

WORKFORCE SURVEY 2021



**County Kildare
Chamber**
Advancing business together



Grant Thornton



**Maynooth
University**
National University
of Ireland Maynooth



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METHODOLOGY

The insights into recruitment trends, employment benefits, workplace culture, skills data and views on the economic outlook are based on a survey conducted in November and December 2020 which received just over 230 responses from a broad range of SMEs and multinationals. The survey was conducted in partnership with Grant Thornton, Maynooth University and the County Kildare Chamber.

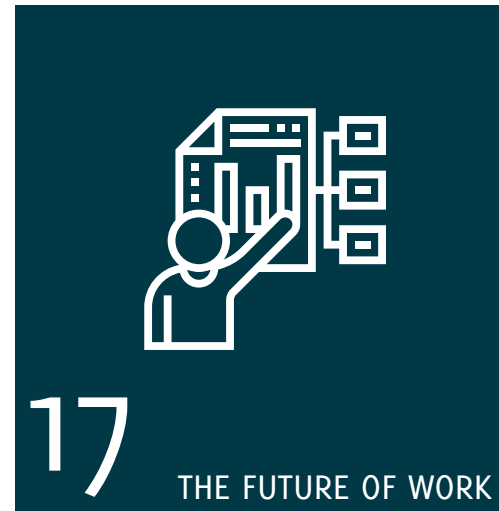
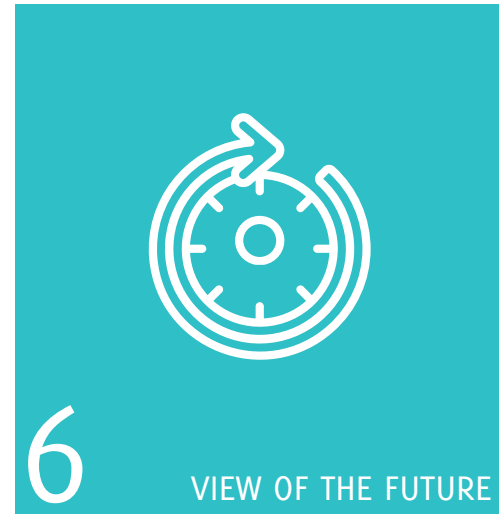
The salary data has been compiled using information gathered during 2020 on job listings, job offers and candidate registrations across the various divisions of Clark Recruitment as well as a survey conducted in November/December 2020 and research of both regional and national salary reports in December 2020 and January 2021.

Data gathered is from individuals and companies who are predominantly located along the M7 corridor and included those based in West Dublin, Citywest, North and South Kildare as well as the bordering counties of Carlow, Wicklow and Laois.

We would like to thank all those who participated in the survey, providing valuable insights and market analysis.



CONTENTS



INTRODUCTION

Working collaboratively Clark, Maynooth University, County Kildare Chamber and Grant Thornton have come together to produce a valuable survey on talent resourcing, skills, workplace culture, ways of working and future trends for business success.

The unwelcome arrival of the COVID-19 pandemic in 2020, the exit of the UK from the European union, the political instability and volatility we have seen in the world has certainly had an impact on how we have started 2021 versus how we thought we might be starting this time last year.

What we have learned is that we are highly adaptable, innovative, capable of embracing change, highly resilient and that as human beings we need connection.

Our workforce survey looked at ways of working both before, during and post 2020. Its safe to say that breakout rooms, virtual backgrounds, virtual whiteboards, flexible working arrangements and screen sharing will continue to be part of our future. We can look forward to continuing to working with and meeting people virtually in their homes. Connection, be it in person or using all the digital platforms available is vital.

We wanted to know what businesses and employees “felt” this year would hold in terms of the economy. More than 1/2 - 52% of companies surveyed are optimistic and expect their organisation’s activity to increase in the next 12 months. In comparison, 49% of employees surveyed held a more neutral view whilst still expecting to see increases in their organisation’s activity.

Not surprisingly, companies moved to recruiting more temporary and contract staff in 2020 which is the pattern when the economy buckles – interestingly, 63% of companies we surveyed expect to hire additional staff in 2021 with 67% of those being permanent positions. That’s good news.

Salary levels and benefits continue to play a significant role in the attraction and retention of people with the importance of working arrangements such as flexible and

remote working becoming more significant now that both employers and employees have experienced them.

Skills shortages are anticipated to make recruitment challenging for 48% of companies in 2021 with the impact of skills shortages effecting the ability to deliver projects for 43% and continue with planned growth or expansion for 40%.

Employees look at skills shortages through a different lens and whilst recognising that it impacts an organisations ability to deliver projects (36%), the bigger impact is on staff morale at 57%. With employers measuring this at just 22%, it seems there is a gap in perspective.

The area of wellbeing is well and truly on the benefits agenda with both employers and employees realising the shared impact wellbeing has on performance and morale. Understanding these changes will help guide us all as we navigate the year ahead.

We look forward to lockdown becoming something that happened in the past and to connection continuing to play a vital role in how we work together in the future.

Deirdre

Deirdre Coghlan Murray
Managing Director



BUSINESS OPTIMISM DESPITE OBSTACLES

It is hard to believe that it is just over one year since Covid-19 emerged on the global stage, and just short of a year since Ireland entered lockdown for the first time. The 'stop-go' economy since then has had a severe impact, especially on those employees and business owners that have not been able to trade consistently. The past year saw some of the lowest ever readings across business sentiment surveys and, despite strong labour market interventions from government, also saw redundancies ramp up rapidly and unemployment levels surpass 20%.

Of course, Covid-19 was not the only major issue weighing on the economy last year. Brexit, and the terms of trade between the EU and the UK remained unresolved until close to the end of the transition period, when a Free Trade Agreement was announced. The uncertainty up until that moment had acted as a drag on business planning and investment for a considerable period. Predictions for economic growth were veering towards the worst case scenario of a 'messy Brexit' and ongoing Covid-19 restrictions. With a Free Trade Agreement in place, prospects for the economy have risen somewhat. From an expected decline in 2020 of 7-8%, the economy is expected to post growth of 3-4% in the year ahead.

With the economy in an ongoing 'stop-go' cycle, it would be easy to assume that business sentiment remains low. The news of vaccine approvals, albeit with roll-out proving to be more challenging than first expected, is providing a sense of light at the end of the tunnel. After almost a year of learning to manage around Covid-19 and with Brexit more or less sorted, the fundamental resilient spirit of Irish businesses and consumers appears to be cutting through. This has been evident in national surveys such as the Purchasing Managers Survey which ended 2020 showing stronger expansion mood as stockpiling ahead of Brexit and some pre-Christmas service sector cheer came through.

The glimmer of optimism is further evident in this survey of Kildare based businesses and employees. With just over half of employers optimistic about the wider economic climate and close to 63% expecting to recruit staff in 2021, there is a sense that hope is winning out over despair. For employees, a lower proportion (28%) were positive about the wider economic climate, with almost half neutral on the issue.

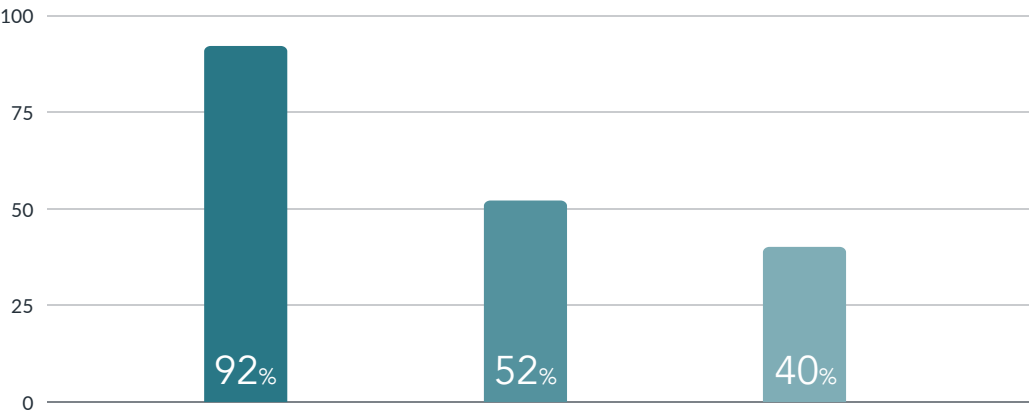
The past year has pushed employers and employees to adapt rapidly to new ways of working. With agility and adaptability coming to the fore, it is encouraging to see that training and development, a mainstay of economic competitiveness, has remained high on Kildare employer's agendas. Almost nine in every ten employers provided staff training in the past year and 75% plan to provide training in the year ahead. Perhaps unsurprisingly, digital technology skills are identified as requiring significant upskilling.

The start of the year has seen some reality bite into the initial optimism around vaccine rollout as the pace of vaccinating has not reached the level people expected. That said, the overriding outlook appears to be one of hope and optimism.

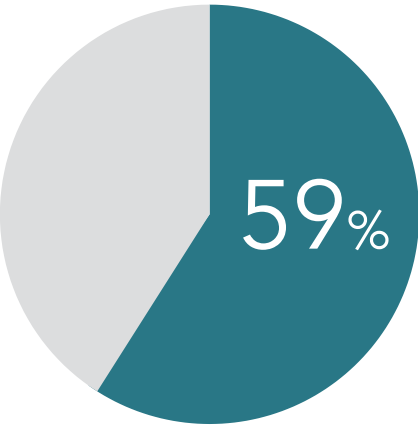


ECONOMIC OUTLOOK - VIEW ON THE FUTURE

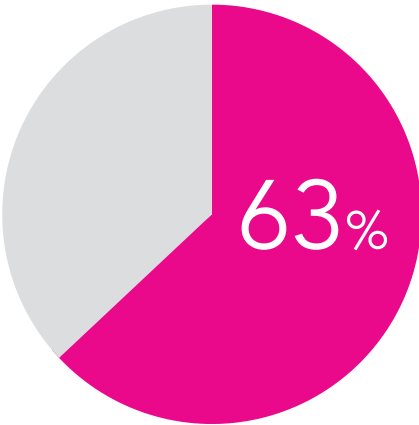
EMPLOYER ECONOMIC OUTLOOK - POSITIVITY AND PRODUCTIVITY



92% were optimistic (52%) or neutral (40%) about the wider economic climate

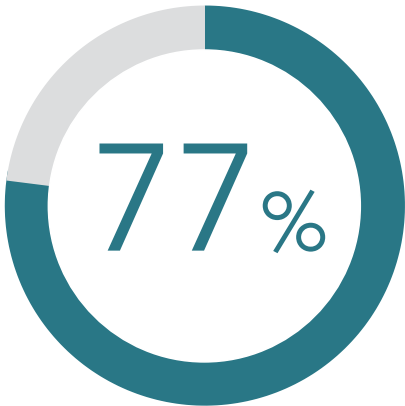


59% expect their organisations activity levels to increase in the next 12 months

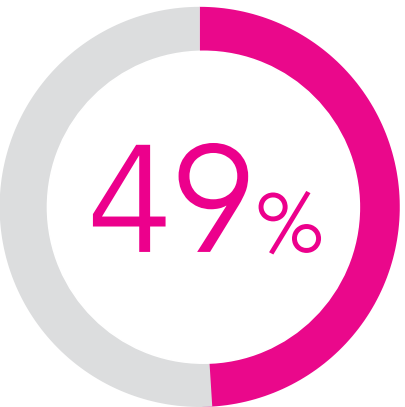


63% expect to recruit staff in the next year with 67% of that made up permanent staff

EMPLOYEE ECONOMIC OUTLOOK - POSITIVITY AND PRODUCTIVITY



77% were optimistic (28%) or neutral (49%) about the wider economic climate



49% expect their organisations activity levels to increase in the next 12 months

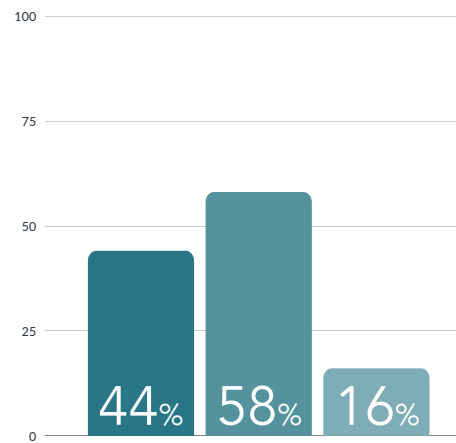
RETENTION AND RECRUITMENT STRATEGY

SALARIES AND BENEFITS - EMPLOYERS

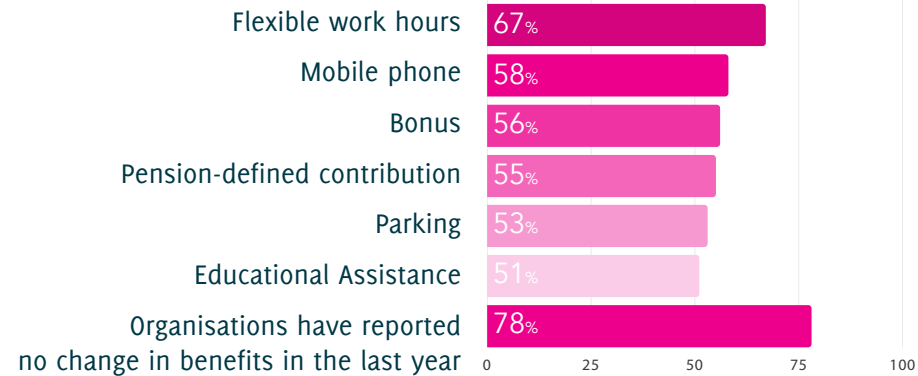
44% of employers intend to increase salaries in the next 12 months

58% of organisations believe it is important to be transparent about how pay levels are set

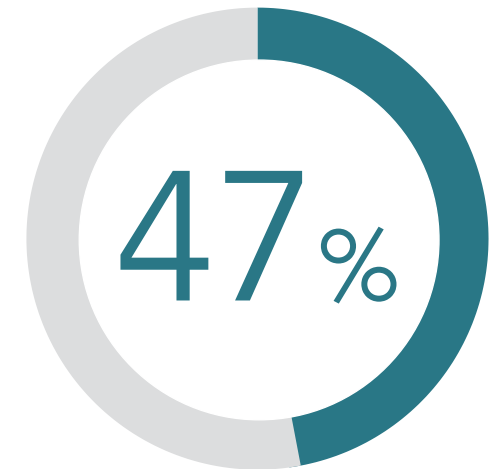
16% of respondents are aware of a gender pay gap in their organisation



Benefits offered by employers:

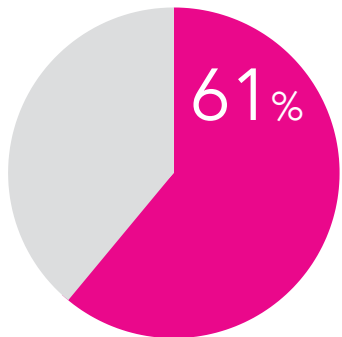


EMPLOYEE - CAREER PROGRESSION/OPPORTUNITY

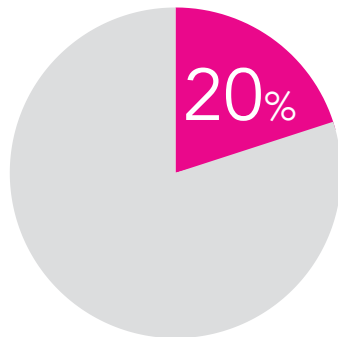


47% felt they did not have the scope for career progression within their organisation

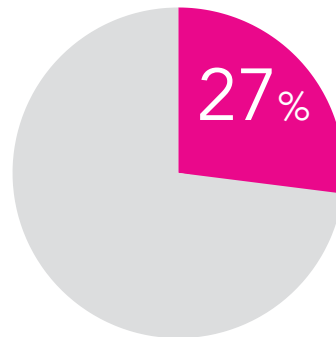
EMPLOYEE - SALARY



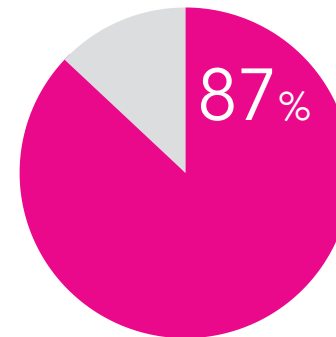
61% dissatisfied with the current salary



20% of salaries have decreased in the last 12 months



27% of salaries have increased in the last 12 months



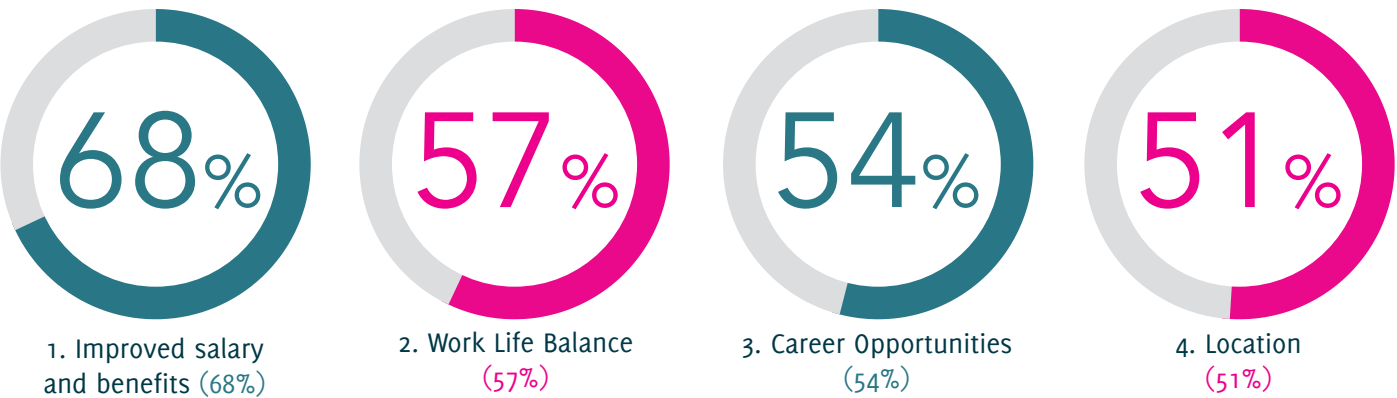
87% have had no change in benefits in the last 12 months

RETENTION AND RECRUITMENT STRATEGY

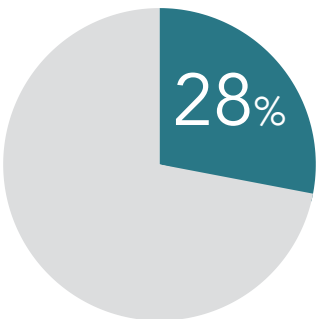
EMPLOYEE - INFLUENCING FACTORS WHEN CHANGING JOBS

28% have changed employer in the last year

TOP 4 FACTORS WHICH INFLUENCE A JOB MOVE:



RECRUITMENT ACTIVITY AND PRACTICES



28% of employers are considering outsourcing services

TOP 3 REASONS FOR RECRUITMENT TEMPORARY STAFF -

- 1 Meet peaks in demand
- 2 Access specific skills
- 3 Ensure flexibility of staffing costs

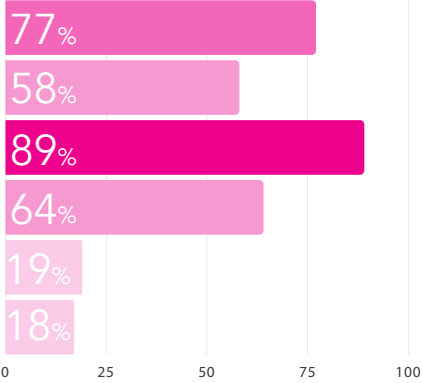
77% of companies have either increased staff numbers (30%) or remained the same (47%) in the last 12 months.

58% Recruit directly advertising online. 47% use word of mouth. 30% Outsource to a Recruitment Consultancy.

89% use Face to face interviews when recruiting. 42% are now using video technology when interviewing.

The recruitment process normally takes 2 interviews (64%).

19% use psychometric profiling. 18% use aptitude assessments.



Dr. Jean Cushen, Associate Professor, HRM. Deputy Head of School, Accreditations School of Business, Maynooth University.

Like the many respondents to this survey, the School of Business in Maynooth University has worked hard over the last twelve months to deliver our work in new ways while positively engaging students and colleagues. Also like you, we seek to retain the positive features of recent changes while greatly appreciating the value of workplace interactions and relationships. This survey gives a glimpse into the opportunities for greater workplace effectiveness going forward. Specifically, the responses from this survey highlight the importance of positive workplace cultures that provide fair, developmental and empowering work arrangements.

It is so encouraging to see that 88% of organisations continued to invest in the development of employees in 2020. 75% of employers arranged for external training in 2020 and the same intend to do so again in 2021. Looking forward, three developmental needs are consistently reported in the areas of *'Digital Business'* (93%) *'Leadership Skills'* (84%) and *'Sustainable Business Practices'* (75%). As these areas increasingly pervade organisational life, employers recognise the value of expert led, upskilling on these topics. Indeed, these are growth topics in University curriculums also and our School of Business has recently launched professional certificates targeting these areas. Inside organisations, the need to actively develop soft skills also emerges in the findings. The greatest areas of overlap between employers and employees relates to *'collaboration/teamwork'* and *'communication/self-expression'*. Perhaps remote working has impressed upon us how central effective relationships are to individual and organisational success. It bodes well that we want to get better at working together.

The findings relating to pay arrangements point to the ongoing significance of perceptions of pay equity with employees placing a higher value on pay transparency than employers; 93% versus 58% respectively. This represents an opportunity for employers to derive greater return on their reward spend through enhancing communications regarding the relationship between pay and performance.

Trends relating to work life balance are worthy of pause and reflection as only 51% of employees report positively on this feature of working life. Wider research on this topic shows that organisations who cultivate a work life balance reap the rewards in the form of increased productivity, improved morale, loyalty and a strong employer brand. Additionally, this is an area that is becoming more regulated with organisations facing requirements to explicitly enable *'switching off'*. Widening the scope for remote working post COVID is one tool to improve work life balance for some. However, employers may want to consider cultural practices regarding how work is organised and communicated and subsequent impacts on employees' sense of autonomy and control over their working life.

The School of Business is grateful to Clark for taking the step to create a learning community of local industry. We hope we can continue to learn from each other and understand how we can support our business community that is so central to all our own working lives.

We wish you every success for 2021.

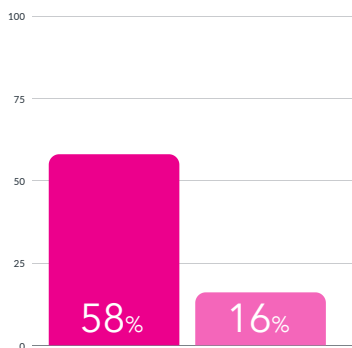


COMPANY CULTURE

TRANSPARENCY, ENGAGEMENT, WAYS OF WORKING AND REMOTE WORKING

TRANSPARENCY

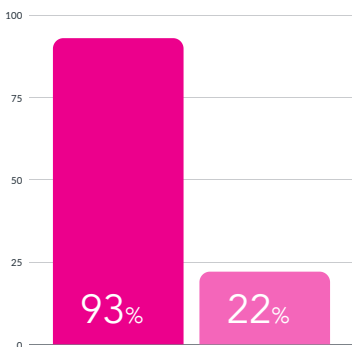
Employers:



58% of organisations believe it is important to be transparent about how pay levels are set

16% of respondents are aware of a gender pay gap in their organisation

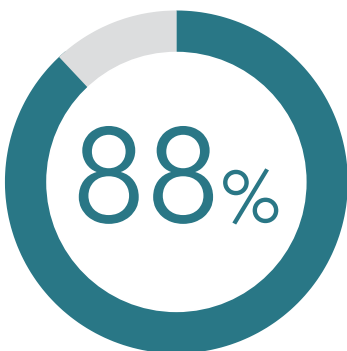
Employees:



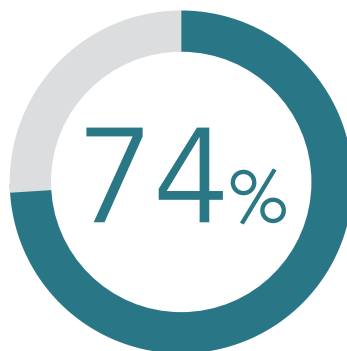
93% felt it was important for their employer to be transparent about how salary levels are set

22% are aware of a gender pay gap within their organisation

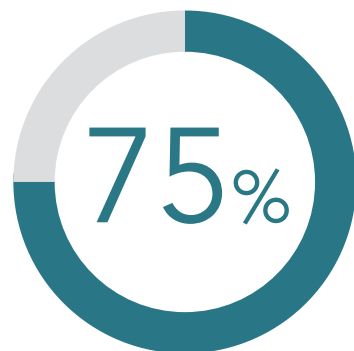
TRAINING AND DEVELOPMENT - EMPLOYERS



88% of organisations provided staff training in the last year



With nearly 3/4 (74%) being provided externally



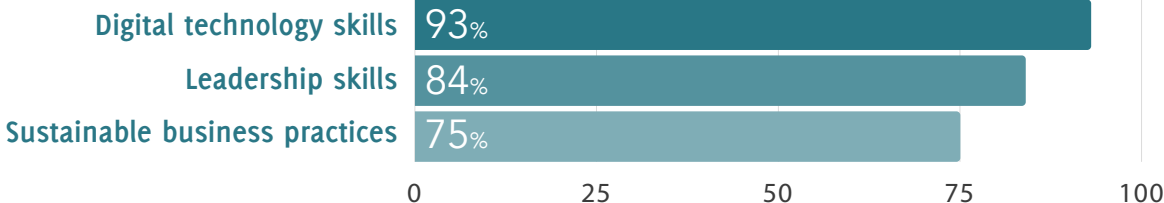
75% plan on providing training to their employees in the year ahead

Areas requiring expert advice or upskilling:

Digital technology skills were identified as requiring significant upskilling and guidance. (with 93% requiring either some or significant guidance or upskilling).

Leadership skills (84% requiring either some or significant guidance or upskilling).

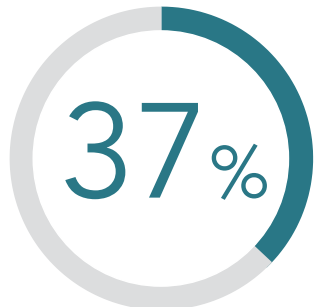
Sustainable business practices (75% requiring either some or significant guidance or upskilling).



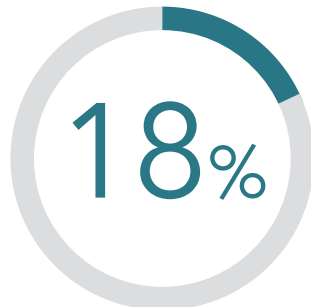
COMPANY CULTURE

REMOTE WORKING PRACTICES - EMPLOYERS

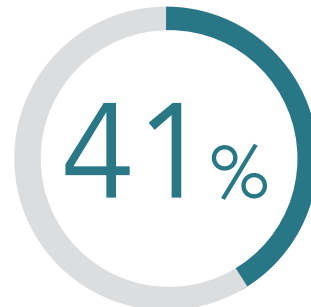
PRIOR TO COVID-19:



37% had no remote working

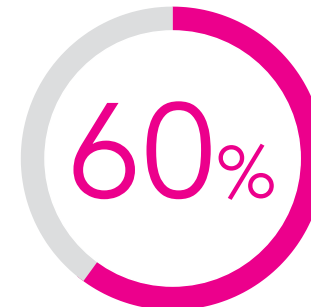


18% allowed full remote working

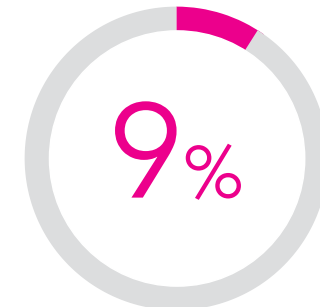


41% allowed occasional remote working

DURING THE PANDEMIC:



60% allow full remote working



9% have no remote working

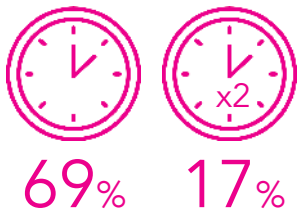
WORK LIFE BALANCE EMPLOYEES



Over half felt their work life balance was good or very good (51%)



The car is the most popular mode of transport to work – 73%
With the train used by 13% of commuters



Commuting times:
69% have a daily commute of under 1 hour, while 17% commute for over 2 hours

REMOTE WORKING - EMPLOYEES

PRIOR TO COVID-19:

67% had never worked remotely

24% worked remotely occasionally

6% worked remotely approx. half of the time

3% worked fully remotely

NOW DURING THE PANDEMIC:

46% are now working fully remotely

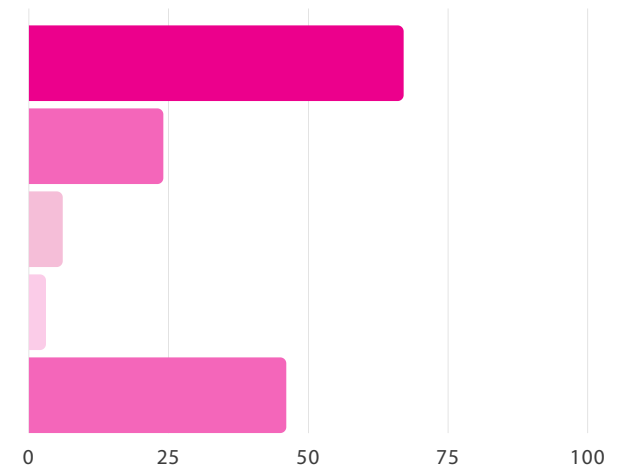
67%

24%

6%

3%

46%





“LOOKING FORWARD, THREE DEVELOPMENTAL NEEDS ARE CONSISTENTLY REPORTED IN THE AREAS OF ‘DIGITAL BUSINESS’ (93%) ‘LEADERSHIP SKILLS’ (84%) AND ‘SUSTAINABLE BUSINESS PRACTICES’ (75%). AS THESE AREAS INCREASINGLY PERVADE ORGANISATIONAL LIFE, EMPLOYERS RECOGNISE THE VALUE OF EXPERT LED, UPSKILLING ON THESE TOPICS.”

By Allan Shine, CEO, County Kildare Chamber

The findings from the Clark Workforce survey demonstrate the urgent need for government to provide specific funding for businesses so they are enabled to upskill their workforce. 73% of employer respondents say they have experienced skill shortages in the past 12 months. Digital technology skills were identified as requiring significant upskilling and guidance. With the vast majority of the Irish workforce now working and embracing working from home, businesses must embrace the advances of digital technology and ensure they manage their distributed workforces and leverage on tighter security as business data becomes a heightened concern for companies.

As a member of the Mid East Regional Skills Forum, the forum engages extensively with government and businesses in the region (Kildare, Wicklow, Meath) in order to:

- Provide a cohesive structure for employers and the further and higher education system to work together in building the skills needs of the region
- Help employers better understand and access the full range of services available across the education and training system
- Enhance links between education and training providers in planning and delivering programmes, reduce duplication and inform national funding decisions
- Facilitate the involvement of enterprise stakeholders in a collaborative framework with education and training partners in the identification, development and delivery of skills development responses

County Kildare Chamber promotes and advocates for sustainable economic growth and productive employment. With rolling and evolving Covid restrictions, it becomes more important to ensure that jobs created are productive, inclusive and support a decent quality of life.

For economic growth to be sustainable, investment in life-long training and upskilling education are needed to provide decent work. County Kildare Chamber sit on the Chambers Ireland Workplace and Skills Taskforce, we believe we are in the best position to safeguard decent work and economic growth by championing SDG 8 (UN Sustainable Development Goals - Goal 8 Decent work and economic growth).

The Clark survey yields very interesting statistics in the soft skills area. Both employers and employees recognise the need for further investment in collaborative/teamwork areas. Businesses will need to invest in their staff this year in areas that may not be the “norm” for them. The workforce skill challenges have changed. Businesses now

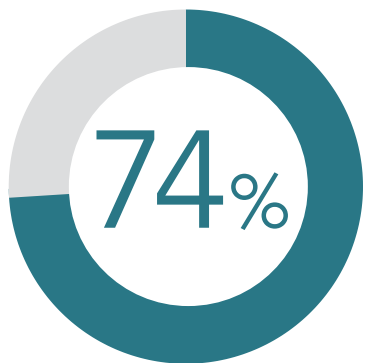
need to provide training and mentoring offerings on mental health, IT upskilling and areas such as work life balance and remote productivity seminars. The proposed National Remote Work Strategy by government commits to an acceleration of the National Broadband Plan, investment in remote hubs, reviewing tax treatment and introducing legislative changes on the rights to request remote working. What we need from government also is a fully funded programme on upskilling and reskilling our workforce. As we come out of this pandemic, we will need a resilient workforce that is ready and enabled for the new digital age.

County Kildare Chamber with our partners Maynooth University and Meath Enterprise have developed a bespoke innovation programme delivered by Maynooth University’s Innovation Value Institute (IVI). It will support companies who are forced to re-think how they do business. The ReThinkReDesign programme is unique in Ireland. The initiative provides customised help for firms to rethink, redesign, and reboot their business models to recover from the disastrous economic disruption caused by COVID 19, and the critical need to survive and thrive in a post-Brexit economic landscape. The Clark survey will feed into this programme as having up to date professional and qualified surveys can assist with this programme immensely.

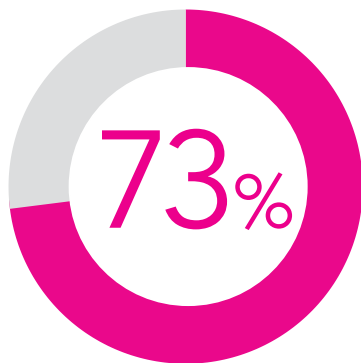


SKILLS SET/SKILL SHORTAGES - IMPACT

TALENT AND SKILLS - EMPLOYERS



74% have the talent they need to achieve current objectives.



73% have experienced skill shortages in the last year.

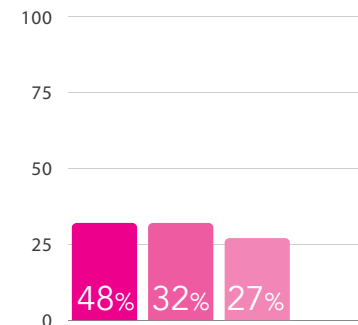
Half of all respondents felt skills shortages were affecting productivity.

TOP 3 AREAS WHERE SKILLS SHORTAGES IMPACTED EMPLOYERS



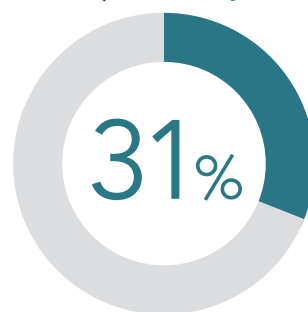
KEY HIRING CHALLENGES AHEAD

1. Shortage of suitable candidates (48%)
2. Possible restrictions relating to global pandemic (32%)
3. Applicants with unrealistic salary requirements (27%)

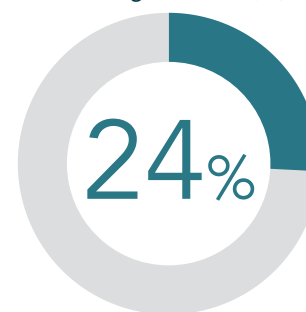


TOP 3 SPECIALIST SKILLS MOST NEEDED IN ORGANISATIONS

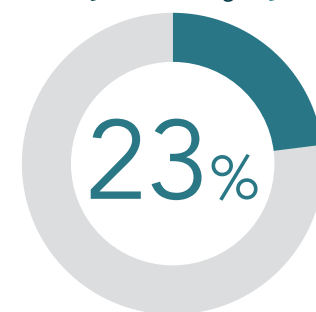
1. Operations (31%)



2. Digital Tech (24%)



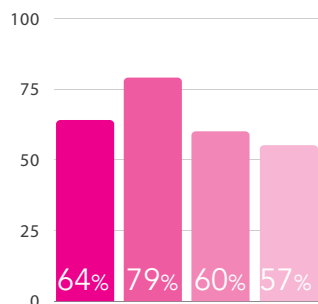
3. Marketing (23%)



Digital technology skills were identified as requiring significant upskilling and guidance. Some upskilling required for Leadership skills, sustainable business practices and corporate governance.

TALENT AND SKILLS - EMPLOYEES

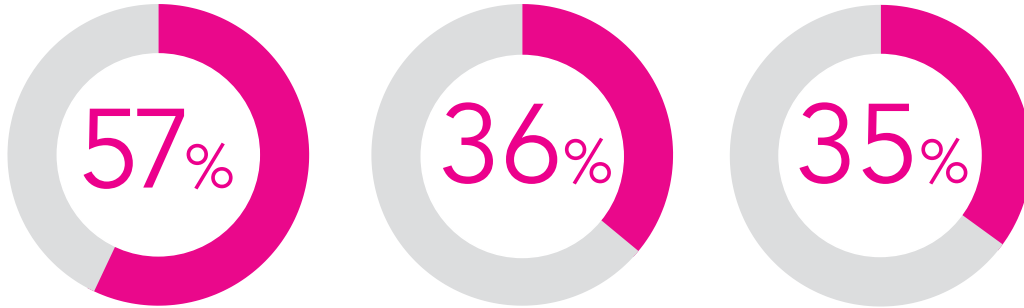
- 64% have the talent they need to achieve current objectives.
- 79% have experienced skill shortages in the last year.
- 60% felt skills shortages impacted on productivity.
- 57% felt skills shortages impacted on staff morale.



SKILLS SET/SKILL SHORTAGES - IMPACT

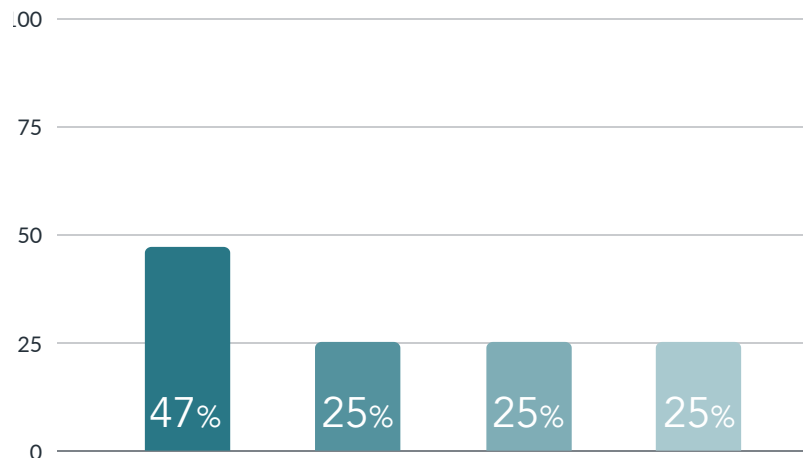
TOP 3 AREAS WHERE SKILLS SHORTAGES IMPACTED BUSINESS

1. Staff Morale (57%)
2. Productivity (36%)
3. Ability to deliver projects (35%)



SPECIALIST SKILLS MOST NEEDED IN A COMPANY

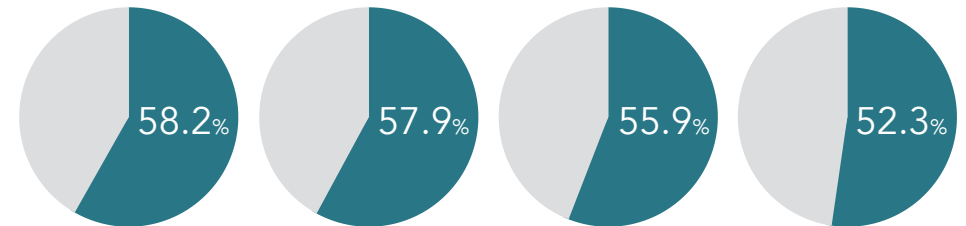
1. Management/Leadership (47%)
2. Operations (25%)
3. Project/Change Management (25%)
4. IT/Infrastructure (25%)



THE IMPORTANCE OF SOFT SKILLS TO EMPLOYERS - SKILLS ALWAYS NEEDED

Top soft skills for employers:

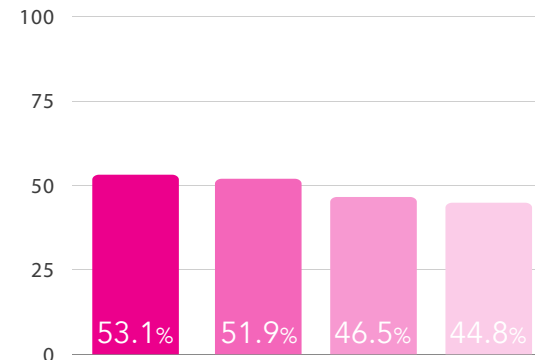
1. Collaboration/teamwork (58.2%)
2. Communication and self-expression (57.9%)
3. Emotional awareness/resilience (55.9%)
4. Problem solving/critical thinking/logic (52.3%)



THE IMPORTANCE OF SOFT SKILLS TO EMPLOYEES

Top Soft skills for employees:

1. Problem solving/critical thinking/logic (53.1%)
2. Collaboration/teamwork (51.9%)
3. Communication/self-expression (46.5%)
4. People Management (44.8%)





“BUSINESSES MUST EMBRACE THE ADVANCES OF DIGITAL TECHNOLOGY AND ENSURE THEY MANAGE THEIR DISTRIBUTED WORKFORCES AND LEVERAGE ON TIGHTER SECURITY AS BUSINESS DATA BECOMES A HEIGHTENED CONCERN FOR COMPANIES.”



CLARK

THE FUTURE OF WORK

By Patrick Gallen, Partner, People & Change Consulting, Grant Thornton

The survey carried out collaboratively with Clark, Maynooth University, County Kildare Chamber and Grant Thornton has released interesting findings that will provide useful and timely insights for business leaders to consider when updating their people strategy for the coming year.

Being forced to adapt our ways of working has accelerated many trends that most workplaces were flirting with before the pandemic, and has proven that remote can work! This seismic shift has changed employee expectations, thereby forcing employers to redefine their Employee Value Proposition in order to attract, retain, develop, and engage the talent they need to run their business.

So, what should employers consider, based on this survey results?

Remote working skills gap. Prior to Covid, 37% of employees had no remote working experience, and 41% had only occasional experience – meaning employees had to adapt quickly. But to move from surviving to thriving in a remote world of work, employers should consider training to bridge the skills shortage gap, and help employees adapt to the new working practices. Half of all respondents felt skills shortages were affecting productivity, and the top three skills identified as requiring significant upskilling and guidance were; Digital Technology skills (93%), Leadership skills (84%), and Sustainable Business Practices (75%). Clearly employers need to put a plan in place to address these skill gaps.

Training and Skills. The good news is 75% of employers are planning on providing training to their employees in the year ahead. In addition to the skills gaps just mentioned, the survey also highlights the importance of soft skills to both employers and employees, remains high - collaboration/teamwork; communication; emotional awareness; resilience; problem solving and critical thinking were all identified in the survey.

While these skills were important when we were working together, they are even more important while working apart, and employees need the opportunity to develop these skills tailored to working in a remote environment. When employees don't have the skills they need, there is a detrimental impact on staff morale, productivity, and the ability to deliver projects.

Benefits. The benefit package has always been an important component of the Employee Value Proposition, and employers should consider refreshing their benefits package to reflect the current priorities of the workforce. The top four factors which influence a job move are; work life balance (57%), career opportunities (54%), and location (51%), in addition to improved salary and benefits (68%). Employers must consider what they can offer to meet these needs if they wish to attract and retain the best talent.

While lots has changed in this new world of work, some of the foundations remain the same; attract the widest pool of talent possible by offering a proposition that people find compelling, train people in the skills they need to do their jobs well, and offer a competitive package so that employees feel valued and that they are treated fairly for the job they do.

Remote working does require new or enhanced skills, and it is important that employers adapt to the changing needs and expectations of their workforce by understanding what their needs are and then meeting them. The Government's new National Remote Strategy published on Friday 15 January will drive a lot of this change over the next couple of years, and as they say, this has the potential to fundamentally change the nature of where, how, when and why people work.



SALARY GUIDE



**“AS WE COME OUT OF THIS PANDEMIC, WE WILL NEED A RESILIENT
WORKFORCE THAT IS READY AND ENABLED FOR THE NEW DIGITAL AGE.”**



HUMAN RESOURCES & TRAINING

HUMAN RESOURCES & TRAINING

Job title	1-2 years exp	3-5 years exp	5 years + exp
HR VP – Director	80-95k	95-110k	120k +
Senior HR Manager/Senior HR Business Partner	60-70k	75-85k	90k +
HR Manager/HR Business Partner	40-50k	50-65k	65k +
HR Advisor	34-40k	40-45k	50k +
HR Generalist/HR Officer	30-38k	38-45k	45k +
HR Administrator	25-28k	28-35k	35k +
L&D Manager	50-55k	60-65k	70k +
L&D Specialist	32-35k	38-45k	45k +
C&B/Reward Manager	60-70k	75-85k	85k +
C&B/Reward Specialist	30-40k	45-50k	55k +
HR IS Manager	45-50k	55-65k	70k +
HR IS Analyst	35-40k	45-50k	65k +
OD Manager/Change Manager	70-80k	85-95k	100k +
Employee Relations Manager	55-60k	60-70k	75k +
Employee Relations Specialist	35-40k	45-50k	55k +
Global Mobility Manager	50-55k	60-70k	90k +
Global Mobility Specialist	40-45k	50-55k	60k +
Talent Acquisition/Recruitment Manager	45-55k	60-70k	75k +
Talent Acquisition/Recruitment Specialist	28-32k	35-40k	45k +
Talent Acquisition/Recruitment Coordinator	25-28k	30-35k	40k +

ACCOUNTANCY



CLARK



ACCOUNTANCY

Job title	1-2 years exp	3-5 years exp	5 years + exp
Financial Director	90-105k	105-125k	125k +
Financial Controller	75-85k	85-95k	100k +
Qualified Accountant	46-52k	52-55k	56k +
Project Accountant	67-70k	70-75k	75k +
Cost Accountant	42-45k	45-49k	49k +
Financial Accountant	49-54k	54-57k	57k +
Financial analyst	49-54k	54-57k	57k +
Tax accountant	45-50k	50-53k	53k +
Internal audit	43-45k	45-50k	55k +
Audit Manager	67-70k	70-75k	75k +
Audit Senior	38-43k	43-46k	46k+
Audit Junior	20-25k	-	-
Part-Qualified Accountant	27-30k	30-36k	36k +
Accounts Supervisor	35-38k	38-42k	42k +
Accounts Technician	26-30k	29-34k	34k +
Accounts Payable Clerk	26-30k	29-34k	34k +
Accounts Receivable Clerk	26-29k	29-34k	34k +
Credit Controller	32-37k	37-40k	40k +
General Accounts Clerk	26-30k	29-34k	34k +
Payroll Specialist	35-37k	37-40k	42k +
General book-keeper	28-34k	34-36k	36k +



SALES



SALES

Job title	Basic	Earnings
Sales Director	85-110k	100-130k
Sales Manager	75-90k	90-100k
Key Account Manager	40-50k	55-65k
Field Sales Executive	30-40k	40-50k
Business Development Manager	40-50k	45-65k
Business Development Executive	28-35k	35-50k
Inside Sales/Telesales Team lead	30-40k	38-48k
Inside Sales/Telesales Executive (0-2 years)	25-28k	30-38k

“THE TOP FOUR FACTORS WHICH INFLUENCE A JOB MOVE ARE; WORK LIFE BALANCE (57%), CAREER OPPORTUNITIES (54%), AND LOCATION (51%), IN ADDITION TO IMPROVED SALARY AND BENEFITS (68%).”

MARKETING



MARKETING

Job title	1-2 years exp	3-5 years exp	5 years + exp
Marketing Director	70-80k	75-90k	85-100k
E Commerce, Digital/Marketing/Brand Manager	60-70k	70-80k	80-90k
Activation/Trade Marketing Manager	35-40k	40-45k	45-60k
Channel Marketing Manager	32-35k	35-42k	42-55k
Customer Marketing Manager	32-35k	35-42k	42-55k
Senior Project Manager	40-50k	50-60k	60-70k
Project Manager	23-28k	28-35k	35-40k
Senior Category Manager	45-50k	50-55k	55-65k
Category Manager	35-43k	43-50k	50-55k
Category Executive	25-28k	28-35k	35-40k
E Commerce, Digital/Marketing/Brand Executive	30-40k	40-50k	50-65k
Marketing Assistant/Digital Marketing Assistant	20-24k	24-26k	26-30k
Marketing Analyst	23-28k	28-35k	30-40k

“THE GOVERNMENT’S NEW NATIONAL REMOTE STRATEGY PUBLISHED ON FRIDAY 15 JANUARY WILL DRIVE A LOT OF THIS CHANGE OVER THE NEXT COUPLE OF YEARS AND THIS HAS THE POTENTIAL TO FUNDAMENTALLY CHANGE THE NATURE OF WHERE, HOW, WHEN AND WHY PEOPLE WORK.”



BUSINESS SUPPORT

BUSINESS SUPPORT

Job title	1-2 years exp	3-5 years exp	5 years + exp
Office Manager	25-27k	27-35k	35k+
Executive Assistant/Executive Secretary	30-33k	35-40k	45k+
Senior Administrator	25-28k	30-35k	35k +
Administrator	22-26k	27-30k	30-37k
Project Administrator	25-28k	30-35k	35k +
Receptionist	24-28k	30-31k	30k +
Sales Administrator	25-28k	30-35k	35k+
Call Centre Manager	55-60k	65-70k	80k +
Customer Service Manager	35-38k	40-45k	50k +
Customer Service Team Lead	25-27k	28-32k	32k+
Customer Service Representative	24-26k	28-32k	32-35k
Bilingual Customer Service Representative	23-25k	26-28k	30-32k
Data Entry Clerk	22-24k	26-28k	30k+
Office Junior	21-28k	-	-

“TO MOVE FROM SURVIVING TO THRIVING IN A REMOTE WORLD OF WORK, EMPLOYERS SHOULD CONSIDER TRAINING TO BRIDGE THE SKILLS SHORTAGE GAP, AND HELP EMPLOYEES ADAPT TO THE NEW WORKING PRACTICES.”

A woman wearing a yellow hard hat and safety glasses is looking upwards at an industrial structure. She is holding a blue clipboard. The background is a blurred industrial setting with metal beams and pipes.

ENVIRONMENTAL, HEALTH & SAFETY, QUALITY



ENVIRONMENTAL, HEALTH & SAFETY, QUALITY

Job title	1-2 years exp	3-5 years exp	5 years + exp
Environmental Manager	45-55k	55-65k	65-80k
Environmental Engineer	40-45k	45-55k	55-60k
Environmental Technician	30-32K	40k+	45-50k
Health & Safety Manager	45-50k	55-60k	65k +
Health & Safety Engineer	30-35k	40-45k	50-55k
Health & Safety Officer	28-32k	38-45k	50-55k
Quality Manager	50-55k	55-65k	65k +
Quality Technician	30-32k	32-38k	38-40k

“THE TOP THREE SKILLS IDENTIFIED AS REQUIRING SIGNIFICANT UPSKILLING AND GUIDANCE WERE; DIGITAL TECHNOLOGY SKILLS (93%), LEADERSHIP SKILLS (84%), AND SUSTAINABLE BUSINESS PRACTICES (75%).”

MANUFACTURING



MANUFACTURING

Job title	1-2 years exp	3-5 years exp	5 years + exp
General Manager	90-100k	100-120k	120k +
Operations Manager	60-70k	70-80k	100k +
Plant Manager	60-65k	65-75k	80-95k
Production Manager	45-50k	55-60k	65k +
Engineering Manager	60-65k	65-70k	80-95k
Maintenance Manager	50-55k	60-55k	65-70k
Continuous Improvement Manager	45-55k	55-65k	65-80k
NPD Manager	40-45k	45-55k	55-65k
Technical Manager	50-55k	60-65k	65-70k
Project Manager	55-60k	60-65k	65-70k
Design Manager	40-45k	45-55k	55-60k

“WHEN EMPLOYEES DON’T HAVE THE SKILLS THEY NEED, THERE IS A DETRIMENTAL IMPACT ON STAFF MORALE, PRODUCTIVITY, AND THE ABILITY TO DELIVER PROJECTS.”

A man with a beard, wearing a red hard hat and a dark blue jacket over a maroon shirt, is holding a large white blueprint. He is looking directly at the camera with a slight smile. The background is a solid grey.


ENGINEERING - CONSTRUCTION



ENGINEERING - CONSTRUCTION

Job title	1-2 years exp	3-5 years exp	5 years + exp
Project Director	80k	85-90k	100k+
Design Manager	70-75k	75-80k	80-85k
Project Manager	60k +	65-70k	75-80k
Planner	35k	45-50k	50k +
Civil Engineer	32k+	40-45K	50-55k
Mechanical Engineer	32-36k	40-45k	50-55k
Electrical Engineer	32k +	40-45k	50k +
Building Services Engineer	30-35k	40-45k	50-55k
Road/Highway Engineer	28-30k	35-40k	40-45k
BIM Coordinator	28-30k	35-40k	40-45k
Water/Wastewater Engineer	32k +	40-45k	50k +
Geotechnical Engineer	32k +	40-45k	50k +
Environmental Engineer	45k +	50k +	60k +
CAD/Revit/Microstation Technician	30-32K	40k+	45-50k
Architect	30-35k	40-45k	50-55k
Architect Technician	28k+	32-38k	40-45k

“BUSINESSES WILL NEED TO INVEST IN THEIR STAFF THIS YEAR IN AREAS THAT MAY NOT BE THE “NORM” FOR THEM. THE WORKFORCE SKILL CHALLENGES HAVE CHANGED.”

A man and a woman, both wearing white hard hats and high-visibility yellow and blue work jackets, are looking at a laptop. The woman is pointing upwards with her right index finger. They are in a factory or industrial setting with large machinery in the background.

ENGINEERING - PRODUCTION & MANUFACTURING



ENGINEERING - PRODUCTION & MANUFACTURING

Job title	1-2 years exp	3-5 years exp	5 years + exp
Project Engineer	35-40k	45-50k	50k +
Lean Six Sigma Engineer	35-40k	40-50k	50-65k
Continuous Improvement Engineer	35-38k	45-50k	55k +
Process Engineer	35-38k	45-50k	55k +
Manufacturing Engineer	35-38k	38-53k	55-70k
Quality Engineer	35-40k	40-50k	50-60k
Health & Safety Engineer	28-32k	38-45k	50-55k
Environmental Engineer	35-38k	45-50k	55k +
NPD Technologist	25-30k	30-40k	40-45k
QA Technician	30-32k	32-38k	38-40k
QC Technician	27-30k	30k	30-35k
Commissioning Engineer	35-40k	45-50k	50k +
Validation Engineer	35-40k	45-50k	50k +
Control/Automation Engineer	40-45k	45-55k	55-60k
Maintenance Engineer	35-40k	45-50k	50k +
Maintenance Technician	32-35k	35-38k	38k

“THE PAST YEAR HAS PUSHED EMPLOYERS AND EMPLOYEES TO ADAPT RAPIDLY TO NEW WAYS OF WORKING. WITH AGILITY AND ADAPTABILITY COMING TO THE FORE, IT IS ENCOURAGING TO SEE THAT TRAINING AND DEVELOPMENT, A MAINSTAY OF ECONOMIC COMPETITIVENESS, HAS REMAINED HIGH ON KILDARE EMPLOYER’S AGENDAS”

SUPPLY CHAIN



SUPPLY CHAIN

Job title	1-2 years exp	3-5 years exp	5 years + exp
Supply Chain Director	80-90k	90-100k	100k +
Supply Chain Manager	45-55k	55-75k	75k +
Supply Chain Specialist	32-38k	38-43k	43k +
Supply Chain Analyst	32-38k	38-43k	43k +
Head of Procurement	80-85k	85-90k	90k +
Procurement/Purchasing Manager	38-55k	55-70k	70k +
Procurement/Purchasing Specialist	37-43k	43-50k	50k +
Buying Manager	55-60k	60-65k	65-80k
Senior Buyer	37-43k	43-50k	50k +
Buyer	28-35k	35-42k	42k +
Purchasing Manager	55-60k	60-65k	65-80k
Purchasing Specialist	28-35k	35-42k	42k +
Commodity/Category Manager	55-60k	60-65k	65-80k
Vendor Manager	35-40k	40-50k	50-65k
Materials Manager	35-40k	40-50k	50-65k
Inventory Manager	35-40k	40-50k	50-65k
Inventory Analyst	32-38k	38-43k	43k +
Planning Manager	60-70k +	60-70k +	70-80k +
Master Scheduler	45-50k	50-55k	55-60k
Demand/Supply Manager	33-42k +	42-50k +	50k +
Production Planner	33-42k +	42-50k +	50k +
Buyer/Planner	40-45k	45-50k	50-55k



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LOGISTICS



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LOGISTICS

Job title	1-2 years exp	3-5 years exp	5 years + exp
Director of Operations	80-90k	90-100k	100k +
Plant/Operations Manager	38-45k	45-55k	55-60k
Logistics Manager	40-45k	45-50k	50-55k
Logistics Coordinator	28-33k	33-38k	38k +
Warehouse Manager	35-45k	45-50k	50k +
Warehouse Supervisor	32-37k	37-43k	43-48k
Stock Control Manager	37-42k	42-50k	50-60k
Inventory Controller	32-35k	35-40k	40-45k
Transport/Distribution Manager	40-45k	50-55k	55-60k
Transport Supervisor	32-37k	37-43k	43-48k
Shipping Manager	38-55k	55-70k	70k +
Freight Forwarding	24-27k	27-33k	33-40k
Freight Specialist	37-43k	43-50k	50k +

“WIDER RESEARCH SHOWS THAT ORGANISATIONS WHO CULTIVATE A WORK LIFE BALANCE REAP THE REWARDS IN THE FORM OF INCREASED PRODUCTIVITY, IMPROVED MORALE, LOYALTY AND A STRONG EMPLOYER BRAND.”

A man with a beard wearing a red and white plaid shirt and a woman with blonde hair wearing a blue denim shirt are looking at a tablet together in an office setting. In the background, other office workers are visible at their desks.

IT



IT

Job title	1-2 years exp	3-5 years exp	5 years + exp
IT Director/Head of IT (EMEA/Global)	100-110k	110-130k	130k +
IT Manager	85-95k	100-110k	110k +
Programme Manager	90-95k	100-110k	110k +
Senior Project Manager	65-70k	70-75k	75-90k
Project Manager (mid-level)	45-50k	50-55k	65-75k
Software Product Manager	45-60k	60-80k	80k +
Software Engineering Development Manager	75-85k	80-95k	90-110k
Technical Architect	70-80k	80-90k	90-110k
Technical Team lead	70-80k	80-90k	90k +
Senior Specialist Developer	30-35k	35-60k	65-80k
Mid-level Developer	30-40k	40-50k	50-65k
Junior Developer	25-35k	35-45k	45-55k
Business Advisory Consultant	55-60k	60-70k	75-85k
Business Process Analyst/Consultant	30-35k	35-45k	45-60k+
Business Solutions Architect	75-85k	80-95k	90-110k +
QA Test Manager	55-65k	65-75k	75-85k
QA Test Lead	40-45k	45-55k	55k
Software Test/QA Engineer	30-35k	35-45k	45-55k
QA Automation Engineer	30-35k	35-45k	45-60k
Data Engineer	30-35k	35-60k	65-80k +
Data Scientist	40-55k	55-75k	75-90k +
Machine learning Software Engineer	50-60k	60-70k	70-85k
Data Architect	-	-	65-90k +

IT (continued)

Job title	1-2 years exp	3-5 years exp	5 years + exp
Database Developer	30-40k	45-60k	60-75k +
Database Administrator	30-40k	45-60k	60-75k +
Dev/Ops Platform Engineer	30-40k	40-60k	60-75k +
Cloud Infrastructure Architect	80-90k	90-100k	100k +
IT Systems Administrator	33-36k	40-45k	42-50k
IT Systems Engineer	25-30k	35-45k	50k +
Unix/Linux System Administrator	33-36k	40-45k	50k +
Network Engineer	25-30k	35-45k	50k +
Helpdesk Support	22-25k	30-35k	35-40k +
Applications Support Consultant	40-45k	45-55k	60k
Service Delivery Manager	65-75k	75-80k	80k +
Storage/SAN Engineer	45-50k	55-60k	60k +
Service desk/Helpdesk lead	45-50k	55-60k	60k +
Chief Information Security Officer	100-110k	110-130k	130k +
Information Security Consultant	30-35k	35-60k	65-80k +
Information Security Officer	60-70k	70-80k	95k+
IT Auditor	60-65k	65-70k	70-75k
IT Risk/Compliance Consultant	45-50k	60-70k	70k +
Information Security Architect	60-70k	70-80k	95k+
IT Compliance Specialist	30-36k	40-55k	55k +
Network Security Architect	75-80k	80-85k	85-90k+
Cyber Security Analyst	28-32k	32-50k	50k +
Information Security Engineer	30-36k	40-55k	55k +





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