is in addition to a dramatic increase in people-centric collaboration and remote working technology. Consistent, resilient delivery of meaningful Data Science & Analytics services have generally been achieved, largely due to the natural tendency within the industry to utilise online and virtual collaboration tools and work from home more than other sectors anyway.

## The data community

The Data Community in Ireland has been robust for years with lots of activity through meetups and various other endeavours. As a member of the Industry Advisory Council of the Analytics Institute of Ireland we have observed that it has become a very strong platform for members to share insights and expertise, to collaborate and build networks in the industry and to foster innovation in the sector.

Diversity and Inclusion is featuring more and more heavily in talent acquisition considerations and discussions in Data Science & Analytics. With low female participation in particular, firms are having to work very hard to succeed in having diverse teams. We have witnessed how not for profits are working hard to address this imbalance however D&I is still likely to be a major talent issue for Data Science & Analytics in 2021.

## Data Science (€)

Executive Search (€)	LOW	MID	HIGH
Chief Analytics Officer	150,000	210,000	270,000
Chief Data Officer	140,000	200,000	250,000
Chief Innovation Officer	120,000	180,000	240,000
Chief Information Officer	120,000	180,000	240,000
Head of Data Engineering	100,000	130,000	160,000
Head of Data Science	120,000	150,000	180,000
Head of Research & Development	120,000	150,000	180,000

Data Science & Analytics	LOW	MID	HIGH	Junior	Mid-Level	Senior
	Permanent			Contract		
Data Science Team Lead	80,000	100,000	120,000	550	650	750
Deep Learning Scientist	80,000	120,000	150,000	550	750	950
Data Scientist	60,000	80,000	100,000	450	550	650
Data Analyst	45,000	55,000	65,000	350	400	450
Data Visualisation Specialist	60,000	75,000	90,000	450	500	550

Data Engineering	LOW	MID	HIGH	Junior	Mid-Level	Senior
	Permanent			Contract		
Data Engineering Team Lead	80,000	100,000	120,000	550	650	750
Deep Learning Engineer	70,000	90,000	110,000	450	550	700
Data Engineer	60,000	75,000	90,000	450	500	550

Data	LOW	MID	HIGH	Junior	Mid-Level	Senior
	Permanent			Contract		
Business Intelligence Developer	55,000	65,000	80,000	400	450	500
Database Developer	70,000	75,000	85,000	450	500	550
Data Architect	80,000	90,000	100,000	550	600	650
Database Administrator	50,000	60,000	75,000	400	450	500



# **SUPPLY CHAIN & ENGINEERING**

# Supply Chain & Engineering

The market for Supply Chain and Procurement changed significantly in 2020 due to the onset of COVID-19. There has been a dramatic shift to online shopping, which now more than ever shows the importance of companies from MNC's to SME's having an excellent Supply Chain function to cater for the growing consumer demands within this space. We wrote last year about the fears of a non-Brexit deal and this may still come to pass in the coming months.

In relation to Engineering, the market has proved to be more robust especially around the Pharmaceutical industry. Within Construction, there have been large investments within infrastructure projects and the continued need to develop additional residential projects.

## Year in review

Throughout the COVID-19 pandemic, the most resilient sectors have been FMCG, Pharmaceutical and Technology concerning the hiring of Supply Chain professionals. The consumer shift to online purchasing should see the demand for Supply Chain candidates remain high. It is now imperative that companies of all sizes have a robust Supply Chain function in place to cater for current demands. This will increase the need for additional warehousing, transport, and logistics employees. With Procurement, there has been a steady need for candidates within this area, particularly across the FMCG, Pharmaceutical and Technology sectors. With most sectors affected this year in varying degrees, company revenues have decreased, and Procurement should be a vital function in relation to cost savings.

Ireland continues to house most global Pharmaceutical companies and seeing their continued importance to the current situation there will be a continued need for Engineering recruitment within this area mainly in regards to Electrical, Mechanical, Quality and Validation professionals. With Construction, there has been a commitment to still invest in Infrastructure projects nationwide and with the continued shortage of housing this will ensure that Construction professionals of all levels will remain in high demand.

## Salaries

Salaries for Supply chain and Procurement professionals remained on similar levels to last year. This will change as we move forward into next year as the demand for these candidates will increase due to changed consumer demand to online shopping and this will probably increase salary expectations. Similarly to last year, candidates based in major cities such as Dublin commanded a higher salary than a candidate based in a more regional town purely on the cost of living. This may change as we move forward due to the onset of remote working and if this model is here to stay

For Engineering and Construction, there is still a shortage in professionals for these sectors and this will lead to an increase in salary expectations for these candidates. For Construction, more companies are offering an attractive benefits package to entice employees which may not have been the case in the past.

## The year ahead

We predict the market for Supply Chain will continue to grow next year as more and more consumers turn to online shopping and companies of all sizes will need to facilitate this change by hiring professionals from this sector. This will see an increase in demand for Transport, Warehousing, and Logistics professionals. One caveat is the need for a deal regarding Brexit, at the time of writing no deal has been agreed and this would have severe implications for the import and export market.

For the Engineering and Construction sector, we believe the market here will grow next year due mainly to the essential need to complete additional projects, especially residential, to try and alleviate the housing crisis.

### Darragh Golden

Principal Consultant

Supply Chain, Procurement

Email: [dgolden@lincoln.ie](mailto:dgolden@lincoln.ie)



# Supply Chain & Engineering Salary Tables (€)

Supply Chain (€)	LOW	MID	HIGH			
Supply Chain Director	80,000	100,000	130,000			
Supply Chain Manager	60,000	70,000	80,000			
Supply Chain Analyst	35,000	45,000	50,000			
Supply Chain Coordinator	30,000	40,000	45,000			
Procurement (€)	LOW	MID	HIGH			
Procurement Director	90,000	110,000	130,000			
Procurement Manager	70,000	80,000	90,000			
Procurement Specialist	45,000	50,000	55,000			
Category Manager	65,000	70,000	75,000			
Vendor Manager	45,000	50,000	65,000			
Senior Buyer	55,000	60,000	70,000			
Buyer	35,000	45,000	50,000			
Operations/Planning (€)	LOW	MID	HIGH			
Operations Manager	65,000	75,000	90,000			
Demand/Supply Planner	40,000	50,000	55,000			
Production Manager	55,000	60,000	65,000			
Production Supervisor	40,000	45,000	55,000			
Inventory Manager	45,000	55,000	65,000			
Inventory Controller	35,000	40,000	45,000			
Logistics (€)	LOW	MID	HIGH			
Logistics Manager	60,000	65,000	70,000			
Logistics Analyst	40,000	45,000	50,000			
Warehouse Manager	40,000	45,000	55,000			
Transport Manager	55,000	60,000	70,000			
Transport / Freight Coordinator	30,000	40,000	45,000			
Facilities Management	LOW	MID	HIGH			
	Dublin			Regionally		
HVAC Technician	30,000	34,000	38,000	30,000	34,000	38,000
Qualified HVAC Engineer	45,000	50,000	60,000	45,000	50,000	55,000
Refrigeration/Boiler Engineer	50,000	55,000	65,000	50,000	55,000	60,000
BMS Engineer	50,000	55,000	65,000	50,000	55,000	65,000
Senior BMS Engineer	75,000	80,000	85,000	75,000	80,000	85,000
Qualified Maintenance Technicians	35,000	40,000	48,000	30,000	35,000	43,000
Technical Facilities Manager	55,000	65,000	80,000	50,000	60,000	75,000
Contract/Maintenance Manager	55,000	60,000	65,000	50,000	55,000	60,000
Head of Hard Services	85,000	90,000	95,000	80,000	85,000	90,000
Technical Director (FM)	100,000	110,000	120,000	95,000	100,000	110,000
Facilities Manager/ Engineer	40,000	50,000	60,000	35,000	45,000	55,000
Head of Soft Services	70,000	75,000	85,000	65,000	70,000	80,000
Director of Facilities	85,000	90,000	95,000	80,000	85,000	90,000

# Supply Chain & Engineering Salary Tables (€)

General Construction & Engineering	LOW	MID	HIGH	LOW	MID	HIGH
	Dublin			Regionally		
Junior Health and Safety Officer	30,000	33,000	38,000	30,000	31,000	33,000
Health and Safety Advisor	40,000	40,000	45,000	35,000	35,000	40,000
Senior Health and Safety Advisor	50,000	55,000	65,000	45,000	50,000	55,000
Health and Safety Manager	70,000	80,000	90,000	50,000	65,000	70,000
Site Clerk/Administrator	30,000	33,000	38,000	24,000	28,000	30,000
Architectural Technologist	25,000	35,000	38,000	25,000	30,000	32,000
BIM Modeler/Revit Technician	30,000	40,000	45,000	35,000	40,000	42,000
BIM Coordinator	45,000	47,500	50,000	35,000	40,000	45,000
BIM Manager	55,000	65,000	80,000	55,000	60,000	65,000
Proposals/Tender Engineer	40,000	45,000	50,000	35,000	40,000	45,000
Bid Manager	75,000	80,000	85,000	60,000	65,000	70,000
Buyer	40,000	45,000	50,000	30,000	35,000	40,000
Junior Estimator	30,000	32,000	35,000	30,000	31,000	33,000
Intermediate Estimator	40,000	45,000	55,000	35,000	40,000	45,000
Senior Estimator	55,000	65,000	75,000	55,000	50,000	65,000
Estimating Manager	75,000	80,000	85,000	60,000	70,000	75,000
Junior Quantity Surveyor	30,000	32,000	35,000	30,000	31,000	33,000
Intermediate Quantity Surveyor	45,000	50,000	60,000	35,000	37,500	45,000
Senior Quantity Surveyor	65,000	75,000	90,000	50,000	55,000	70,000
Commercial Manager	90,000	105,000	120,000	80,000	90,000	100,000
Commercial Director	110,000	120,000	130,000	100,000	110,000	120,000
Junior Planning/Scheduling Engineer	30,000	35,000	40,000	30,000	32,000	35,000
Intermediate Planning Engineer	35,000	45,000	55,000	30,000	40,000	50,000
Senior Planning Engineer	60,000	75,000	90,000	40,000	65,000	75,000

## Main Contractor - Building & Civil

Junior Building Services Engineer	28,000	32,000	35,000	28,000	30,000	32,000
Intermediate Building services Engineer/Coordinator	35,000	40,000	45,000	30,000	35,000	40,000
Senior Building services Engineer/Coordinator	50,000	55,000	70,000	35,000	45,000	60,000
Building Services Manager	70,000	80,000	90,000	60,000	65,000	75,000
Site Engineer (Setting out)	35,000	45,000	50,000	30,000	35,000	40,000
Senior Site Engineer	50,000	60,000	65,000	40,000	45,000	50,000
BCAR/Quality Engineer	50,000	55,000	65,000	45,000	50,000	55,000
Finishing Foreman	50,000	55,000	65,000	45,000	50,000	55,000
General Foreman	55,000	70,000	75,000	50,000	65,000	70,000
RC Foreman	60,000	65,000	70,000	55,000	60,000	65,000
Section Foreman/Site Agent	60,000	65,000	70,000	56,000	60,000	65,000
Site Manager	55,000	63,000	70,000	50,000	60,000	65,000
Project Manager	50,000	55,000	65,000	50,000	55,000	60,000
Senior Project Manager	65,000	75,000	85,000	55,000	65,000	75,000
Director	100,000	120,000	130,000	90,000	100,000	120,000

# **HUMAN RESOURCES**



## Human Resources

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Companies are realising that the HR function plays a pivotal role in maintaining a happy, healthy, and most importantly, stable workforce. The pandemic has indeed brought this into the spotlight and its now mission critical for many organisations across the country.

### General Observations

Talent attraction will be a key component of the HR agenda we predict in latter part of 2021. With this in mind, companies hiring HR Business Partners or HR Managers have a particular interest in hiring talent that is focused on employee engagement and well-being, as they will ensure talent retention and reduce attrition. A huge drive and focus for HR agendas across both MNCs and SMEs is workplace well-being, especially during and after the pandemic. Engagement initiatives have become a big influencer in decision making. Some innovative initiatives that are increasingly commonplace include free weekly virtual fitness/wellness classes, free health screenings, and flu vaccinations.

We have seen many companies embrace HR technology in 2020, such as ATS systems like Workday, SAP and Core HR systems, as they upgrade or modernise how they analyse HR data and manage performance, in most cases virtually, within the business. As a result, many organisations are seeking HR Analysts with a blend of HR and IT expertise, and candidates with experience in these systems are highly sought after.

HR professionals have also adapted to team collaboration software such as Microsoft Teams and have been involved in the rollout of such software amongst employees in order to facilitate remote working. As organisations strive to maintain and reframe benefits packages according to the changing needs of employees in the aftermath of the pandemic there is a significant shortage of Compensation and Benefits Specialists in the market. Traditionally, this discipline fell under the HR Generalist remit, but it is now viewed as a key stand-alone role across an organisation, and specialists with a good knowledge of pensions are at a premium. The move to more a flexible workplace and at

the moment a remote workplace is also impacting the HR function. HR Business Partner roles generally offer more flexibility at a mid-senior level; however this is now a requirement at all levels since March 2020. Some trends that are emerging to further accommodate flexibility include flexible working hours and finishing early. As a result, many HR employees are remaining in their roles, with research showing that remote working is proving very doable for them.

### The year ahead

Looking forward into next year, we predict an uptick in activity in the HR space as companies try to get back to where they were headcount wise pre COVID-19. In-house recruitment teams will continue to be assembled, HR operations will be streamlined, and companies will look to hire mid-management HR professionals who can offer real value to organisational strategy.

HR departments will continue to embrace HR technology and ensure that they can accurately analyse HR data and manage performance within the business. The market is picking back up, and candidates will now be in a position to be more selective regarding where they work and what packages they receive.

While the pandemic has caused massive disruption across all sectors, the need for effective HR within organisations is more important now than ever, as companies possibly try to facilitate going back into the office after extensive periods of working from home.

## Human Resources (€)

Generalist Salaries (€)	LOW	MID	HIGH
HR Director	100,000	130,000	170,000
Senior HR Manager	75,000	95,000	120,000
HR Manager	65,000	80,000	105,000
Senior HR Business Partner	65,000	92,500	120,000
HR Business Partner	50,000	57,500	70,000
HR Generalist / Specialist	35,000	42,500	50,000
HR Administrator	24,000	30,000	36,000

### Generalist Salaries (€)

Head of Recruitment	85,000	110,000	140,000
Recruitment Manager (In-House)	55,000	67,500	80,000
Recruitment Specialist (In-House)	40,000	52,500	65,000
Technical Recruiter	45,000	55,000	65,000
Recruitment Administrator	25,000	30,000	35,000

### Organisational Development (€)

Head of Talent & OD	90,000	110,000	130,000
Learning & Development Director	85,000	102,500	120,000
Learning & Development Manager	50,000	65,000	80,000
Learning & Development Specialist	45,000	52,500	60,000
Technical Trainer	40,000	50,000	60,000
Performance Management Specialist	45,000	55,000	65,000
Employee Engagement Specialist	45,000	55,000	65,000



**RETAIL**

As with many other industries that have been devastated by the pandemic, Retail has been scrambling to adapt and respond to the necessary changes.

The grocery side of the industry, particularly the grocery multiples and discounters reported huge growth at the start of the crisis in Ireland due to initial panicked public response to the virus. These extreme peaks of growth have tapered off somewhat, but grocery retailers are still reporting strong sales growth. In quick response to the surges in demand on the shop floor, they hired temporary staff and more on flexible contracts. Innovation kicked in with many retailers hiring restaurant employees who were out of work due to the restrictions.

The pandemic has accelerated the shift to online for any retailers operating outside of pharmacy and grocery. With retailers being forced to close during lockdowns, this has resulted in a number of employees taking up the COVID-19 unemployment benefit. With no changes in the environment coming into the final quarter of the year, customers are forced online for both delivery and click and collect during the busiest period of the year. This was evident at the end of the first quarter of the year when Supervalu at 22.2% for the first time in over 12 months overtook Dunnes Stores in the ROI grocery market share, which can be at least attributed somewhat to their established online shopping platform. Dunnes Stores and Aldi have since rolled out online shopping platforms in response to consumer trends.

Unfortunately, there are businesses within the sector that may never recover fully, especially smaller local businesses which will result in permanent job losses.

‘Shop local’ is a positive trend in the Irish Retail sector since the pandemic hit and we are seeing a strategic shift to a more upmarket, locally sourced offering in grocery and fashion.

### Market Observations

Staff turnover is significantly lower when compared to last year. This is due to the unstable job market and Retail is now being valued more than ever for its job security. This has resulted in the market seeing fewer roles becoming available at management and head office level. Recruitment efforts have been focused at the shop floor level to meet demands.

Pharmacies saw similar trends to Grocery in terms of a huge demand early in the pandemic. Reports showed an increase in the recruitment of Pharmacy Technicians and OTC staff in the second quarter of the year. 2021 is likely to see a continued rise in Pharmacy recruitment with a further increase and focus on Buying and Supply Chain.

### Salaries

Salaries have remained competitive on average in Retail throughout 2020 and this will continue into the New Year. Trends have been for salaries to rise year on year at a rate of 5-10%. This seems to have stalled. The COVID-19 pandemic is a contributor, as well as Brexit looming and an employer's market which has further impacted this trend. Retention is high, staff development and training have been prioritised with retailers focusing on developing their internal talent.

Like all industries, employee satisfaction goes beyond reward. Employees take satisfaction in feeling valued, involvement in decision making, opportunities for training and development and a work-life balance where they have autonomy and some flexibility in their management.

**Paul McGing**

Senior Consultant Retail

Email: [pmcgging@lincoln.ie](mailto:pmcgging@lincoln.ie)



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## In-demand areas

Similarly to last year, the key areas in Grocery that are most difficult when it comes to finding talent are the specialist fresh food areas. While experienced managers at all levels across the Retail industry are always in demand there is consistently a shortage of fresh food experience. There is a demand for managers right down to Skilled Butchers, Confectioners, Scratch Bakers, etc.

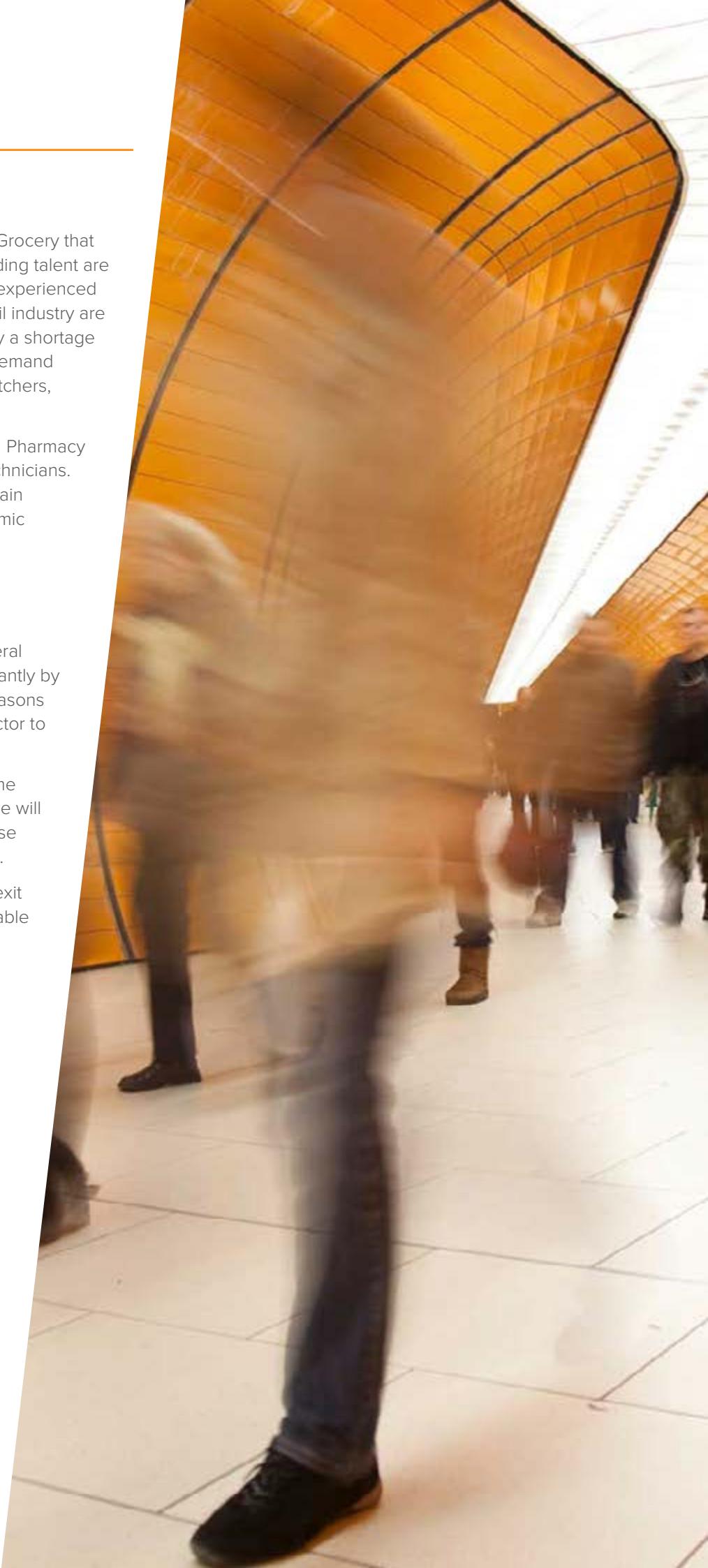
Outside of Grocery the demands lie in Pharmacy Retail, Pharmacists, and Pharmacy Technicians. The market in non-food Retail will remain uncertain until the effect of the pandemic recedes.

## The year ahead

Given the fact that Retail sales in general traded well this year, driven predominantly by grocery and online sales, there are reasons for a lot of businesses in the Retail sector to be optimistic going into 2021.

Online shopping trends look to become even bigger in the coming year and we will see retailers of all sizes look to increase their online footprint in the near future.

With COVID-19 still paramount and Brexit looming, 2021 is somewhat unpredictable and retailers will be taking the year quarter by quarter.



<b>Grocery (€)</b>	<b>LOW</b>	<b>MID</b>	<b>HIGH</b>
Area Manager	60,000	75,000	100,000
Store Manager	45,000	55,000	80,000
Assistant Manager	30,000	40,000	45,000
Trainee Manager	24,000	27,000	30,000
Duty Manager	28,000	32,000	37,000
Supervisor	23,000	25,000	28,000
Grocery Manager	28,000	30,000	35,000
Off-Licence Manager	28,000	30,000	35,000
Checkout Manager	28,000	33,000	36,000

#### **Fresh Food (€)**

Fresh Food Manager	32,000	36,000	42,000
Department Manager	28,000	32,000	35,000
Deli Manager	28,000	35,000	40,000
Produce Manager	27,000	30,000	32,000
Bakery Manager	30,000	35,000	37,000

#### **Convienience Stores (€)**

Area Manager	45,000	55,000	70,000
Store Manager	35,000	38,000	42,000
Assistant Manager	28,000	30,000	32,000
Deli Manager	25,000	28,000	32,000

#### **Discounters (€)**

Area Manager	65,000	75,000	100,000
Store Manager	52,000	60,000	80,000
Assistant Manager	40,000	47,000	54,000

#### **Non-Food (€)**

Area Manager	60,000	70,000	90,000
Store Manager	45,000	50,000	60,000
Assistant Manager	35,000	37,000	40,000

#### **Pharmacy (€)**

Area Manager	55,000	70,000	90,000
Store Manager	35,000	40,000	50,000
Assistant Manager	27,000	30,000	35,000

#### **Fashion (€)**

Area Manager	55,000	65,000	85,000
Store Manager	37,000	45,000	55,000
Assistant Manager	27,000	34,000	37,000

\*All Salaries are a guideline and depend on store turnover, size of the team etc.

A photograph of a person with long brown hair, seen from the back, wearing a black blazer. They are looking out over a city skyline at sunset. The sky is a warm orange and yellow. In the foreground, there is a dark, semi-transparent rectangular overlay containing the text.

# **MARKETING & DIGITAL**

2020 has been a year like no other and the Marketing and Digital sector has not been immune to its effect.

## General observations

The initial reactions to the COVID-19 crisis have focused on decisive action; cancelling events, launching COVID-19 specific communications, and lowering team costs through reducing headcount and agency spend. These actions responded to the immediate challenges posed by the crisis but forging a path to recovery requires a full strategic reset.

Brand Strategy has emerged as the most vital strategic capability of 2020. Maintaining trust and maintaining brand equity will be an important element of the strategic reset once it gets underway.

The COVID-19 crisis has shifted CMOs' focus from customer acquisition to customer retention and growth with an increased focus on customer understanding and insight.

Digital-first customer engagement strategies have accelerated this year, including online events, webinars, and the further growth of the E-commerce channel. Marketing technologies spend remained consistent when compared with media, agencies, and in-house labour.

B2B selling has increasingly moved towards digital-first programmings, like webinars and digital-guided selling tools, that help answer customer questions and support conversions. This in turn has led to a growth in Content Marketing as both a tactical and strategic method, further linking marketing to sales strategies as customers lifecycle journeys are better understood and analysed.

B2C Marketing has prioritised transparent communications with consumers on the channels that garner authentic engagement for their products or services. The risk of tone-deaf marketing during the year has been omnipresent but continuing the business priorities that reflect an understanding of consumer sentiment has largely been successful.

Human centric design has grown in importance during the year. There is an increasingly important need to design and develop products and services that deliver a truly customer-centric experience. UX and UI digital product design have become a more consistent and crucial skillset to the wider digital and product development team.

## Salaries

The general level of commercial uncertainty means that there is a reduction in passive jobseekers and an increase in available talent from adversely affected industries such as Hospitality, Travel, and Tourism. This equalisation should have a negative effect on salary increases except for with talent short Technology Development roles.

Hybrid and work from home models have become the new normal in 2020 and we expect this to continue as teams enjoy the increased flexibility of outcome-driven work combined with an improvement in facilitating work collaboration technologies.

### Damien Curley

Head of Marketing & Digital

Email: [dcurley@lincoln.ie](mailto:dcurley@lincoln.ie)



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## The year ahead

With the unpredictable year that is 2020 now coming to a close I think it would be foolhardy to make any strong predictions for the year ahead, but here's what we do know – brands have to connect on an emotional level with customers, customer experience and value is paramount and the level of friction through the buyer journey has to be minimised.

Trust, empathetic connection and serving one's customers will be the big trends of 2021 as we all look to readjust to the 'new normal'. E-commerce will continue its growth and as the 24/7 digital channel introduces more AI and customised communications, so too will the expectations of the consumer to be serviced in an accurate, meaningful, and rewarding way increase.

Marketing and Digital interaction must meet these expectations through clever human-centric design and emotive brand communications, bringing us all closer as we stay physically apart.

### **TOP 5 IN-DEMAND SKILLS**

- ✓ Brand Strategy
- ✓ Human-Centred Design
- ✓ Content Creation and Optimisation
- ✓ AI Marketing Integration
- ✓ Data and Strategy Insights



## Marketing & Digital (€)

General Marketing	LOW	MID	HIGH	LOW	MID	HIGH
	DUBLIN			REGIONAL		
CMO	100,000	135,000	160,000	85,000	120,000	150,000
Head of Marketing	85,000	105,000	125,000	70,000	95,000	115,000
Marketing Director	95,000	125,000	150,000	85,000	110,000	130,000
Senior Marketing Manager	75,000	80,000	90,000	65,000	70,000	80,000
Marketing Manager	45,000	60,000	70,000	40,000	50,000	65,000
Assistant Marketing Manager	45,000	50,000	60,000	45,000	50,000	55,000
Senior Marketing Executive	35,000	40,000	45,000	30,000	35,000	40,000
Marketing Executive	30,000	40,000	47,000	28,000	34,000	40,000
Senior Brand Manager	55,000	70,000	80,000	50,000	60,000	70,000
Brand Manager	45,000	55,000	65,000	40,000	50,000	60,000
Brand Activation Manager	40,000	50,000	55,000	35,000	40,000	45,000
Product Marketing Manager	70,000	80,000	90,000	65,000	75,000	85,000
Product Executive	45,000	60,000	70,000	40,000	50,000	60,000
Channel Marketing Manager	55,000	70,000	80,000	50,000	55,000	60,000
Consumer/Insights Manager	60,000	75,000	90,000	50,000	60,000	70,000
Insights Specialist	40,000	50,000	55,000	30,000	40,000	45,000
Category Manager	45,000	55,000	65,000	50,000	55,000	60,000
Category Executive	35,000	40,000	45,000	35,000	38,000	40,000
Visual Comms Specialist/Graphic Design	30,000	40,000	45,000	25,000	30,000	40,000

Online Digital Marketing	LOW	MID	HIGH	LOW	MID	HIGH
	DUBLIN			REGIONAL		
Head of Online/Digital	90,000	115,000	140,000	80,000	105,000	130,000
Digital/Online Marketing Manager	45,000	60,000	70,000	35,000	40,000	50,000
Digital/Online Marketing Executive	30,000	40,000	45,000	30,000	35,000	40,000
PPC Manager	40,000	50,000	65,000	35,000	40,000	45,000
PPC Executive	30,000	40,000	45,000	30,000	33,000	35,000
SEO Executive	30,000	40,000	45,000	30,000	33,000	35,000

# HEALTHCARE



## Healthcare

2020 will be remembered as a year that highlighted major challenges in the Irish Health Service, but it has also highlighted the many strengths within the service.

### The year in review

Ireland invested in Healthcare throughout the pandemic, meaning that when the pandemic ends, Ireland will have a better and more resilient Healthcare system. One which has the capacity required to meet the changing needs of the population, and one which has permanently embedded reform.

2020 was a competitive year in Healthcare from an employer's perspective. The ability to attract talent depended on the employer's ability to progress at a quick pace in the hiring process and to invest in packages to avoid low turnover rates, mainly by providing education and training for employees who want to progress in their nursing career.

The market was extremely dynamic, with a strong demand for elderly care general nurses to help nursing homes during the pandemic in the first and second quarter of the year. The demand switched around at the end of the second quarter, with the high demand for specialised general acute nurses increasing due to sick calls and employees taking precautions by staying at home due to COVID-19.

This year was marked by the high demand for recently qualified nurses and nurses with up to 10 years of experience. The increase in demand was not limited to any specific area of sector, with healthcare facilities ranging from small nursing homes to the large hospitals competing for talent.

**Poppy Smullen**  
Healthcare Manager  
Email: [psmullen@lincoln.ie](mailto:psmullen@lincoln.ie)



### General market observations

Candidates are prepared to negotiate to get the package they demand. To compete for candidates, healthcare facilities were keen to invest in the talent's education or structure a clear career path to avoid employee turnover.

### Salaries

Strong competition for talent did impact 2020 employee's turnover, with companies having to go beyond their initial budgets to maintain their employees. Candidates are aware of their worth and the demand for their skill set combined with their ability to attract multiple offers.

### Area shortages

The main growth in the Healthcare sector is primarily due to factors related to Ireland's growing population. There is a demand across the board, however, the main skills shortages are for those in highly skilled roles such as doctors, nurses, and radiographers. The main driving factors for these shortages is Ireland's changing demographic with the ageing population growing, and the high demand for care workers and nurses is rising. The problem healthcare facilities are facing is the shortage of €5.9m nurses worldwide, the ageing nursing workforce particularly in Europe and the excessive reliance on international nursing mobility in Ireland.

### The year ahead

The Irish Government have increased their budget for 2021, with an extra €4 billion to protect, reform and expand health and social care services and implement universal healthcare. This spend signals how determined the Government are to fund an expansion of, and improvements in, the health and social care services.

## Healthcare Salary Tables (€)

<b>Nursing</b>	<b>LOW</b>	<b>MID</b>	<b>HIGH</b>
Post Registered Student Nurse	26,825	29,268	30,949
Staff Nurse (Adaptation Placement)	n/a	26,179	n/a
Staff Nurse	30,609	39,317	46,024
Senior Nurse	48,739	48,000	49,771
Dual Qualified Nurse	37,161	42,772	48,987
Assistant Director of Nursing	58,588	63,130	67,265
Director of Nursing	79,916	81,586	88,599
Phychologist, Clinical	50,600	66,200	85,900
Emergency Medical Technician	27,500	32,700	38,400
Occupational Therapist	35,700	44,100	52,100
Radiographer	34,200	42,400	50,000
Dietician	35,700	44,100	52,100

# **TEMPORARY & CONTRACT**



## Temporary & Contract

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The year started strong in Temporary and Contract recruitment with many clients utilising interim recruitment solutions. Come March, when many companies had to close their doors and work from home, we did see an initial slight decline in numbers of temporary workers required, due to the ambiguity of what lay ahead in terms of the pandemic.

However, many temporary hires were very successfully onboarded and started remotely and will continue to do so until it is safe to return to the office environment which has been a key takeaway in 2020.

What we have noted is that the trend towards increased temporary and contract hiring has been magnified with the onset of COVID-19. With headcount freezes and budgetary constraints that prevent organisations from taking on permanent hires, coupled with Brexit and fears of concurrent waves of COVID-19, the use of temporary staff to allow continuous operations became quite prevalent. We found that more companies were open to these solutions and were more likely to hire temps or contractors than before COVID-19, due to the hesitancy to commit to permanent hires.

Throughout 2020, the ability to be able to scale up and down the workforce to respond to market demand has proven important for employers.

### In-demand areas

Areas with particular demand for temporary/contract hires included Accountancy and Finance, Office Support and HR.

In the Accountancy and Finance space, we are seeing a lot of companies looking to improve efficiency and looking to futureproof by implementing new processes, controls, and systems. This has led to an increased demand for temporary/contract workers for specific term contracts, particularly in the areas of Qualified and Part Qualified Accountants, Systems Accountants, Project Accountants, Payroll Specialists and AP and AR/Credit Control professionals. As ever, business-critical roles continue to be hired on a contract basis for maternity/paternity and sick leave. Salaries on a whole have remained steady in these areas.

Office Support and HR roles also remain in demand. Some roles in the Office Support space were adversely affected from March such as reception roles, roles supporting onsite teams, customer-

facing roles, etc, but as organisations opened their doors again with a new hybrid way of working and strove for business continuity, these roles have slowly started hiring again. The hesitation for hiring permanently again has meant that these roles are hired temporarily, often with the view to offering a fixed-term contract role as things improve. In the HR space, we are seeing an increase in demand for HR professionals in the Temporary Contract market in part to accommodate, monitor, and enhance flexible working processes and to review and introduce new onboarding processes for employees.

### The year ahead

We predict that temporary and contract roles will rebound a little faster than permanent roles in the year ahead, mainly because these roles offer flexibility and a shorter-term commitment which in turn can prove to be easier roles to approve in comparison to permanent hires. Businesses will also look to improve controls and processes which will drive an increase in project work which are often recruited on a temporary/contract basis.

Candidates are also most likely to become more flexible when looking for a new position. There will be an increased interest in contract roles from candidates whom in the past may only have considered permanent positions, particularly if they are afforded more flexibility, such as some remote working in roles.

An interesting development with some larger clients has been the introduction of allowances for home office setups and a number of these are extending this to temporary/contract workers. With flexibility in the workplace likely to be the new normal, we may see more of this being offered in long term contracts. Companies who think outside the box regarding benefits (such as completion bonuses, etc), where often for temporary workers there are none, and indeed those with strong employee engagement find themselves with a very loyal contracting workforce and a more sustainable pipeline of future talent.

**Emma Morrissey**

Manager Temporary &  
Contract  
Email: [emorrissey@lincoln.ie](mailto:emorrissey@lincoln.ie)



## Temporary & Contract Rates (Hourly Rate €p/h)

Accountancy Qualified Market (€p/h)	LOW	MID	HIGH
Financial Controller	36	46	55
Finance Manager	35	43	50
Senior Accountant/Group Accountant (3-5 years PQE)	32	35	37
Financial Accountant (2 years+ PQE)	28	32	35
Management Accountant	27	31	35
Tax Manager (Industry)	33	40	46
Tax Accountant (Industry)	25	30	35
Project Accountant	26	30	34
Senior Financial Analyst	29	33	36
Financial Analyst	26	29	31
Newly Qualified Accountant	26	28	29
Accountancy Part-Qualified Market (€p/h)			
PQ Finalist	20	23	25
PQ with 1-3 years experience	16	19	21
Bookkeeper	17	21	24
Assistant Accountant	17	21	24
Accounts Assistant	15	17	19
Accounts Payable Manager	22	27	31
Senior Accounts Payable	18	20	22
Accounts Payable	14	16	18
Accounts Receivable	14	16	18
Credit Control Manager	21	26	30
Credit Controller	16	18	20
Payroll Manager	23	27	31
Senior Payroll Specialist	18	21	23
Payroll Administrator	14	16	18
Office Support & HR (€p/h)			
Office Manager	20	25	30
Office Administrator	12	15	18
PA/EA	17	24	30
Receptionist	12	15	17
Data Entry Clerks	11	12	13
Customer Service Reps	12	13	14
Medical/Legal Secretary	14	17	20
Senior HR Manager	38	44	50
HR Manager / HR Business Partner	28	33	38
HR Generalist / HR Officer	20	24	27
HR Administrator	15	18	20



**EXECUTIVE**

# Executive

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The Executive Search market started robustly in 2020, following on from an exceptionally strong year in 2019. It naturally slowed down in Q2, 2020 but reasonable activity remained throughout the year and there was a rebound from the tail end of Q2 onwards for the remainder of 2020. Executive hiring is, quite often, part of a long-term strategy and as many organisations are planning past, or managing alongside, the COVID-19 pandemic, we would expect further growth in 2021, despite the uncertainty of the global economy next year.

## Year in review

Q1 had strong momentum off the back of a strong 2019, with an increasing number of Executive mandates in our specialist areas. We saw growth in all CX positions, especially COO and CFO roles, with a continued focus on HRD and organisations building out commercial teams at all levels of seniority.

While there was a period of reflection in late March and April and a much lower level of activity than Q1, there was a resumption of activity as things slowly picked up again. While given the confusing economy and social landscape it was no surprise that client organisations were treading carefully when awarding top level Executive Search assignments, there was a general sense that business was set to continue moving forward. This increased in momentum during Q3 and Q4 and these underlying trends look strong going into 2021.

While the market did become more buoyant towards the latter end of the year, one noticeable change is the increased level of scrutiny many organisations are putting on potential hires. In many cases, this has led to lengthier recruitment processes and more specific expectations being placed on experience sets. Clients continued to turn to us for strategic and high impact positions – positions where trust can make the difference between attracting the right talent and missing out.

At the time of writing, three critical global macro outcomes will influence activity in 2021:

- i. Result of the US presidential election
- ii. Emergence of a Brexit deal
- iii. A widespread vaccine for COVID-19

At the time of writing Joe Biden was just announced as President elect. Given there are many varied influences on US commerce, from the Fed, Senate and House of Representatives, through to internal and external crises, the influence of the President on world economies isn't as straight forward as we may think. However, his election should enhance not only US-Irish relations but stabilise EU-US relations as well. In addition his policy priorities in areas such as Tax, FDI and Trade will be critical to the Irish economy, and hopefully this good relationship will bring confidence and sustainability into Irish / US economic dealings. In addition Biden's influence on Brexit may well narrow the UK's options in the trade talks, propelling all sides to an agreement.

Secondly, if there is an effective vaccine or treatment for COVID-19 during 2021, it brings confidence and stability back into the Executive Search market. From speaking to clients, it is clear that several challenges continue to dominate hiring including:

- i. Competition for talent
- ii. Lack of diversity
- iii. Lack of leadership successors
- iv. Globalisation
- v. Inclusive cultures

## Looking ahead

Change is the new constant. And in a post COVID-19 world, the drivers of this are likely to continue. Change is not as obvious as it once was either - one important emerging factor is that even if people stay in a job with the same title, their job still changes. This means organisations and Executives need to remain flexible as the infrastructure of these decisions are made within the workplace and continue to evolve. Add to this the increasingly digital world and remote workplace, and we can expect a more global workplace, a more digital workplace, and a constant state of change. What will not change in our opinion however is the demand for top talent. This will continue as organisations need the best candidates for members of their leadership and management teams as these individuals have such a significant impact on a company's strategy, and ultimately its business and financial performance, and adaptation to change.

**Shay Dalton**  
Executive Search  
& Leadership Consulting  
Email: [sdalton@lincoln.ie](mailto:sdalton@lincoln.ie)



# Executive Salary Tables (€)

	LOW	MID	HIGH
CEO/Managing Director	200,000	273,000	350,000
Chief Financial Officer	160,000	220,000	280,000
Chief Operations Officer	140,000	175,000	210,000
Head of Risk & Compliance	150,000	175,000	200,000
VP/Operations Director	140,000	180,000	220,000
Treasury Director	120,000	155,000	190,000
Head of Audit	120,000	140,000	175,000
Divisional Director	120,000	130,000	140,000
Corporate Finance Director	110,000	130,000	150,000
Fund Financial Reporting Director	105,000	125,000	140,000
VP/HR Director	80,000	110,000	140,000
Head of Legal / Legal Director	100,000	160,000	200,000+
CTO	110,000	140,000	180,000
COO	110,000	130,000	170,000
VP/Sales Director	80,000	100,000	120,000
Marketing Director	95,000	150,000	170,000

\*While the above figures reflect the base salary for senior executives, the overall package that senior professionals can achieve is often significantly more. Detailed below are some of the benefits that could form part of this overall package. Generally, these packages are blended, covering several if not all of these areas. Benefits vary greatly depending on the corporate structure, length of service, the size of the organisation and location. Each case is individual, this is not a prescriptive list and we are happy to advise on individual cases as the need arises. Over the past few years the senior finance market has been harder to benchmark, as there has not been enough movement to get a significant sample size. However, in the past 6-12 months, activity has increased with a number of senior appointments in the market.

BENEFIT	VALUE per Annum	% of Individuals who typically receive this
Car Allowance	15,000-45,000	55-60%
Bonus (Note 1)	Variable – Note 1	75-90%
LTIP (Note 2)	Variable (Can be up to 70-80% of annual base salary) Note 2	-
Profit Share (Note 3)	Variable Note 3	-
Pension (Note 4)	Circa 15-30%	75-85%

Note 1: Bonuses are often split between individual performance and company performance. Bonuses have come under pressure in the past 5 years, but in 2020 they have started to appear again as part of the overall compensation and benefits package. Most progressive bonus schemes leave the option of exceeding the bonus figure in exceptional circumstances. The level we are currently seeing is between 15 and 30%, although bonuses of up to 50%+ form part of some compensation packages.

Note 2: Long-term incentive packages (LTIPs) have been a typical benefit in larger and listed businesses. There has been a decline in stock option grants in favour of grants of performance-based long-term incentive plans. This can help private companies to compete against listed companies where option or equity schemes are more easily provided. The LTIP should provide a platform for both the business and employee to commit on a long-term basis. LTIPs are normally on a rolling basis and provide executives with a reward for assisting in the growth of the business, while also aiding companies in their retention efforts and keeping knowledge within the business.

Note 3: There is a trend in several sectors, especially in the absence of an LTIP, to reward CFOs based on profits, and this has increased the total compensation available.

Note 4: Traditional defined-benefit pension plans are gradually losing their predominance, and in the past 10 years there has been a shift towards defined contribution pensions.

## NOTES

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# **ABOUT LINCOLN RECRUITMENT**

Lincoln are a dynamic team of professional services recruitment specialists. We are committed to combining talent consulting experience with market-focused insight, putting organisations in control of their recruitment aims, and connecting candidates with a network of opportunities and select positions.

Our teams mirror the services we offer – more recently, clients have increasingly sought our counsel in areas of talent management beyond executive recruitment to help build the best leadership teams from top to bottom. In response, we at Lincoln have developed a diversified suite of solutions that leverage our expertise in recruiting to shape the long-term strategies of our clients. We offer tailor-made recruitment outsourcing options, mid-level recruitment, and contract and interim recruitment options, along with leadership and talent consulting.

We recruit across the following professional areas:

- ✓ Accounting & Finance
- ✓ Financial Services
- ✓ Compliance & Risk
- ✓ Banking
- ✓ Insurance
- ✓ Fund Services & Asset Management
- ✓ Legal
- ✓ Digital & Marketing
- ✓ Technology & Data Science
- ✓ Supply Chain & Engineering
- ✓ Human Resources
- ✓ Retail
- ✓ Temporary & Contract
- ✓ Executive



## **CONTACT**

If you have any queries, or would like to discuss your reward strategy or the design and/or benchmark of any elements of reward covered in this survey, please get in touch with us.

### **Lincoln Recruitment**

5 Fitzwilliam Square,  
Dublin 2, Ireland

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[info@lincoln.ie](mailto:info@lincoln.ie)  
+353 1 661 0444  
[www.lincoln.ie](http://www.lincoln.ie)