Alter your trajectory

salary, market insights
& sentiment **survey 2021**

The Marketing Institute

Alternatives

our tribe changes the game by **NOT ACCEPTING ordinary.** They are growth agents & customer evangelists, driving transformation in a data driven, digitally enhanced age. **THEY LIVE AT THE FRONT OF TRENDS** and new technologies, bringing insight, understanding and **innovation** to their customers. They recognise that to be truly successful they must put the **customer at the heart** of their company strategy. Our tribe builds outstanding brands and businesses. **Our tribe powers growth.**

salary, market insights & sentiment **survey 2021**

We are delighted to share the results of the 2021 Salary, Market Insights & Sentiment Survey, run by Alternatives in conjunction with the Marketing Institute of Ireland.

This is the largest annual survey of its type, with over 850 respondents from the marketing, digital and commercial community. It provides detailed, cross sectoral and benchmarked data on salaries, benefits and engagement. Critically, at a time of so much change brought about by Covid and Brexit, it tracks sentiment in the market and at a personal level. It explores the evolving and critical role of marketing.

We hope you find it an interesting and value adding report, providing you with insight, helping you further grow both your business and your career.

Sandra Lawler
Founder Director
Alternatives Group

David Field
CEO
The Marketing Institute

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1. profile - survey participation

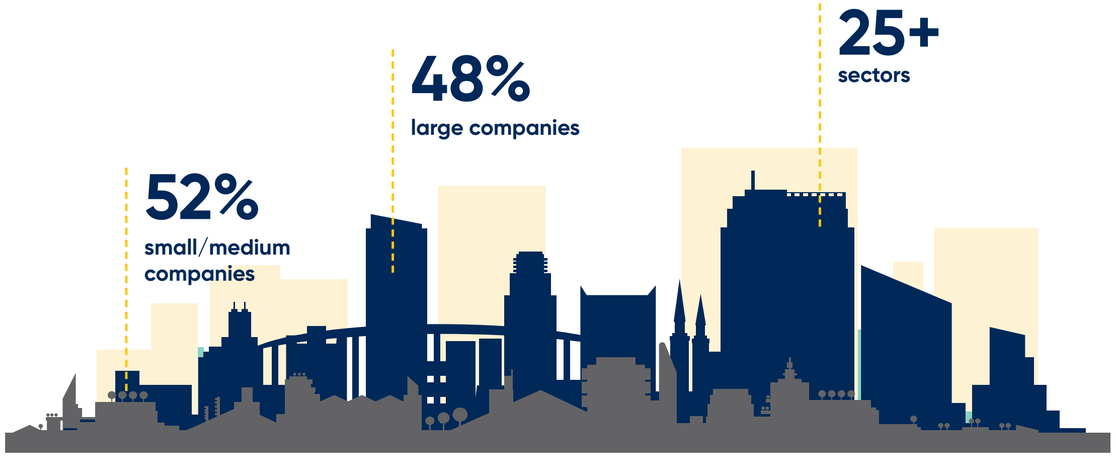
855

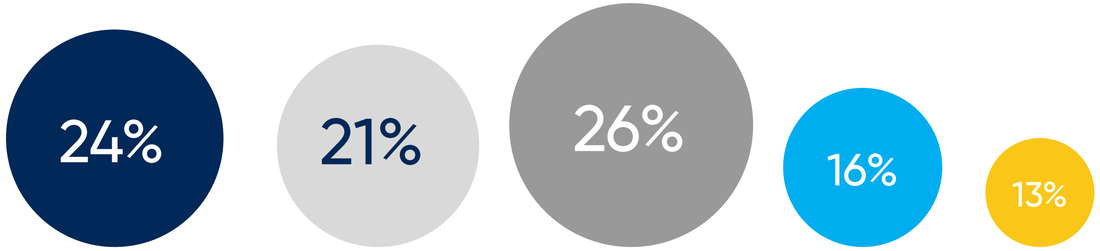
participants

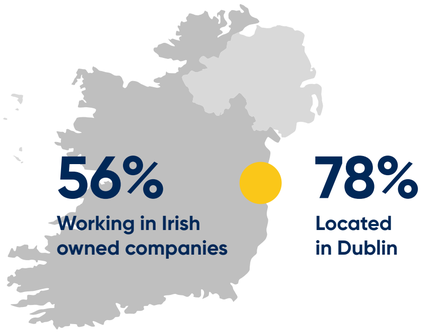
From across sector and from both small and large companies.

64%
Female Respondents

36%
Male Respondents







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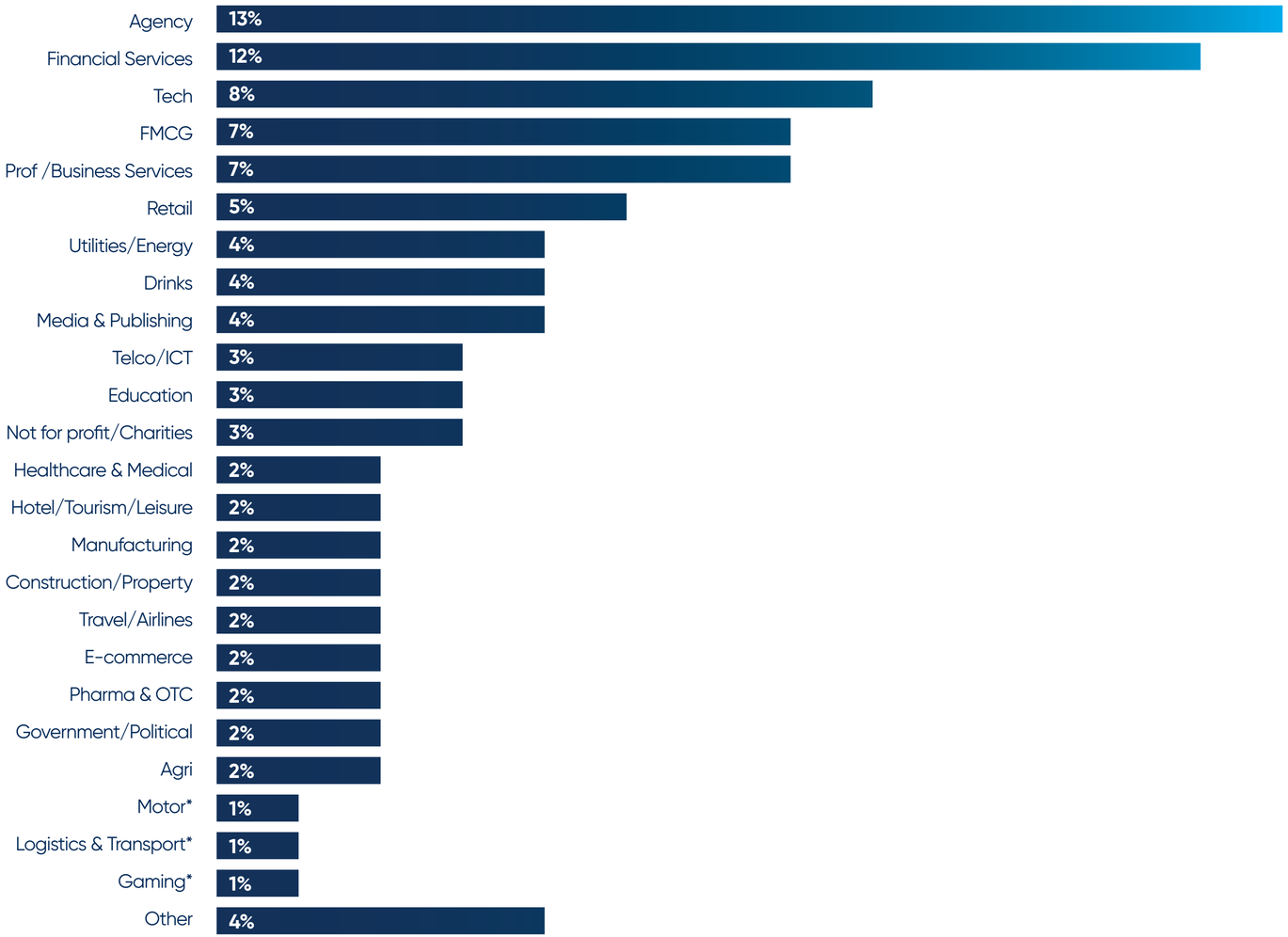
Carried out 7th-31st January 2021

1. profile

Respondents by Sector

Respondents from over 25 sectors participated in this survey.

*Note small sample numbers for some sectors in this survey



2. market sentiment

covid | brexit | outlook

We explore the impact of Covid and Brexit on different sectors and businesses and the outlook for trading in the year ahead

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2. market sentiment: covid impact

Impact of Covid

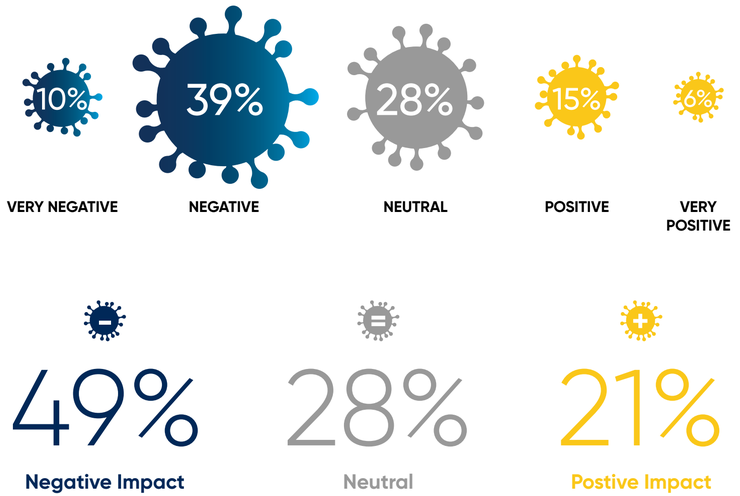
We are operating in truly unprecedented times. Almost half of all respondents' businesses have been impacted negatively by Covid. This compares to 70-80% at earlier stages of the pandemic. One in five however have been impacted positively.

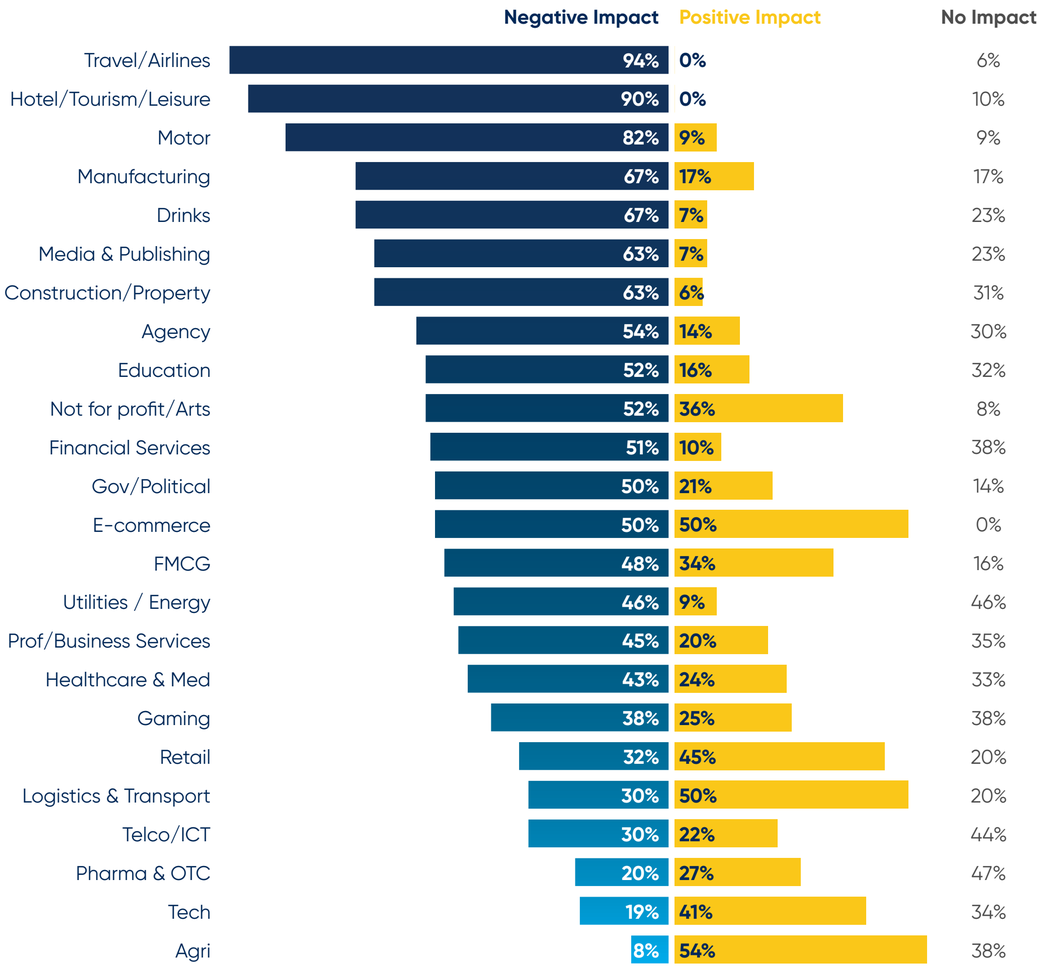
Those most negatively impacted are the broad travel and tourism sector, Ireland's largest employer, (90-94% negative) as well as consumer goods such as motor, food, drinks, manufacturing and construction.

Not every sector has been hit in the same way and those in agri, tech, e-commerce, retail and logistics have seen the most positive impact of the pandemic on their businesses (45%+ positive).

Irish owned companies have been harder hit than multinationals with 53% having felt a negative impact, compared to 42% of multinationals.

Impact Covid to date on your organisation in Ireland





2. market sentiment: brexit

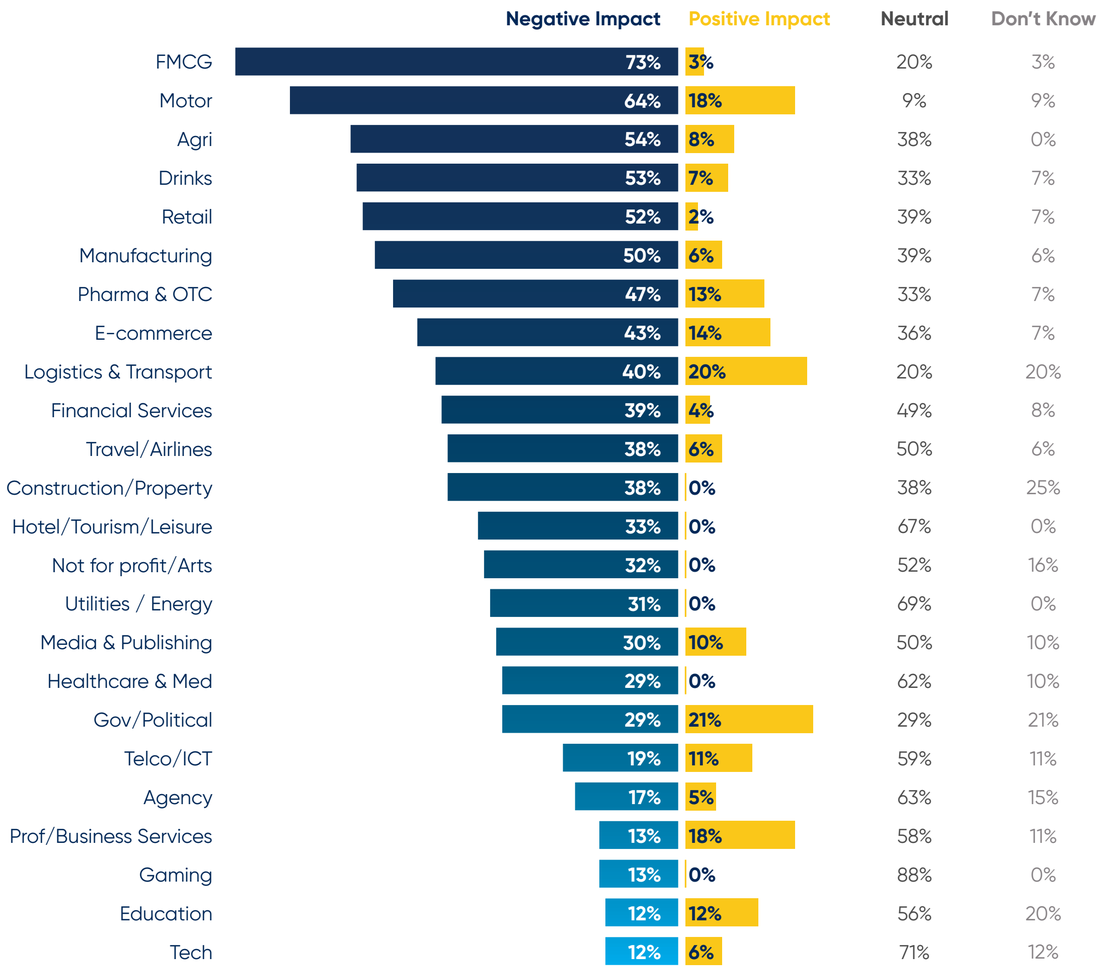
Impact of Brexit

Although companies in sectors impacted by Brexit have been preparing for it for years, at the time of this survey Brexit had officially just come into force.

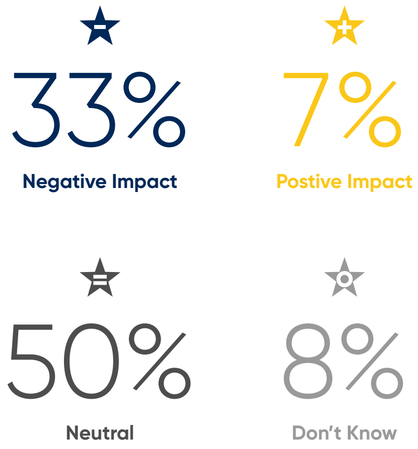
Impact is highly sector dependent, with one third of respondents negatively impacted and those in FMCG, motor, agri, drinks, retail and manufacturing most impacted (50%-73% negatively impacted).

That said, the level of impact anticipated was considerably more negative in 2019, when 45% expected a negative impact vs 33% today. The sectors most impacted now, felt more exposed in 2019 than today, reflecting good levels of preparedness for Brexit over the intervening period. (Motor 94% vs 64%, Retail 82% vs 52% today, FMCG 81% vs 73%, Drinks 81% vs 53% today).

Level of impact BREXIT expected to have on your organisation in Ireland



Brexit Impact



2. market sentiment: trading outlook

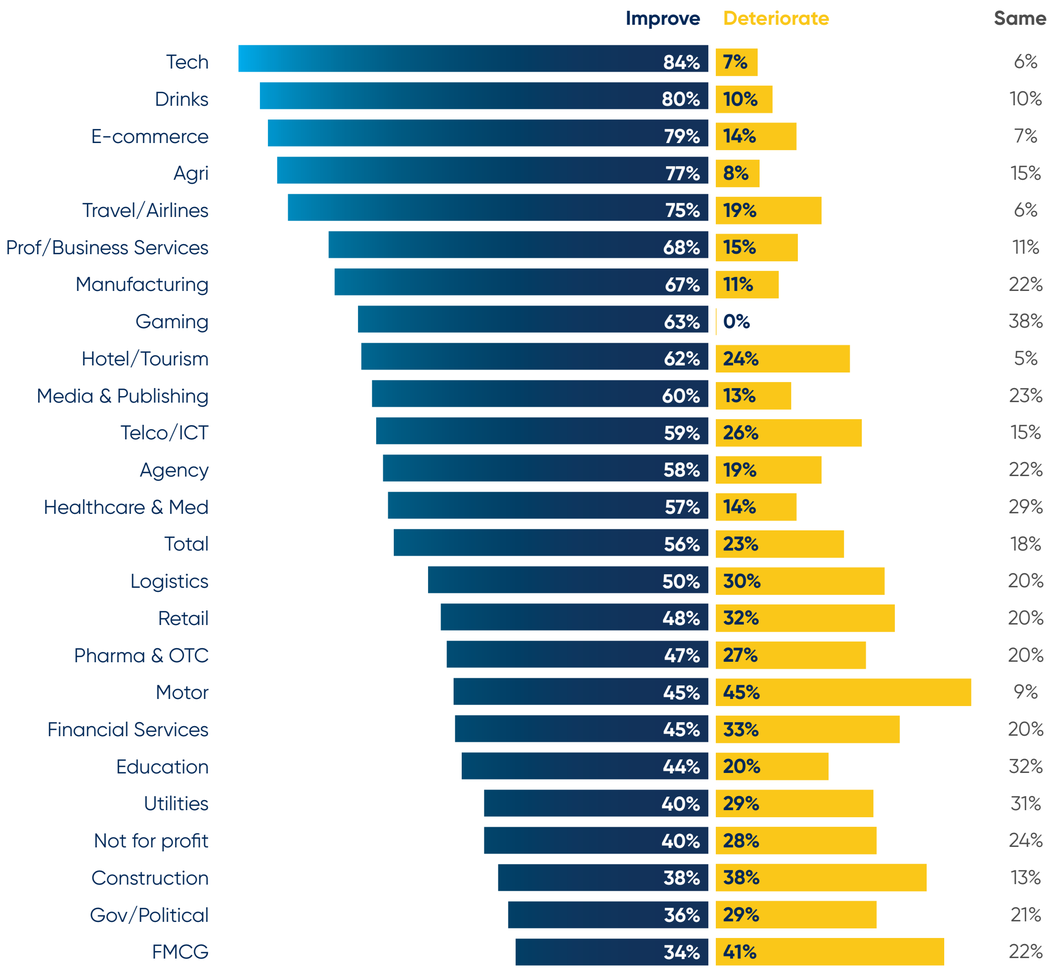
Future trading outlook

With so many companies having been hit significantly by Covid in 2020, there is an expectation that 2021 will be better and 56% expect trading performance to improve.

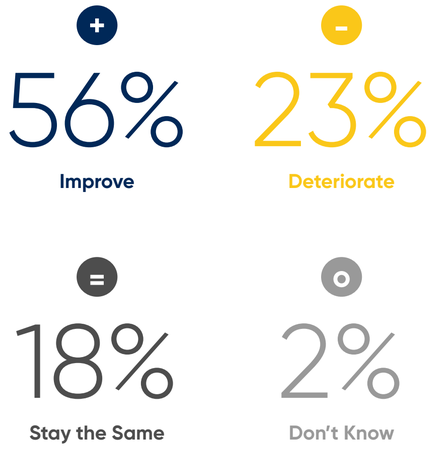
For some, such as airlines and tourism, this improvement is off the back of a chronic 2020. For others, such as tech and e-commerce, it is the continued positive impact of doing more business remotely and online. Sectors that are impacted most by Brexit such as FMCG and motor are much less optimistic.

61% of small companies expect trading to improve, whereas 27% of the largest companies, vs 22% average, expect trading conditions to deteriorate.

Trading conditions over the next 12 months



Trading next 12 months



3. the evolving role of marketing

We explore the current role of marketing, how strategic a function it is now considered and the level of board representation it enjoys

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3. the evolving role of marketing

The strategic role of marketing

63% felt that marketing played a strategic, revenue generating role in their organisation, up slightly from 61% last year. However those who felt it was a support function, increased from 19% to 21%, showing there is still much to be done to enhance the role and reputation of the function.

Marketing plays the most strategic role in sectors that are very brand and consumer focused such as retail (85%), drinks, tech, pharma, FMCG and telcos/ICT. Highest board participation is seen in drinks, pharma, not for profit, tech and retail.

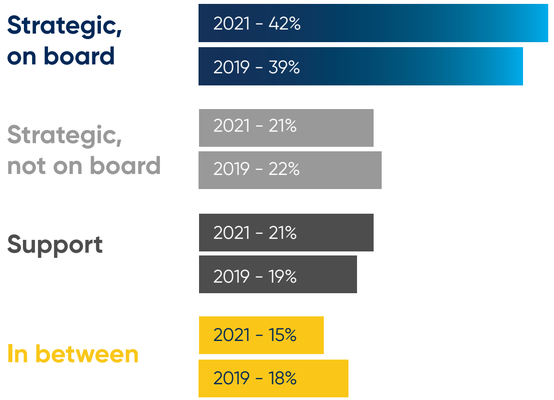
It is most likely to play a support role in sectors such as government (62% of gov respondents), education, construction & property, professional & business services and utilities, unchanged from previous years.

There remains considerable scope to drive both the remit and reputation of the function further.

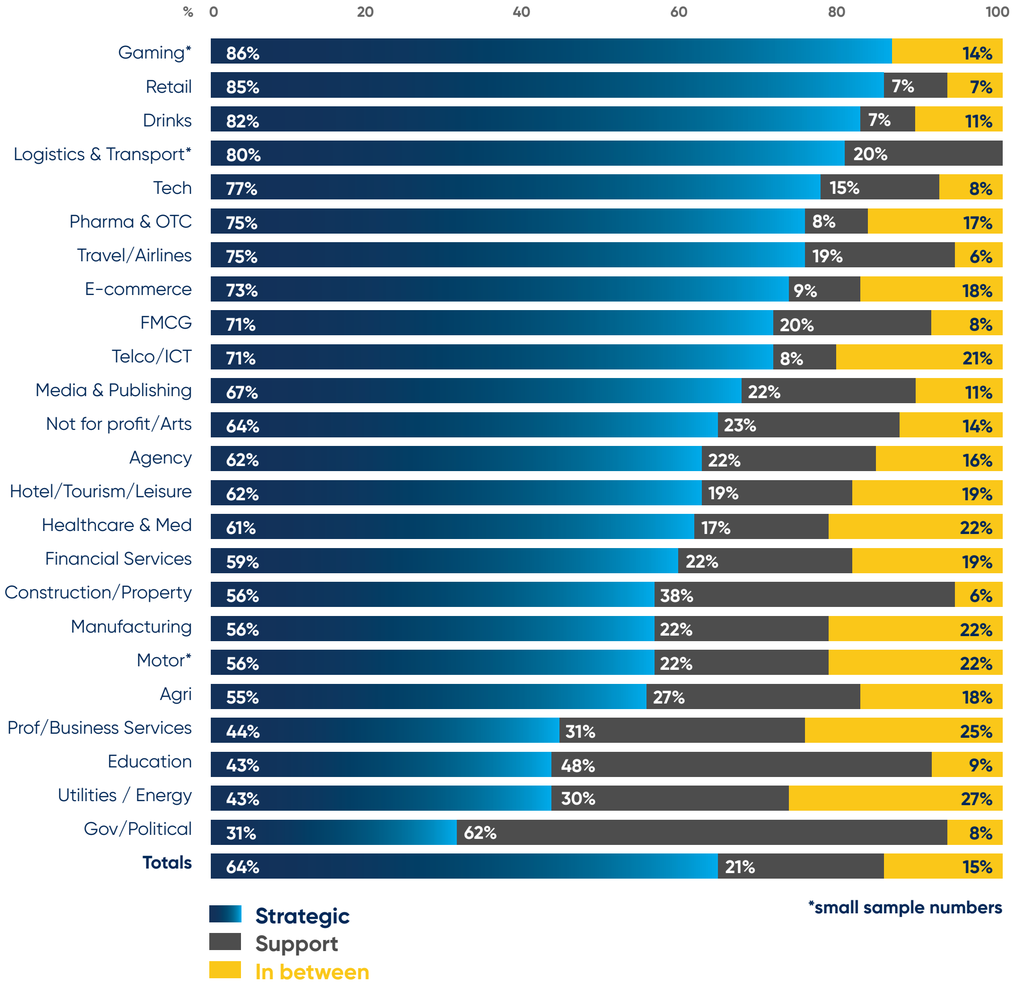
How the marketing function is perceived within your organisation

Strategic **63%**

Support **21%**



Where marketing function plays most strategic role by sector



*small sample numbers

3. the evolving role of marketing

Marketing's remit

We explored marketing's remit on customer focused areas, outside of classical brand, communications and marketing management, as we believe that Marketing will add most value and enhance its reputation when it delivers across the full customer agenda.

The marketing function continues to play the **lead role** in digital communications and strategy. In most of the other areas marketing is playing less of a lead role than in previous years eg. data analytics declined from 38% two years ago to 26% today; product management declined from 26% to 18% over the same period.

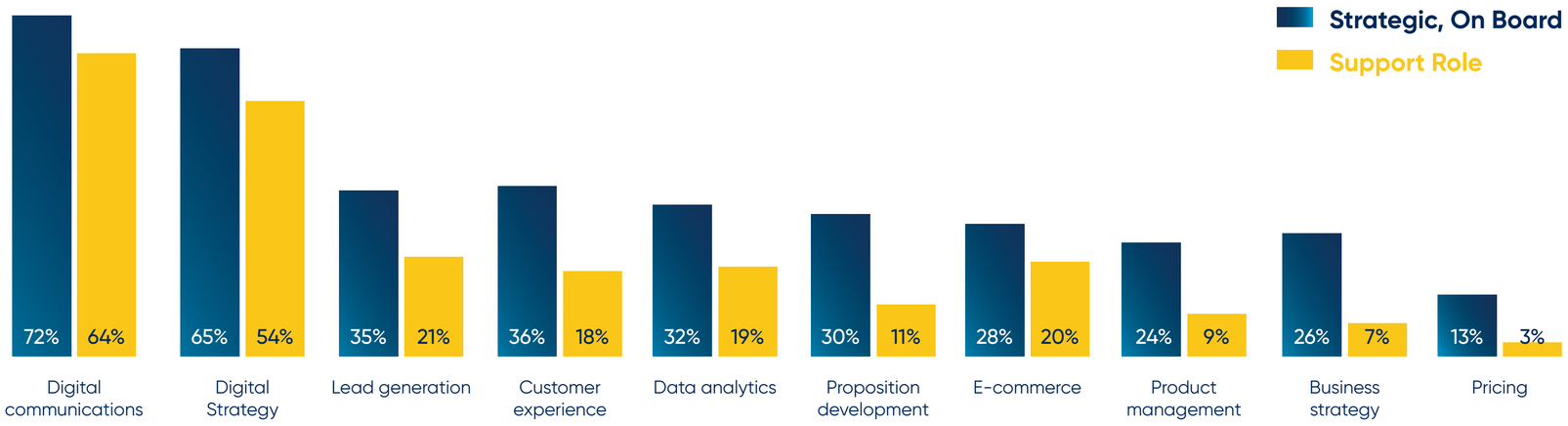
However, there is a move towards more shared responsibility, in particular in areas such as business strategy, customer experience and proposition development. In this context, effective stakeholder engagement and management is critical.

Where the marketing function is more strategic, it plays a greater lead role across all strategic customer touchpoints and notably in business strategy, proposition development and customer experience.

Areas falling under the lead remit of the marketing department

	Marketing lead	Shared	Lies elsewhere	N/A
Digital communications	69%	22%	4%	6%
Digital strategy	60%	25%	9%	6%
Lead generation	30%	37%	19%	14%
Customer experience	29%	44%	19%	7%
Data analytics	26%	38%	26%	9%
Proposition development	26%	41%	22%	11%
E-commerce	25%	30%	18%	27%
Product management	18%	31%	37%	14%
Business strategy	17%	54%	24%	5%
Pricing	8%	30%	51%	11%

Where marketing plays lead role: strategic vs support functions



3. the evolving role of marketing

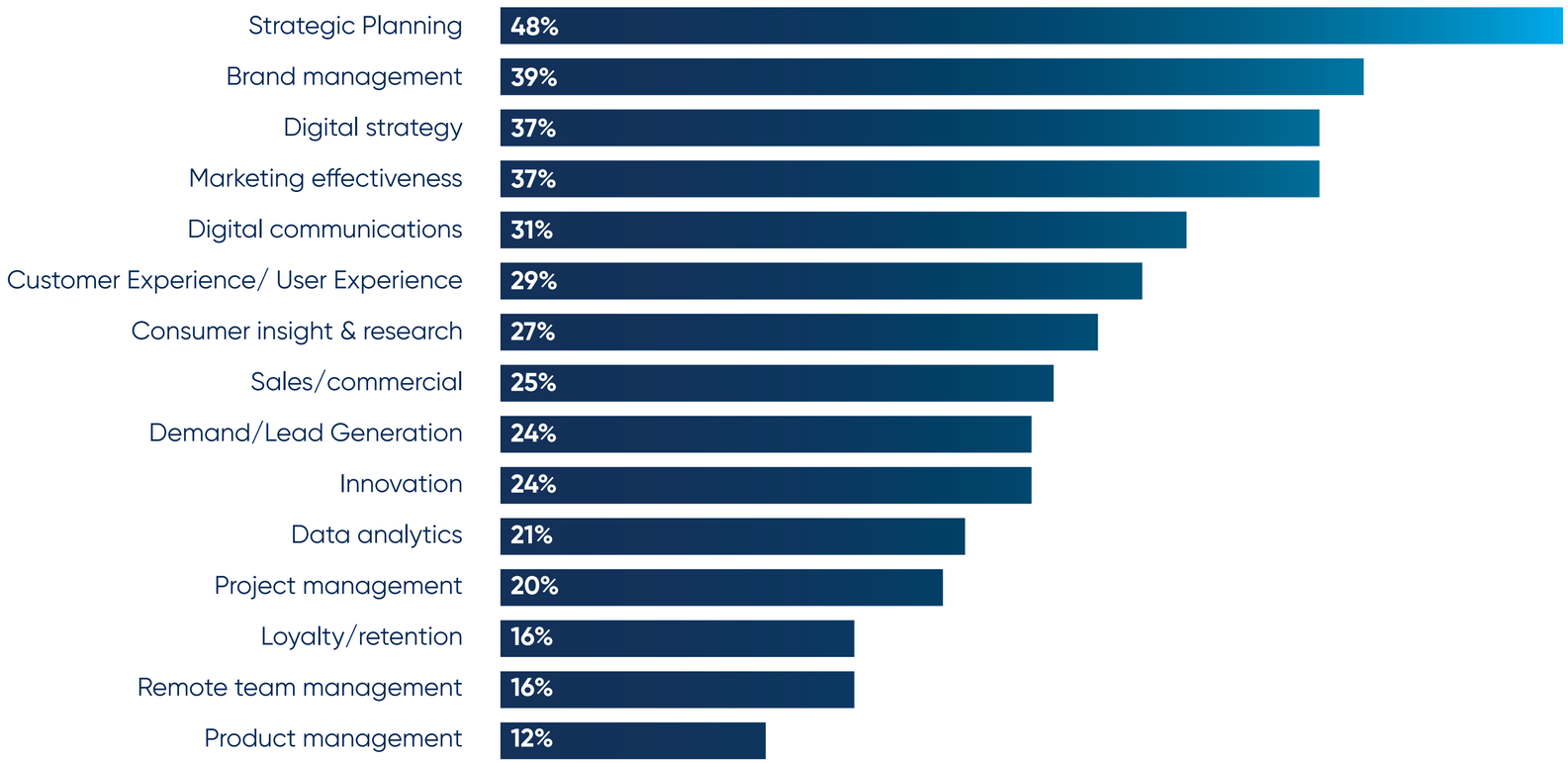
Top areas of focus

Against a backdrop of Covid and Brexit, with strategy being revaluated and more business and engagement online, top areas of focus now include strategic planning, brand management and digital strategy & communications. A growing need to demonstrate return on investment and the value add role of marketing is seen in the high priority placed on marketing effectiveness.

Those in tourism, drinks, agri and FMCG, sectors heavily impacted by both Covid and Brexit, are most focused on strategic planning and brand management.

At more senior career level, key focus is on strategic planning, effectiveness, digital strategy, commercial agenda and remote team management. At earlier career level, it is on digital comms, CX, project management and effectiveness.

Top areas of focus in your role in the coming months



4. marketing **resources, budgets and spend**

We explore marketing resources available-teams and budgets-to achieve objectives for the year ahead

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4. marketing resources, budgets and spend

Marketing team size

	1-5	5-10	11-20	21-40	41-60	60+
2021	45%	15%	16%	9%	5%	9%
2019	42%	18%	18%	7%	6%	8%

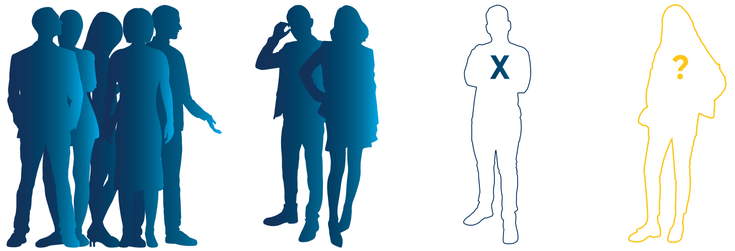
TEAM SIZE

Teams remain small and almost half have marketing teams of 5 people or less. Agencies, media & publishing, healthcare, pharma, not for profit and education sectors are most likely to have the smallest teams. In addition, 52% of respondents in Irish owned companies have marketing teams of 5 or less, compared to 34% of multinationals.

Financial services, utilities, gaming, tech and telco are most likely to have teams of 40 plus. 30% of multinationals have teams of 20+ compared to 20% of Irish owned companies.

Hiring

In terms new talent resources, following a period of lower hiring activity due to Covid in 2020, as seen in our Covid Pulse Surveys, a majority of companies plan to hire again in 2021, although many still have hiring plans on hold.



	Hiring a lot	Hiring a little	Not hiring	Don't know
PERMANENT STAFF	9%	56%	28%	4%
CONTRACT/ TEMPORARY STAFF	6%	44%	30%	13%

Tech
Pharma
Healthcare
Gaming
E-commerce
Education

Travel/airlines
Tourism/Leisure
Media & Publishing
Manufacturing
FMCG
Financial services

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4. marketing resources, budgets and spend

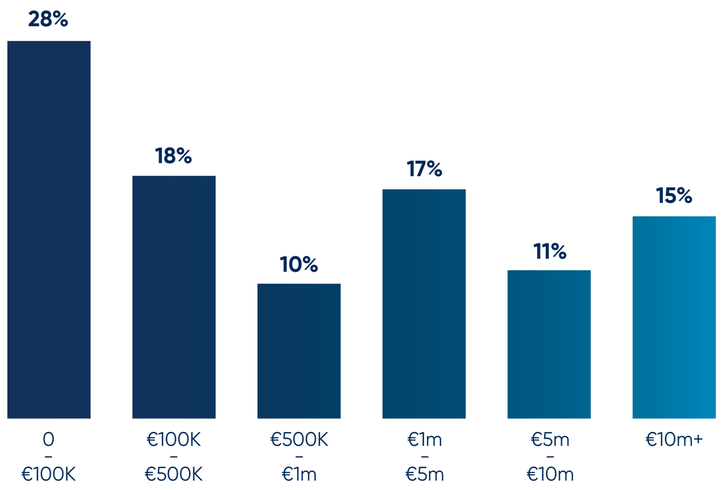
Marketing budgets

Budget sizes remain small and 46% plan to spend €500k or less. Those in agency, education, not for profit, healthcare, agri, media & publishing, construction/property and professional/business services sectors are most likely to operate with budgets of €1m or less.

Sectors with the largest budgets are competitive, consumer facing businesses such as drinks, telco/ICT, gaming, financial services, utilities, retail and FMCG.

20% plan to increase spend vs 29% LY. Given the uncertain context, 28% anticipate a decrease in spend vs 16% in the last pre Covid/ Brexit survey.

Estimated marketing budgets for 2021



As with previous years higher budgets are invested by larger companies and multinationals

	Less than €1M	1-5M	€5m +
Irish owned	**66%**	15%	19%
Multinational	41%	20%	**39%**
Survey average	56%	17%	27%

Does this represent the same level, increase or decrease on last year's budget?

3%	17%	52%	▲ 22%	▲ 6%
Increase 20% +	Increase of 1-20%	Same budget as last year	Decrease of 1-20%	Decrease of 20%+

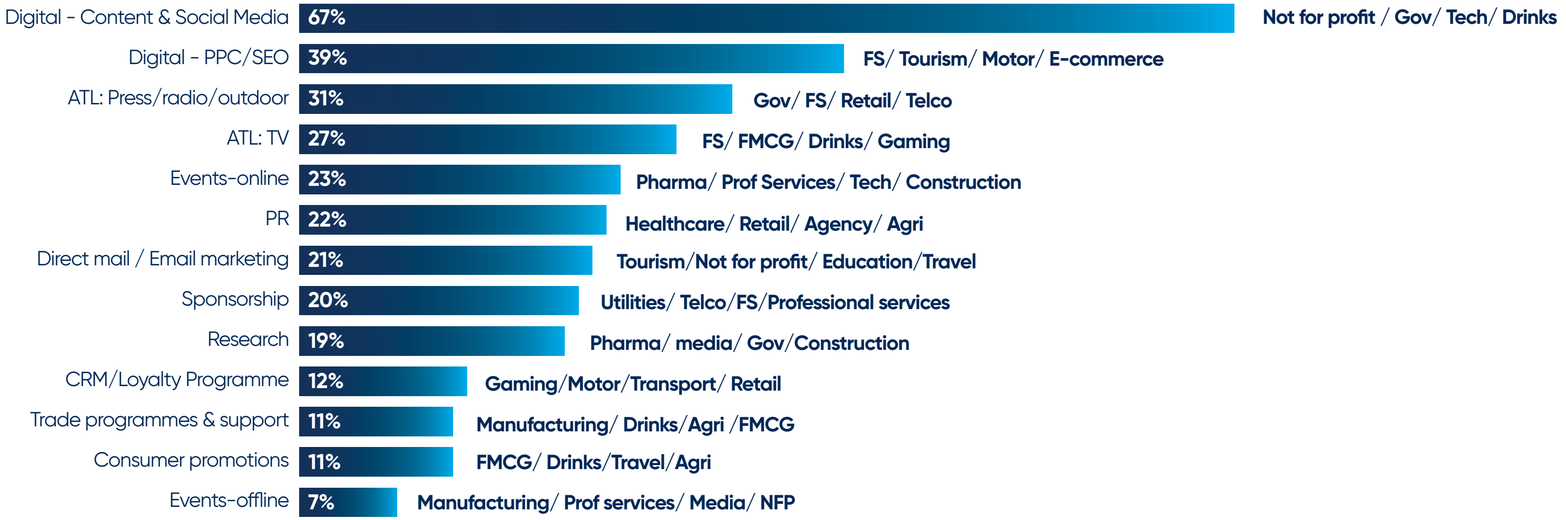
INCREASE		DECREASE	
Gov/Political	50%	Travel/Airlines	63%
E-commerce	44%	Construction	47%
Tech	39%	Education	45%
Pharma & OTC	36%	Gaming	43%
Retail	33%	Drinks	43%
Drinks	32%	Media	38%
Not for profit	32%	FMCG	38%

4. marketing resources, budgets and spend

Top areas of marketing spend

Top areas of spend reflect the events of the last year. With less face-to-face opportunities and a necessary move to online, patterns of marketing investment have shifted. There is increased focus on digital engagement and on research and a move from offline events and sponsorships. ATL remains consistent with previous years.

Top three areas of marketing spend over the next 12 months, by sector



INCREASE	2019	2021
Digital content and social media	58%	67%
Research	12%	19%

DECREASE	2019	2021
Events online & offline	40%	30%
Sponsorship	28%	20%

5. employment
salaries and benefits

We share latest market data on salaries and benefits overall and key highlights by career level

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5. salaries & benefits

Employment contracts

The previously very buoyant market and strong demand for talent was dampened due to Covid and there was a slight decrease noted in those in permanent roles and an increase in those unemployed or on temporary layoff. This impacted least at senior level and most at career entry level.

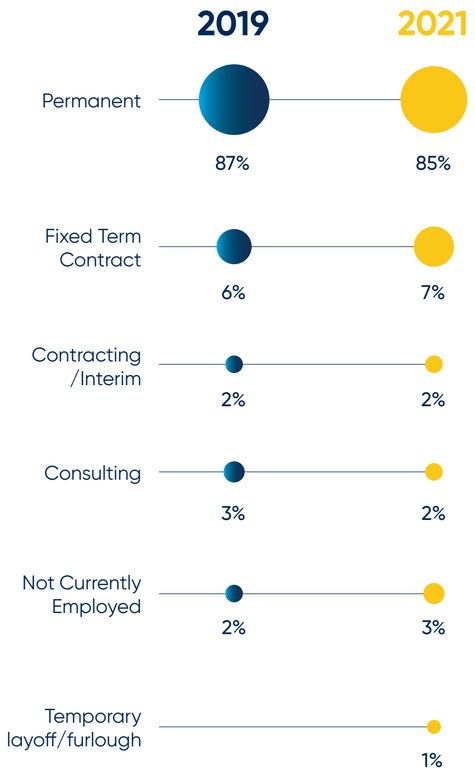
At director level, 85% are on permanent contracts and 6% are consulting; 80% of managers have permanent contracts, with 10% on fixed term.

90% of those at practitioner level have permanent contracts, the most of all levels- the result of the high competition for practitioner level employees in recent years. At support level however a significantly lower 77% have permanent contracts and 13% are on fixed term arrangements. In addition, 5% of Support level respondents are unemployed or on temporary layoff, the highest of all career levels.

4% of respondents are on short term and consulting contracts and we continue to see demand for flexible contracts as a way of managing workload flexibly during Covid.

There is no difference in contract status by gender this year, for the first time. Previously male respondents were more likely to have permanent contracts than their female counterparts.

Employment contracts



Movement in salaries - Salary change in the last year

	1-5% increase	6-10% increase	11%+ increase	No change	1-5% decrease	6-10% decrease	11%+ decrease
Support	26%	3%	7%	43%	3%	2%	2%
Practitioner	30%	6%	5%	48%	2%	2%	3%
Manager	33%	11%	5%	41%	1%	3%	3%
Head of	31%	7%	5%	41%	1%	3%	9%
Director	22%	13%	10%	39%	1%	3%	10%
All	**29%**	**9%**	**6%**	**42%**	**1%**	**3%**	**6%**
Last Year	43%	13%	7%	25%	1%	-	-

Salaries have been impacted by Covid. 10% have had their salary decreased, 6% by 11% or more. 42% had no change to salary.

44% still had a salary increase last year-in some cases these may already have been in place before Covid hit. However, this is down from the previous year when 63% of all respondents got an increase.

▲ **SECTORS WITH INCREASES**

Pharma
Healthcare
Logistics
FMCG

▼ **SECTORS WITH DECREASES**

Travel/airlines
Media & publishing
Agency
Tourism

5. salaries & benefits

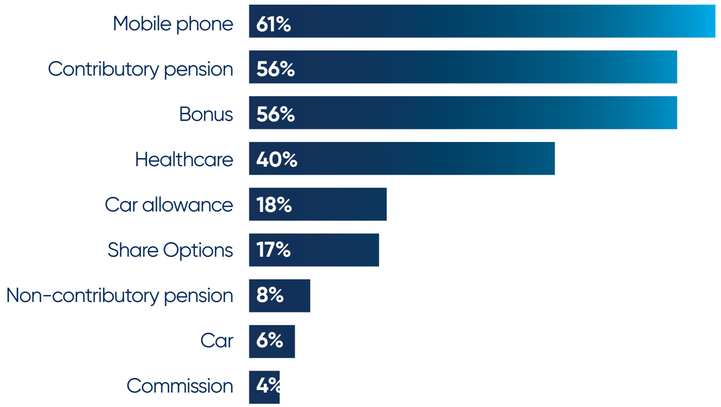
Benefits

Benefits remain much as last year, with slightly more getting healthcare and less getting mobile phones. Pensions remain stable. Benefits increase in line with seniority, across all benefit types. 11% get no benefits at all and this ranges from 5-8% at higher career levels, to 35% of those at support level.

As we saw in previous years multinationals offer considerably more benefits across the board than Irish owned companies and smaller companies, particularly in terms of bonuses, contributory pensions, healthcare, share options and car allowances.

The differential in benefits between males and female respondents has narrowed in this year's survey, with males previously enjoying higher levels of benefits. In this year's survey, male respondents are more likely to get company cars or car allowances, commissions, bonuses and mobile phones. This may be linked to more males occupying commercial/ sales roles. Females are more likely to get share options and non-contributory pensions.

Key benefits



	Mobile phone	Bonus	Contrib pension	Healthcare	Car allowance	Share options	Non contrib pension	Car	Commission	No benefits
Irish owned	61%	48%	50%	26%	15%	9%	7%	5%	4%	12%
Multinational	62%	70%	67%	63%	24%	29%	10%	7%	4%	8%
Male	65%	58%	52%	39%	23%	15%	9%	10%	6%	11%
Female	59%	55%	59%	41%	15%	18%	8%	3%	3%	11%
1-50 employees	54%	46%	34%	31%	13%	8%	7%	7%	6%	19%
51-200	63%	54%	58%	40%	14%	15%	10%	10%	1%	10%
201-500	71%	69%	70%	53%	18%	27%	10%	5%	10%	5%
500+	67%	64%	73%	47%	25%	23%	8%	3%	2%	4%
Average	**61%**	**56%**	**56%**	**40%**	**18%**	**17%**	**8%**	**6%**	**4%**	**11%**

5. salaries & benefits

Bonuses

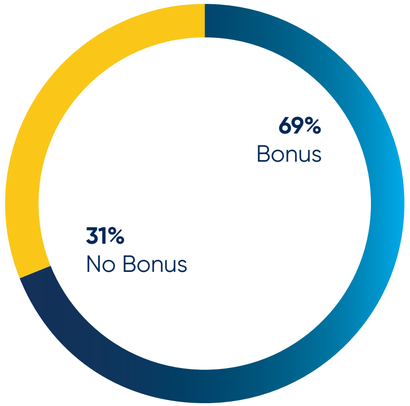
69% of respondents get bonuses.

Bonuses increase in frequency and magnitude the higher the career level.

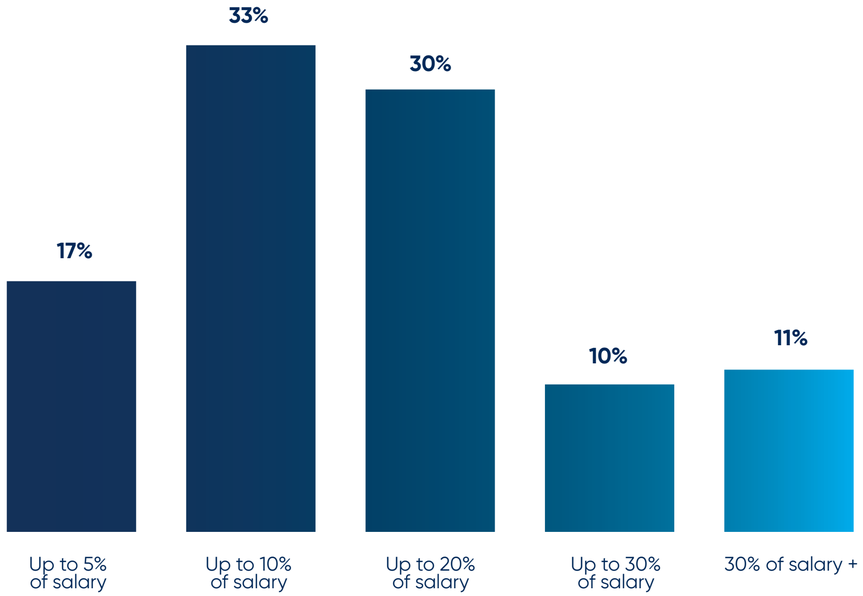
- 73% of directors have a bonus component, 80% get 20% or more
- 75% of head of level, 67% in the up to 10-20% range.
- 73% of managers, 77% in the up to 10-20% range
- 69% of practitioners, 79% in the up to 10% range.
- 45% of support level, 82% in the 1-10% range.

Multinationals are more likely to pay bonuses and at higher rates

Bonuses



% Bonus levels of those who get bonuses



5. salaries & benefits

Annual leave

85% of all respondents get 20-29 days annual leave and career level remains the key determinant in amount of leave given.

Overall, annual leave entitlement increased in the last year, with 49% getting 25 days or more vs 44% last survey. 41% of all respondents get 25-29 days this year vs 37% last year, driven in particular by higher annual leave of those at practitioner and manager level. 14% of directors get over 30 days leave, compared to just 8% last survey.

Larger/multinational companies also offer better leave. 49% respondents in Irish owned companies get 20-25 days leave on average compared to 39% of multinationals. 50% of respondents in multinationals get leave of 25-29 days vs 34% of those in Irish owned companies.

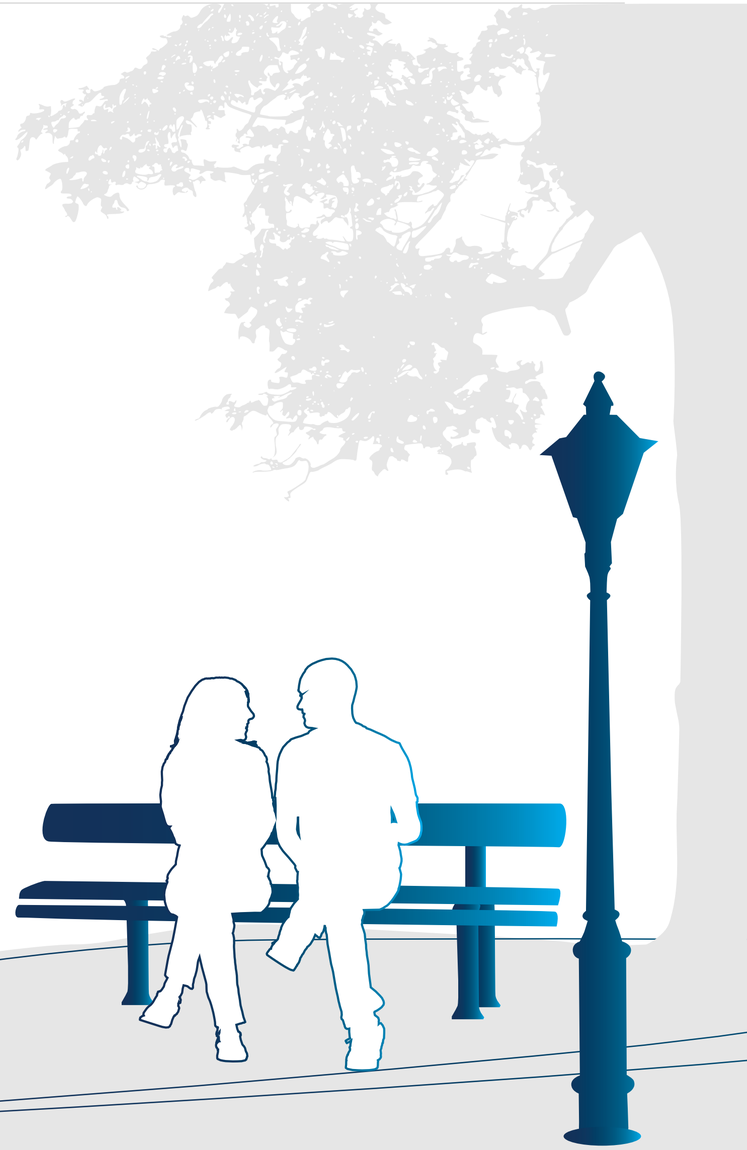
Those working in government (79%), pharma, media & publishing, construction/property, financial services, drinks, gaming (63%) sectors, have the highest levels of annual leave (25 days or more), versus the survey average of 49%.

Gender also plays a role. Women are more likely to get 20-24 days and males are more likely to get 25-29 days and 30 days plus.

Annual leave

	0-19 days	20 - 24 Days	25 - 29 Days	30 +
Days	61%	48%	50%	26%
Support	17%	68%	9%	3%
Practitioner	1%	60%	33%	5%
Manager	3%	46%	41%	8%
Head of	1%	36%	50%	8%
Director	3%	24%	54%	14%
Average	**4%**	**44%**	**41%**	**8%**

	0-19 days	20-24 days	25-29 days	30+ days
2021	4%	44%	▲ **41%**	▲ **8%**
2019	4%	▼ **51%**	37%	7%



5. salaries & benefits

Average salaries

We present salary averages by career level and by most frequent roles.

We include a minimum and maximum salary range for each, excluding any significant outliers.

We also share the Alternatives View of salaries, based on our experience of roles briefed to us.

We provide a snapshot of benefits and engagement by each career level.

Salary range, average by career level

Career Level	Survey Range 2021	Average Survey 2019	Average Jan 2021
Support (early career)	€20-50K	€34K	€30k
Practitioner	€25-90K	€51K	€51k
Manager	€40-120K	€70K	€69k
Head of	€50-170k	€100K	€97k
Director	€70-250K	€132K	€141k

Salaries Top 20 Roles

	Min	Max	Average
Account Executive	20,000	45,000	26,667
Account Manager	20,000	45,000	32,500
Account Manager / Director	50,000	90,000	67,794
Brand Manager	35,000	80,000	53,750
CEO/MD/Country Mgr/Owner	85,000	250,000	143,125
CEO/MD/ Owner (Agency)	85,000	250,000	164,844
Commercial Director	80,000	250,000	142,500
Communications Manager	45,000	100,000	66,250
Communications Head Of	70,000	130,000	94,583
Digital/Online Executive	20,000	45,000	30,227
Digital/Online Manager	40,000	90,000	67,143
Digital / Online Head Of	60,000	130,000	96,364
Insights Manager	65,000	100,000	84,318
Marketing Assistant	20,000	35,000	24,091
Marketing Executive	20,000	45,000	31,288
Marketing Executive Senior	25,000	65,000	46,184
Marketing Manager-Practitioner level	35,000	80,000	51,667
Marketing Manager- Manager level	40,000	100,000	67,308
Marketing Head Of	55,000	170,000	94,610
Marketing Director/CMO	75,000	250,000	136,154

5. salaries & benefits

Director level

High level budget and people responsibility.

24% respondents

Role	Survey Min €	Survey Max €	Survey Average €	Alternatives View €
Account Director (Director level)	70,000	130,000	93,571	70,000-100,000
Business Development Director	85,000	170,000	125,833	90,000-150,000
CEO/MD/Business Owner (Agency)	85,000	250,000	164,844	90,000-150,000
CEO/MD/Country Mgr/Business Owner	85,000	250,000	143,125	120,000-200,000
Commercial Director	80,000	250,000	142,500	120,000-220,000
Communications Director	110,000	250,000	177,500	100,000-200,000
Digital / Online Director / CDO	100,000	120,000	110,000	120,000-200,000
Marketing Director/CMO	75,000	250,000	136,154	120,000-200,000
Product Director	140,000	170,000	155,000	120,000-180,000
Sales & Marketing Director	85,000	210,000	124,375	120,000-200,000
Senior Consultant	100,000	250,000	142,500	90,000-180,000
Strategic Planning Director	100,000	250,000	161,250	100,000-200,000
Total TY	**75,000**	**250,000**	**141,156**	
Total LY			**132,015**	

Gender Ratio	1.2 females to every male at director level
Employment status	85% in **permanent roles.** 3% on fixed term contracts. 6% are consulting; 1% not currently employed.
Key roles	Marketing Director/CMO, CEO/MD/ Business Owner, Commercial Director, Sales & Marketing Director, Account Director, Communications Director, Strategic Planning Director, Digital Director.
Average salary	€141k average. Range: €75k-250k, half of which get €110-170k. Males at director level earn €12k more than female counterparts. 45% **salary increase** this year (vs 68% last year). 13% decrease in salary.
Annual leave	54% get 25-29 days and 14% 30+ days. 24% get 20- 24 days
Benefits	74% mobile phones, 64% bonuses. 53% contributory pensions /14% non-contributory pensions. 48% healthcare, 30% car allowance/ 10% car. 26% get share options.
Bonuses	Of those who get bonuses, 20% get 5-10% of salary, 36% up to 20%, 20% up to 30% and 20% can get 40% or more.
Coping with Covid	**70/100** vs 62/100 rating on average. Highest of all career levels. 34% rated 80/100 or more.
Security	78% feel secure or very secure in their current role, up a little from last year (75%)
Engagement	**72/100** vs 63/100 average
Engagement factors	A meaningful role, great colleagues & boss, working remotely and financial benefits other than salary.
Recommend	74% would recommend their employer to a friend (up from 69% last year)
Stay with company	56% intend to stay for 3+ years, 29% 2 years or less
Outlook	Most concerned of all levels about negative impact of Covid (57% vs 49% average). But 62% anticipate better trading conditions in next 12m.

5. salaries & benefits

Head of level

Those with budget and people responsibility.

21% respondents

Role	Survey Min €	Survey Max €	Survey Average €	Alternatives View €
Account Director (Head of level)	50,000	90,000	68,333	60,000-85,000
Business Development Head Of	85,000	100,000	92,500	80,000-120,000
Communications Head Of	70,000	130,000	94,583	90,000-130,000
Consultant	75,000	160,000	111,563	75,000-120,000
Creative Director	60,000	85,000	74,167	80,000-120,000
Customer Experience Head Of	95,000	130,000	110,417	100,000-140,000
Digital / Online Head Of	60,000	130,000	96,364	90,000-120,000
Head Of Brand	70,000	160,000	113,000	90,000-120,000
Insights Head Of	55,000	120,000	89,167	90,000-120,000
Marketing Head Of	55,000	170,000	94,610	90,000-130,000
Proposition / Segment Head Of	70,000	130,000	89,375	100,000-140,000
Sales & Marketing Manager	95,000	110,000	102,500	80,000-100,000
Sponsorship Head Of	100,000	130,000	111,667	90,000-110,000
Strategic Planning Head Of	80,000	130,000	107,250	85,000-120,000
Transformation Manager	110,000	160,000	135,000	120,000-180,000
Total	**50,000**	**170,000**	**97,159**	
LY			**100,205**	

Gender ratio	1.7 females to every 1 male at head of level.
Employment status	87% in **permanent roles.** 4% on fixed term contracts, 2% are contracting and 2% are consulting.
Key roles	Head of Marketing, Head of Communications, Head of Digital, Head of Brand, Head of Strategic Planning, Head of Insights, Consultant, Account Director, Head of Customer Experience.
Average salary	€97K average. Middle 50% get €85k-120k. Male respondents at head of level paid €6k more. 43% got a **salary increase,** 41% had no change, 13% salary decreased.
Annual leave	36% get 20- 24 days **annual leave,** 50% get 25-29 days and 8% get 30+ days
Benefits	69% get mobile phones, 59% bonuses. 63% contributory pensions/ 9% non-contributory pensions. 43% healthcare, 29% car allowance/ 6% a car. 16% share options.
Bonuses	Of those who get bonuses, 13% get up to 5% salary, 26% get up to 10%, 42% up to 20%, 11% up to 30% and 9% can get 30% or more.
Coping with Covid	**67/100** vs survey average of 62/100.
Security	70% feel **secure** or very secure in their current role, the lowest of all career levels (average 70%). 12% insecure.
Engagement	**69/100** vs survey average of 63/100.
Engagement	74% would recommend their employer to a friend (up from 69% last year)
Factors	A meaningful role, great boss & colleagues, working remotely, career progression opportunities.
Recommend	62% would recommend their employer to a friend. 12% would not
Stay with company	31% intend to stay with the company for 3+ years, 46% for up to 2 years only.

5. salaries & benefits

Manager level

Those with typically 9-10 years' plus experience, with some people & budget responsibility.

26% respondents

Role	Survey Min €	Survey Max €	Survey Average €	Alternatives View €
Account Manager	40,000	65,000	53,750	40,000-70,000
Account Manager / Director	50,000	90,000	67,794	50,000-80,000
Brand Manager	50,000	85,000	59,167	45,000-70,000
Business Development Director/Mgr- at Mgr career level	45,000	120,000	69,063	55,000-80,000
Category Manager	55,000	110,000	75,625	65,000-95,000
Client / Customer Services Manager	50,000	75,000	65,833	50,000-70,000
Communications Manager	45,000	100,000	66,250	60,000-90,000
Customer Experience Manager	75,000	110,000	91,250	65,000-85,000
Data / Advanced Analytics / Scientist	65,000	75,000	69,167	65,000-80,000
Digital/Online Manager	40,000	90,000	67,143	55,000-90,000
E-Commerce Manager/Head	40,000	75,000	58,750	80,000-120,000
Events Manager	50,000	70,000	60,833	35,000-60,000
Graphic Designer/Designer	40,000	65,000	51,500	35,000-60,000
HR Manager	55,000	100,000	67,500	40,000-70,000
Insights Manager	65,000	100,000	84,318	65,000-90,000
Internal Communications Manager	65,000	110,000	80,625	65,000-90,000
Marketing Manager	40,000	100,000	67,308	60,000-95,000
Programme Manager	60,000	90,000	77,500	60,000-90,000
Proposition / Segment Manager	60,000	90,000	75,500	70,000-95,000
Sales / Commercial Manager	45,000	110,000	76,875	50,000-90,000
Senior Brand Manager	65,000	90,000	74,167	60,000-90,000
Sponsorship Manager	50,000	75,000	66,250	60,000-85,000
Total	**40,000**	**120,000**	**69,118**	
LY			**69,910**	

Gender Ratio	2.4 females to every 1 male at manager level
Employment status	85% in **permanent roles.** 10% are on fixed term contracts.
Key roles	Marketing Manager, Account Manager, Communications Manager, Digital/Online Manager, Insights Manager, Business Development Manager, Brand Manager, Proposition/Segment Manager, Graphic Designer, Account Manager, Category Manager, E-Commerce Manager, Internal Comms.
Average salary	€69K average vs €70K last year. Middle 50% get €55-85k. 48% got a **salary increase,** 41% had no change and 7% decrease.
Annual leave	46% get 20- 24 days **annual leave,** 41% get 25-29 days and 8% get 30+ days.
Benefits	67% get mobile phones, 57% bonuses. 63% get contributory pensions/5% non-contributory pensions. 40% healthcare, 13% car allowance/ 5% a car 15% get share options, 5% get commission
Bonuses	Of those who get bonuses, 61% get up to 10% of salary, an additional 30% get up to 20% and 6% up to 30%.
Coping with Covid	**60/100** vs survey average of 62/100.
Security	73% feel **secure** or very secure in their current role, up from 69% last year. 8% feel insecure.
Engagement	**62/100** vs survey average of 63/100. 24% rate 40-60/100
Engagement factors	A meaningful role, great colleagues, great boss, career progression and ability to work remotely.
Recommend	64% would recommend their employer to a friend. 13% would not.
Stay with company	33% intend to stay with the company for 3+ years. 52% will stay 2 years or less.

5. salaries & benefits

Practitioner level

Those at an early to mid-career stage, with typically 5 to 9 years' experience.

16% respondents

Role	Survey Min €	Survey Max €	Survey Average €	Alternatives View €
Account Executive	30,000	45,000	37,500	35,000-45,000
Account Manager	30,000	60,000	41,944	40,000-60,000
Assistant Brand Manager	30,000	60,000	43,500	30,000-45,000
Brand Manager	35,000	80,000	53,750	40,000-50,000
Business Development Manager	35,000	80,000	62,500	40,000-60,000
Campaign Manager	50,000	65,000	57,500	45,000-60,000
Communications Manager	35,000	75,000	55,000	40,000-65,000
Consultant	40,000	90,000	65,833	40,000-80,000
Content Manager	50,000	70,000	60,000	40,000-55,000
Customer Experience Manager	55,000	85,000	67,500	50,000-70,000
Data / Advanced Analytics / Data Scientist	55,000	85,000	70,000	55,000-75,000
Data Analyst / Digital Data Analyst	40,000	60,000	50,000	45,000-60,000
Digital/Online Executive	35,000	50,000	43,750	35,000-45,000
Digital/Online Manager	30,000	55,000	43,750	40,000-65,000
Graphic Designer/Designer	35,000	55,000	47,500	30,000-50,000
Insights Manager	50,000	75,000	63,333	50,000-70,000
Marketing Executive Senior	25,000	65,000	46,184	45,000-50,000
Marketing Manager	35,000	80,000	51,667	50,000-70,000
Product Manager	40,000	60,000	50,000	55,000-70,000
Project Manager	35,000	70,000	51,250	40,000-60,000
Social Media / Community Manager	30,000	45,000	37,500	40,000-55,000
Sponsorship Manager	40,000	60,000	49,167	45,000-60,000
Total	**25,000**	**90,000**	**51,096**	
LY			**50,777**	

Gender ratio	2.5 females to every 1 male. Highest ratio of all career levels.
Employment status	90% in **permanent roles,** highest of all career levels. 5% on fixed term contracts, 3% are contracting or consulting.
Key roles	Brand Manager, Marketing Executive Senior, Marketing Manager, Account Manager, Consultant, Insights Manager, Assistant Brand Manager, Communications Manager, Data Analyst, Digital Executive, Digital Manager, Product Manager.
Average salary	€51K average, as last year. Middle 50% get paid €40-55k. 41% got a **salary increase,** 48% unchanged and 7% decreased.
Annual leave	60% get 20- 24 days **annual leave,** 33% 25-29 days and 5% 30+ days
Benefits	54% get mobile phones, 54% get bonuses. 65% get contributory pensions/ 6% non-contributory pensions. 45% get healthcare. 7% get a car allowance/ 2% a car. 14% get share options, 8% get commission
Bonuses	Of those who get bonuses, 25% get up to 5% of salary, an additional 55% get up to 10%. 11% get up to 20%.
Coping with Covid	**59/100,** lower than survey average of 62/100. 21% rate themselves as 40/100 or less.
Security	83% feel **secure** or very secure in their current role, up from 70% last year and the highest of all career levels. 9% feel insecure.
Engagement	**55/100** vs survey average of 63/100. 29% rate engagement at 40/100 or less.
Engagement factors	Career progression, great colleagues, a meaningful role, a great boss and ability to work remotely.
Recommend	57% would recommend their employer to a friend. 13% would not
Stay with company	65% intend staying 2 years or less. 30% just 1 year and 35% 1-2 years.

5. salaries & benefits

Support level

First to second role in carer- typically 1-4 years' experience.

13% respondents

Role	Survey Min €	Survey Max €	Survey Average €	Alternatives View €
Account Executive	20,000	45,000	26,667	28,000-35,000
Account Manager	20,000	45,000	32,500	30,000-40,000
Assistant Brand Manager	30,000	45,000	35,833	35,000-45,000
Communications Executive	25,000	40,000	34,167	30,000-40,000
Content Manager	25,000	40,000	32,500	30,000-40,000
Data Analyst / Digital Data Analyst	35,000	40,000	37,500	35,000-45,000
Digital/Online Executive	20,000	45,000	30,227	30,000-45,000
Graphic Designer/Designer	20,000	45,000	31,875	28,000-35,000
Marketing Assistant	20,000	35,000	24,091	28,000-35,000
Marketing Executive	20,000	45,000	31,288	30,000-40,000
Marketing Executive Senior	25,000	45,000	33,750	35,000-45,000
Sales & Marketing Executive	25,000	30,000	27,500	28,000-40,000
Social Media / Community Manager	20,000	45,000	30,833	25,000-35,000
Total	**20,000**	**50,000**	**30,724**	
LY			**33,542**	

Gender ratio	1.7 females to every 1 male at support level
Employment status	77% in **permanent roles,** 13% on fixed term contracts- highest of all levels, 4% contracting.
Key roles	Marketing Executive, Account Executive, Account Manager, Digital/ Online Executive, Marketing Assistant, Graphic Designer, Sr Marketing Executive.
Average salary	€31K average, down from €34K last year. The middle 50% get €25-40k. Females get on average €580 more than male respondents. Males get higher salaries at all other levels. 36% got a **salary increase,** 43% had no change and 7% a decrease.
Annual leave	17% get less than 20 days annual leave, 68% 20- 24 days **annual leave,** 9% 25-29 days.
Benefits	35% get bonuses. 24% get contributory pensions/4% non-contributory pensions. 21% get mobile phones, 17% get healthcare. 6% get share options, 5% get commission
Bonuses	Of those who get bonuses 47% get up to 5% of salary, an additional 34% get up to 10%. 13% get up to 20%.
Coping with Covid	**52/100** vs survey average of 62/100, lowest of all career levels.
Security	72% feel **secure** or very secure in their current role, up from 63% last year. 13% are feeling insecure, the highest across all levels.
Engagement	Career progression, great colleagues, great boss, a meaningful role and working remotely
Recommend	54% would recommend their employer to a friend (lowest across levels) vs 20% who would not (highest of all career levels).
Stay with company	14% intend to stay with the company for 3+ years (lowest across levels), 20% for 2-3 years, 34% for 1-2 years and 32% for just 1 year (highest intention to move on, across levels)

6. engagement **and security**

We explore levels of engagement, how secure people feel in their roles and how long they intend staying with their companies

The Marketing Institute

Alternatives

6. engagement and security

Engagement

Levels of engagement are up in general vs last year (63/100 vs 59/100), halting the downward trend in engagement of previous years.

Engagement increases in line with seniority. Directors (71/100) and heads of level (68/100) remain most engaged. However, practitioners and support level are much less engaged, at 55 and 54/100 respectively.

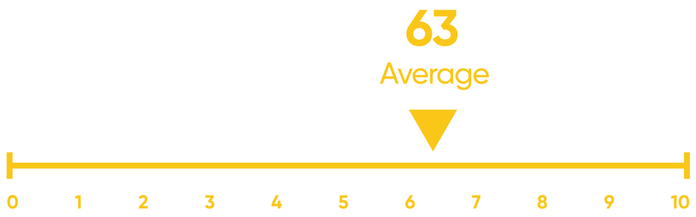
More than one in five of all respondents still rate themselves at 40/100 or less and this increases the more junior the respondents, particularly the most junior. 36% of support level and 29% of practitioner level respondents rate themselves at 40 or less out of 100.

19% of all support level rate engagement lower than 20/100, a very worrying figure, no doubt impacted by Covid, up from 9% in the previous survey, but one that needs to be addressed.

Conversely, despite the challenges of the last year, senior level respondents are significantly more engaged than before. 36% of heads of and 49% of directors rate themselves 80/100 or higher this year vs 28% in the last survey.

Overall Engagement

Level of personal engagement in current role & company on a scale of 1-100 (Where 1 is least engaged and 100 is highly engaged)



Personal Engagement rating out of 100

	1 to 20	21-40	41-60	61-80	81-100	All
Support	19	17	17	28	19	**54**
Practitioner	14	15	23	32	16	**55**
Manager	9	9	24	35	23	**62**
Head of	7	7	15	34	36	**69**
Director	10	6	8	26	49	**71**
All	**11**	**10**	**18**	**31**	**30**	**63**

In terms of gender, on average male respondents are somewhat more engaged than their female counterparts, with an overall 65/100 rating vs 62. However, this differs by level. At the support levels females are much less engaged than their male counterparts-42% of females rate themselves at 40/100 or less, compared to 26% of males. Only 43% of females at practitioner level rate themselves at 60/100 or more vs 61% of males.

At more senior levels female engagement is higher. 52% of females at director level rate their engagement at 80/100 plus, vs 47% of males. At head of level this is 39% vs 31% respectively.

6. engagement and security

Engagement factors

As in previous years, above all respondents want to work in a meaningful role. The people dimension is even more critical than before, as many have spent the year working on their own from home. 47% want to work alongside great colleagues, vs 36% last year; 42% to work with a great boss vs 39% the year before. They still want a job that offers them strong career progression opportunities.

The ability to work remotely has increased in importance from 28% last year to 35% this year, above flexible hours, which decreased. Flexible hours remain important, at manager and head of levels, where early-stage family management may be a consideration.

Access to coaching and mentoring increased, in particular for earlier career respondents. A good location and nice workplace environment have both decreased in importance.

Top three engagement factors

Top engagement factors by career level

	1	2	3	4	5
Support	Career progression	Great colleagues	Great boss	Meaningful role	Work remotely
Practitioner	Career progression	Great colleagues	Meaningful role	Great boss	Work remotely
Manager	Meaningful role	Great colleagues	Great boss	Career progression	Work remotely
Head of	Meaningful role	Great boss	Great colleagues	Work remotely	Career progression
Director	Meaningful role	Great colleagues	Great boss	Work remotely	Financial benefits (excl. salary)

6. engagement and security

Recommend Employer

More respondents would recommend their employer, at all career levels, than in the last survey, when a total of 64% said they would, up from 59% in the previous survey. As we saw with engagement levels, senior respondents are also more likely to be positive.

Males are significantly more likely to recommend their company. 70% would do so vs just 60% of females.

Only 54% of support level respondents would recommend their company to a friend, which is low, but nonetheless is an increase on 49% in the previous survey. These low levels of recommendation at more junior levels is an important issue for organisations to understand and address.

Would you recommend your current employer to a friend?

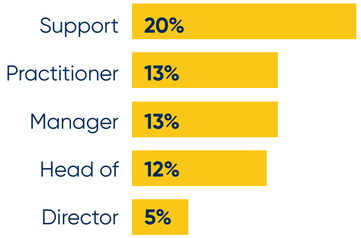
64% YES

11% NO

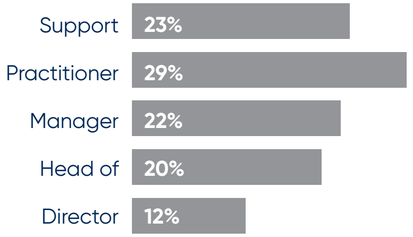
21% NOT SURE

Yes, I would recommend my current employer

No, I would not recommend my current employer



Not sure if I would recommend my current employer



6. engagement and security

Security and Intention to Stay

Despite the current difficult context, 75% of respondents remain secure or very secure in their roles, surprisingly up on the previous survey when it was 71%.

This is also significantly up on last year. In our Covid Pulse Survey in April 2020, job security was at just 51% and in September, 57%.

Practitioners and directors feel most secure in their roles and support level and head of levels respondents feel the least secure. There is no gender differential.

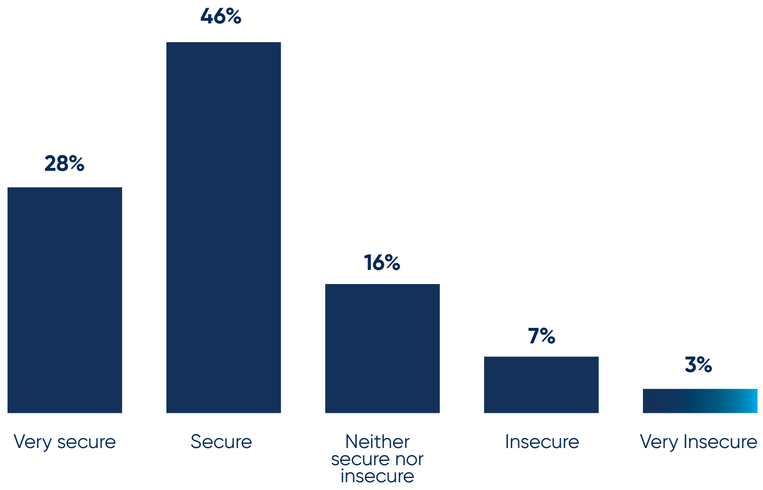
On average, half of all respondents expect to remain less than 2 years in their current company, a modest improvement on last year (53%).

34% envisage staying 3 years or more, vs 30% last year.

The intention to stay longer increases by career level. 67% of support level and 65% of practitioners expect to move on in 2 years, vs 29% of directors. 30% at more junior levels expect to remain up to a year max, compared to just 14% of directors.

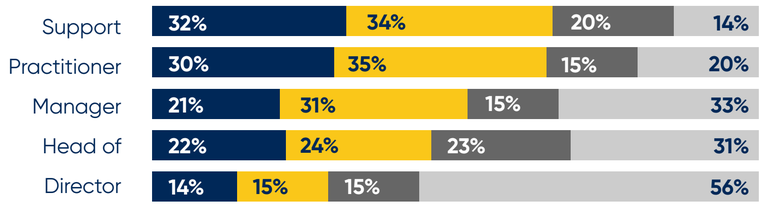
Females are more likely than their male counterparts to leave within a year (24% vs 19%), reflecting their lower levels of engagement at support and practitioner levels.

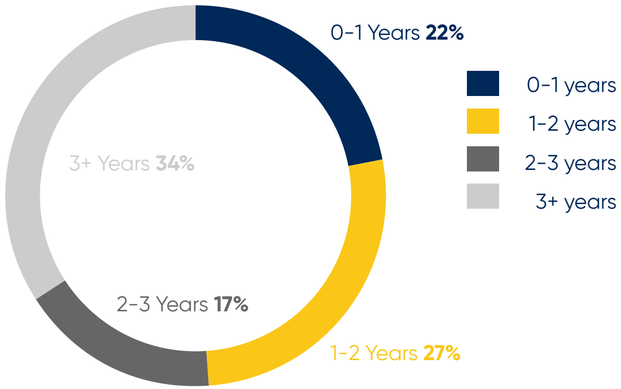
How secure do you feel in your current role?



	Secure	Neither secure nor insecure	Insecure
Support	72%	16%	13%
Practitioner	83%	9%	9%
Manager	73%	19%	8%
Head of	70%	19%	12%
Director	78%	14%	7%
Total	75%	16%	7%

How long do you expect to remain in your current company





7. coping and working with **covid**

We explore how people are coping with the Covid crisis on a personal level and 2021 company policies for working from home

The Marketing Institute

Alternatives

7. coping and working with covid

Coping personally with Covid

We asked how respondents were coping overall, personally and workwise, with Covid circumstances.

The average rating was **63/100**. 59% felt they were coping or coping well (60/100 + rating). 16% are not coping well (40/100 or less rating), of which half of those are finding it extremely challenging.

The overall coping rating increases in line with seniority. One third of directors are coping very well at 80/100+ and three quarters at 60/100 or more.

Conversely only 15% of earlier career stage respondents rate themselves at 80/100 + and one in four are finding it very challenging.

Wellbeing of all employees is critical, but particular attention needs to be paid to those at more junior level, who value peer engagement highly and who are finding remote working more difficult than most.

Coping with Covid

	Rating	Support	Practitioner	Manager	Head of	Director	All
Very challenging	1 - 20	**13%**	9%	8%	6%	6%	**8%**
Challenging	21 - 40	**13%**	**12%**	9%	4%	3%	**8%**
Sort of coping	41 - 60	32%	27%	27%	22%	17%	**25%**
Coping well	61 - 80	25%	36%	40%	**44%**	**41%**	**38%**
Coping very well	81 - 100	16%	15%	16%	**25%**	**32%**	**21%**
Average Rating		**55**	**59**	**61**	**67**	**70**	**63**

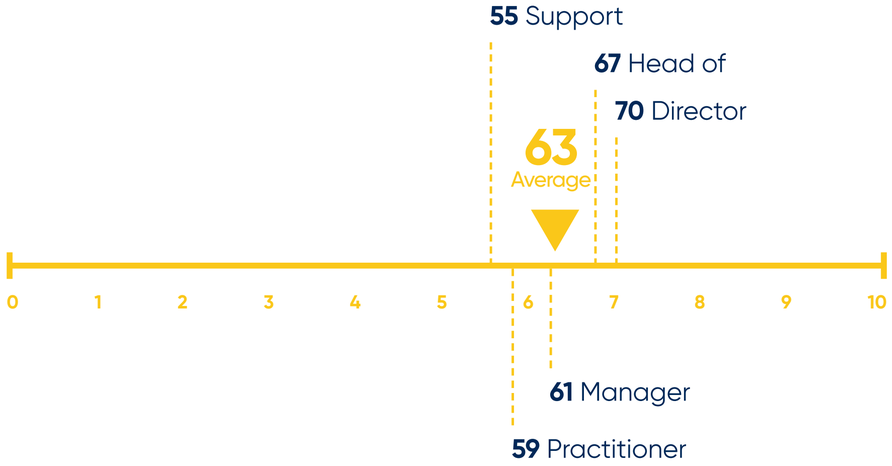
SECTORS WITH HIGHER LEVELS OF COPING

Manufacturing **71/100**
Not for profit **69**
Pharma **68**
Drinks **68**
Agri **67**

SECTORS WITH LOWER LEVELS OF COPING

Unemployed **49/100**
Gaming **54**
Utilities **59**
Tech **61**
Agency **61**

Coping with Covid Average Rating



7. coping and working with covid

Working from home

97% of respondents' companies offer remote working options to them at the moment. 66% of respondents are working remotely due to Covid; 31% are working remotely, unrelated to Covid.

With regard to plans for 2021 and beyond, there has been a huge shift. In the last pre-Covid survey, 45% of respondents could work remotely from time to time. 73% of respondents will now work full time from home or a blend of remote working and workplace.

10% of companies are still deciding on future policy, in particular smaller companies of 200 employees or less (15%).

65% of large companies will operate a blended policy. 17% of larger companies and multinationals will have full-time working from home policies vs 13% of Irish owned companies.

13% of Irish owned companies want their staff back fulltime in the office vs 8% of multinationals.

However, 20% of small companies will work from home full-time, possibly influenced by financial office savings. As flexibility and remote working are key engagement factors for employees, attractive remote working policies should be considered by smaller Irish companies in the competition for talent.

Regarding your place of work in 2021 and beyond, what best describes your company policy?

MOST LIKELY TO WORK FULL TIME FROM HOME

Gaming
Tech
Telco
Education

MOST LIKELY TO HAVE BLENDED POLICIES

Travel
Utilities
Financial services
Telco

MOST LIKELY FULL TIME IN WORKPLACE

Education
Logistics
Retail
Government
Tourism
Motor

8. diversity

We explore levels of diversity by sector across six key areas

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8. diversity

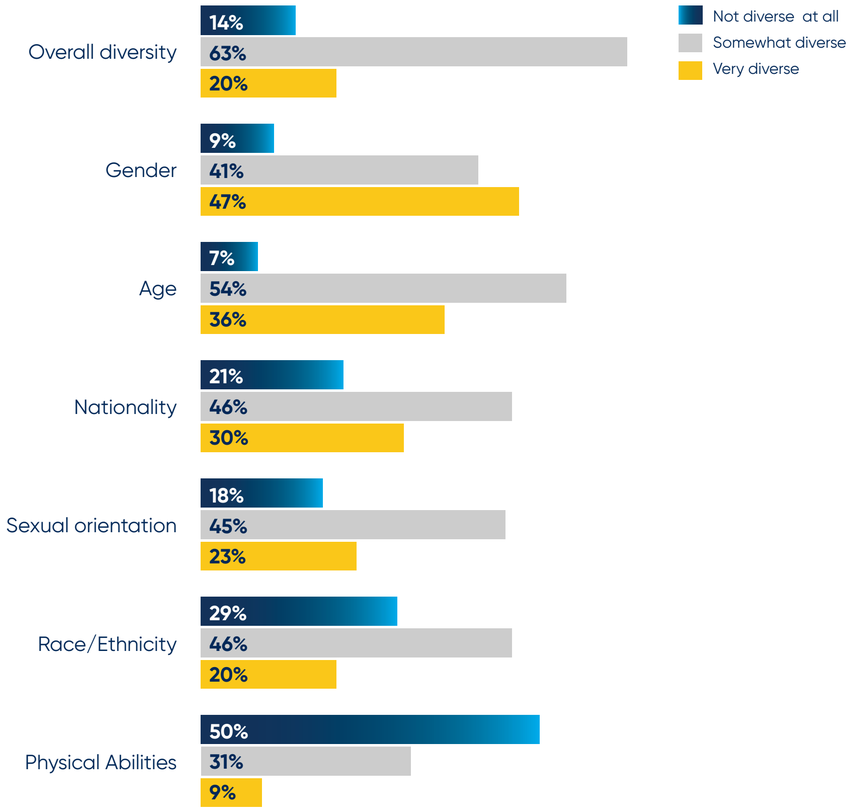
Diversity

Diversity is now a key agenda item for all major businesses and part of most briefs into us for new talent. This is the first time we have included questions on diversity in the workplace across six areas- gender, age, nationality, sexual orientation, ethnicity and physical abilities- and it shows that industry in Ireland has some way to go.

Just one in five consider their companies or functions to be very diverse, with most (63%) considering it somewhat diverse. Male respondents rate their companies diversity higher than females (27% males rate very diverse, vs 16% females) and across all measures, and those at early career level are much more likely to feel their companies are not diverse at all.

However there are sigfnicant differences in types of diversity, with gender and age being well addressed in the sector, but a marked lack of colleagues of diverse ethnicities and physical abilities.

Looking at diversity in the workplace, how diverse is your function/company



▼

14%

NOT DIVERSE AT ALL

Construction **38%**
Not for profit **33%**
Government **31%**
Pharma **20%**
FMCG **18%**

▲

20%

VERY DIVERSE

E-commerce **54%**
Tech **28%**
Pharma **28%**
Telco **28%**
Manufacturing **28%**

8. diversity

Diversity

14%

Average
Not diverse at all

62%

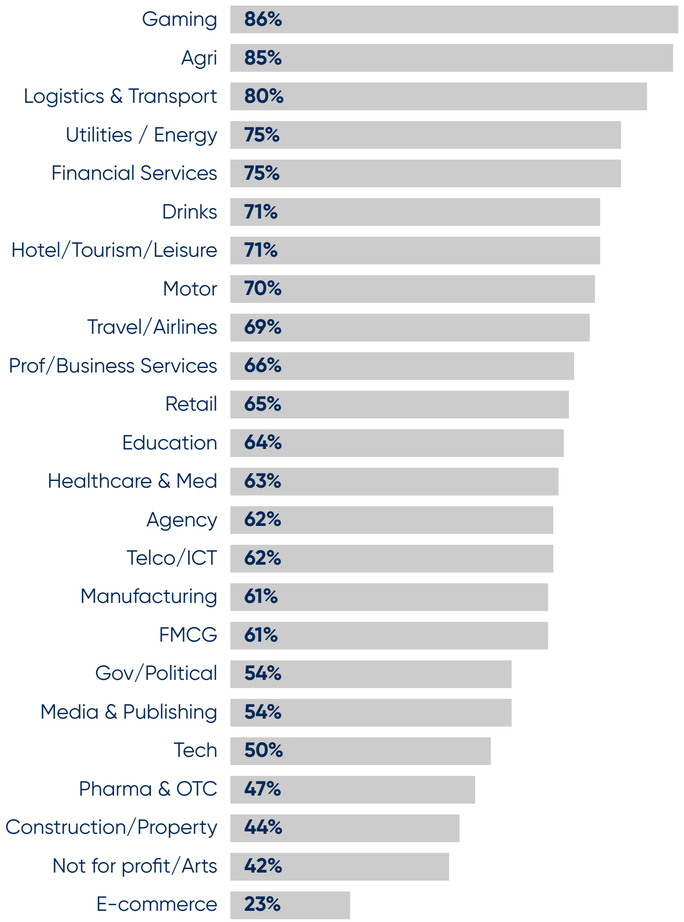
Average
Somewhat Diverse

20%

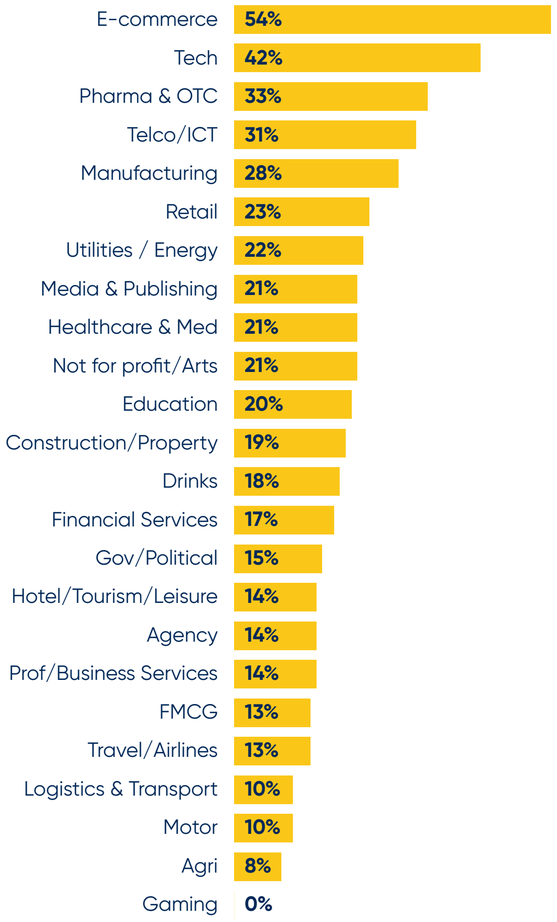
Average
Very Diverse

Rated "not diverse at all" by sector

Rated "somewhat diverse" by sector



Rated "very diverse" by sector



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8. diversity

Gender

Very Diverse in Gender
47%

Not Diverse in Gender
9%

MOST DIVERSE IN GENDER

Media
Drinks
Prof services
Tech
Financial services

LEAST DIVERSE IN GENDER

Gaming
Tourism
Retail
Not for profit

88% some/good gender diversity. Male respondents rate this higher than females (56% very diverse vs 41% females). 16% of those at support level feel they are not gender diverse at all. Largest companies are most gender diverse.

Age

Very Diverse in Age
36%

Not Diverse in Age
7%

MOST DIVERSE IN AGE

Financial services
Prof services
Retail
Construction
Utilities

LEAST DIVERSE IN AGE

Telco
Agency
Media
Healthcare

88% some/good diversity of age groups. Support level are most likely to disagree-16% rate not diverse at all. Largest companies are most age diverse.

Nationality

Very Diverse in Nationality
30%

Not Diverse in Nationality
21%

MOST DIVERSE IN NATIONALITY

Tech
E-commerce
Manufacturing
Pharma

LEAST DIVERSE IN NATIONALITY

Media
Tourism
Government
FMCG

76% some/good diversity. 31% of support level and 24% of practitioners rate not diverse at all. Small companies and Irish owned companies are the least diverse. The tech sector is most diverse (68%).

8. diversity

Sexual orientation

Very Diverse in Sexual Orientation

23%

Not Diverse in Sexual Orientation

18%

MOST DIVERSE IN SEXUAL ORIENTATION

Telco
Tech
Media
Education

LEAST DIVERSE IN SEXUAL ORIENTATION

Construction
Manufacturing
Agri
Not for profit
FMCG

68% some/good diversity. 27% of support level and 22% of practitioners do not feel it is diverse at all. Small companies are the least diverse (28% vs 18%).

Ethnicity

Very Diverse in Ethnicity

20%

Not Diverse in Ethnicity

29%

MOST DIVERSE IN ETHNICITY

Tech
Pharma
Manufacturing
E-commerce

LEAST DIVERSE IN ETHNICITY

Construction
Drinks
FMCG
Agency
Education

Small companies are least diverse (35% vs 29%) and larger companies are most likely to be somewhat diverse.

Physical abilities

Very Diverse in Physical Abilities

9%

Not Diverse in Physical Abilities

50%

MOST DIVERSE IN PHYSICAL ABILITIES

Tech
E-commerce
Motor

LEAST DIVERSE IN PHYSICAL ABILITIES

Construction
Agri
Drinks/FMCG
Manufacturing
Agencies

Scores the least diverse of all. Only 9% say their companies/function are diverse in physical abilities and only 31% feel somewhat diverse. Smaller companies are the least diverse (51%-60%). 44% of largest companies are somewhat diverse vs 31% average.

9. the **gender dimension**

We explore the differences if any, in roles, salaries, benefits and engagement by gender

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9. the gender dimension

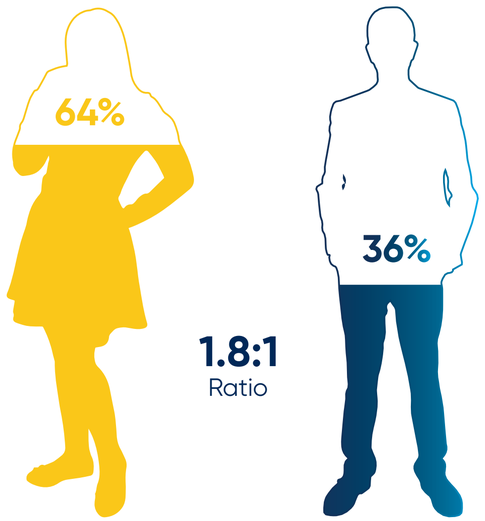
Industry gender balance

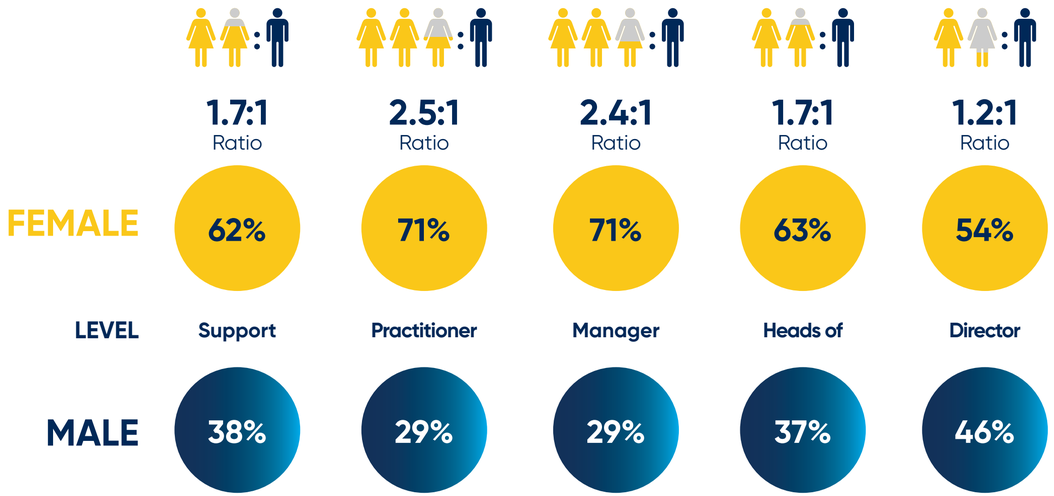
There are proportionally, and in number, more females than males at all career levels in the marketing/digital/ customer focused function. Of our 855 respondents this year, 36% are male and 64% female ie. 1.8 females for every male, unchanged from last year.

The ratio of females to males is greatest at practitioner to manager stage and narrows at the most senior level. There are more males at career entry stage this year vs LY.

Whilst female representation is positive, it is critical that the function attracts and retains both genders to ensure a more balanced industry.

Female to male ratio by career level





9. the gender dimension

Salaries by gender

Here we highlight the average salary by level and the differentials between salaries for female and male respondents.

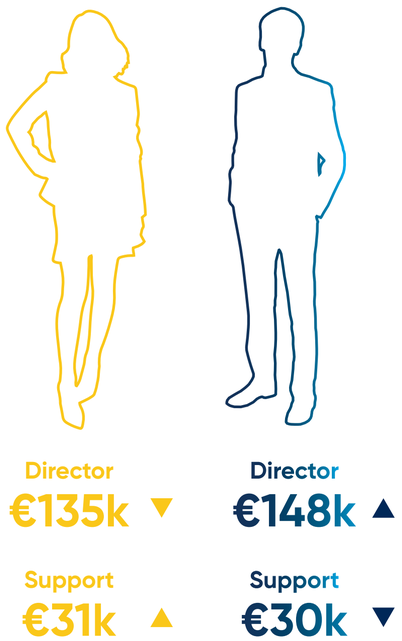
Male respondents continue to be paid more on average than their female counterparts, with the exception of the first stage of their career. The differential then increases the more senior the career level, up to director level when the differential reaches 9%. However, on a positive note, the differential has decreased across all career levels vs our last survey at the end of 2019, when it ranged from 7% at manager level up to 14% at the most senior level. The large gap in benefits also seems to have reduced this year.

We have selected the most frequent roles of female and male respondents by level, where there were also a high enough number of both female and male respondents to allow us to make like for like comparisons.

Roles and salary average by level & gender

	All roles (Average)	Female (Average)	Male (Average)	Male diff vs Female €	Male diff vs Female TY %	Last year
Director	141,156	135,357	147,591	€12,234	9%	14%
Head of	97,159	95,191	101,164	€5,973	6%	11%
Manager	69,118	68,929	69,536	€607	1%	7%
Practitioner	51,096	50,738	52,012	€1,274	3%	1%
Support	30,724	30,938	30,357	-€580	-2%	-4%

Note that the average salary is the average of a potentially wide salary range and there can be significant variances in minimum to maximum levels



9. the gender dimension

Salary average and differential by roles and gender

Career level	Role by	All roles (average)	Female salary (average)	Male salary (average)	Male vs Female €	Male vs Female %
Director	Marketing Director/CMO	136,154	136,484	135,625	-€859	99%
	CEO/MD/Country Mgr/Owner	143,125	135,526	150,000	€14,474	111%
	Commercial Director	142,500	148,214	140,147	-€8,067	95%
	CEO/MD/ Owner (Agency)	164,844	139,286	84,722	€45,437	133%
	Sales & Marketing Director	124,375	100,000	165,000	€65,000	165%
	Account Director (Director level)	93,571	92,500	96,250	€3,750	104%
	All Director	**140,733**	**135,357**	**147,591**	**11,269**	**108%**
Head of	Marketing Head Of	94,610	91,563	102,738	€11,176	112%
	Communications Head	94,583	102,083	87,083	-€15,000	85%
	Digital / Online Head	96,364	102,917	88,500	-€14,417	86%
	Head of Brand	113,000	112,500	113,750	€1,250	101%
	Strategic Planning Head	107,250	107,500	106,250	-€1,250	99%
	Insights Head	89,167	80,500	100,000	€19,500	124%
	Consultant	111,563	100,000	123,125	€23,125	123%
	Account Director (Head of level)	68,333	71,250	62,500	-€8,750	88%
	All Head of	**97,159**	**95,191**	**101,164**	**5,973**	**106%**

Career level	Role by	All roles (average)	Female salary (average)	Male salary (average)	Male vs Female €	Male vs Female %
Manager	Marketing Manager	67,308	67,897	64,833	-€3,063	95%
	Account Manager / Director	67,794	62,500	72,500	€10,000	116%
	Communications Manager	66,250	65,577	69,167	€3,590	105%
	Digital/Online Manager	67,143	62,500	73,333	€10,833	117%
	Insights Manager	84,318	83,125	87,500	€4,375	105%
	Business Development Manager/ Director	69,063	68,750	69,375	€625	101%
	Brand Manager	59,167	67,500	55,000	-€12,500	81%
	All manager	**69,118**	**68,929**	**69,536**	**607**	**101%**
Practitioner	Brand Manager	53,750	53,088	57,500	€4,412	108%
	Marketing Manager	51,667	54,167	46,667	-€7,500	86%
	Account Manager	41,944	44,643	32,500	-€12,143	73%
	Marketing Executive	31,288	31,250	31,346	€96	100%
	All practitioner	**51,096**	**50,738**	**52,012**	**1,274**	**103%**
Support	Account Executive	26,667	29,375	21,250	-€8,125	72%
	Account Manager	32,500	33,214	31,500	-€1,714	95%
	Digital/Online Executive	30,227	31,500	29,167	-€2,333	93%
	Marketing Assistant	24,091	24,444	22,500	-€1,944	92%
	All support	**30,724**	**30,938**	**30,357**	**-580**	**98%**

9. the gender dimension

Gender ratio by level

1:1.8
MALE TO FEMALE

1.8:1
FEMALE TO MALE

Employment

85% PERMANENT
7% FIXED TERM

85% PERMANENT
7% FIXED TERM

Type company

59%
Irish Owned
Females 54%. More likely to work in small 36% vs 28%

41%
International
Male 37%. More likely to work in large 38% vs 32%

Top roles

More likely to be:
in senior marketing management roles (Marketing Director/CMO, Marketing Head, Marketing Manager) and in digital roles.

More likely to be:
in marketing management roles of all levels (Marketing Director/CMO, Marketing Head, Marketing Manager, Marketing Executive) as well as brand and communications management roles.

Average salary

Director: **€ 147,591**
Head of: **€ 101,164**
Manager: **€ 69,536**
Practitioner: **€ 52,012**
Support: **€ 30,357**

Director: **€ 135,357**
Head of: **€ 95,191**
Manager: **€ 68,929**
Practitioner: **€ 50,738**
Support: **€ 30,938**

Benefits

More likely to get:
Car (10% vs 3%)
Car allowance (23% vs 15%)
Commissions

More likely to get:
Contributory pension (59% vs 52%)
Share options (18% vs 15%)

Annual leave

More
43% get 25-29 days vs 39% females. 10% get 30+ days vs 7% females.

Less
Get less annual leave overall. 47% get 20-24 days vs 39% males.

Bonuses

58%
More likely to get larger bonuses: 20% get 30% of salary or more, vs 10% of females.

55%
More likely to get smaller bonuses: 39% get 10% of salary or less, vs 27% of males.

9. the gender dimension

Flexible working

20% ▼
have flexible hours. High levels of remote working for both

24% ▲
get flex hours. Much more likely to have part time week (13% vs 3% of males)

Coping with Covid

65/100 ▲
Higher at all levels except director (69/100 vs 70/100)

62/100 ▼
70% director. 52% support level vs 59% males

Engagement

64/100 ▲
Less engaged than females at director level (69 vs 73/100)

62/100 ▼
Less engaged than males at junior level (51 vs 58/100)

Engagement factors

63%
Meaningful role (63%), great boss and great colleagues and career opportunities. Value ability to work remotely and flex hours more.

56%
Meaningful role (56%), great colleagues, great boss, career opportunities. Value ability to work remotely (40% vs 26% males) and flex hours more (26% vs 12%).

Recommend

71% ▲
would recommend. 9% of males would not recommend vs 13% females.

60% ▼
would recommend. 23% unsure vs 16% of males.

Security

75% SECURE ▶
8% INSECURE ▼

75% SECURE ▶
10% INSECURE ▲

Stay with Company

39% 1-2 YEARS ▲
19% > 1 YEAR ▼

25% 1-2 YEARS ▼
24% > 1 YEAR ▲

Working from Home

60% MIX OF HOME AND OFFICE ▲
13% HOME FULL TIME ▼

56% MIX OF HOME AND OFFICE ▼
17% HOME FULL TIME ▲

10. summary

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10. summary

Market Sentiment & Outlook

Market place badly hit and Covid impacted hugely. It was a very tough year on most businesses. There was a 70-80% negative impact at earlier stages in 2020, reducing to an 49% overall negative impact now. Sectors most impacted were the broad travel and tourism sector (90-94% negative), as well as motor, food, drinks, manufacturing and construction.

But impact was felt more at earlier stages in 2020 (70-80% negative impact in 2020), then less so, as companies and people adapted.

That said the pandemic has had a **positive business impact** on 1 in 5 respondents' businesses in sectors such as agri, tech, e-commerce, retail and logistics.

Brexit is expected to impact negatively for 33% but this is less negative than a year ago (45%) and **56% expect better trading** in the 12 months ahead.

The Hiring outlook is also more positive and 65% will hire a little or a lot this year, a big improvement on last year. Travel, media & publishing, manufacturing, FMCG and financial services sectors are least likely to hire and tech, pharma, healthcare, gaming, are most likely.

The Evolving marketing role and focus

Marketing role is considered somewhat more strategic than in the last annual survey. 63% felt that marketing played a strategic, revenue generating role in their organisation, in particular those sectors that are very brand and consumer focused.

We see an increase in shared responsibilities with other functions, in areas such as business strategy and customer experience, and a resultant need for broad business, effectiveness and customer focused skillsets as well as strong stakeholder skills.

As a result of Covid and Brexit for certain sectors, **marketers are now operating with tighter resources. Teams and budgets are small** and smaller than in our last survey. 45% teams are of 5 people or less, compared to 42% end 2019.

Budget sizes remain tight and 46% plan to spend €500k or less. 28% plan to decrease budgets further this year. Key areas of spend will be digital content, PPC/SEO and above the line.

Employment, salaries and benefits

Employment has been impacted, but it is better now than in the 6 months post Covid.

Following a number of months last year with high temporary layoffs in several sectors, 4% of respondents are now unemployed or on temporary layoff. Tourism, media & publishing and agencies were the hardest hit last year. Those at senior level were impacted the least and those at career entry level, the most.

Salaries have also been impacted by Covid. Many were cut temporarily throughout the year, but by January, 10% of respondents noted a salary decrease. 44% did get an increase in salary, although much of this might have been in place by the time Covid hit in mid March.

Benefits are similar to last year, despite Covid, with more getting healthcare now. There is also less disparity in benefits between males and females, which had been the case in our previous annual survey. **Bonuses** remain at similar levels too and **annual leave** has increased somewhat.

10. summary

Gender Dimension & Diversity

There are 1.8 females for every male, unchanged from last year, with less of a differential at director level (1.2:1).

Male respondents continue to be paid more on average than their female counterparts, with the exception of the first stage of their career. The differential then increases the more senior the career level, up to director level when the differential reaches 9%, or an average of €12k.

Just one in five respondents consider their companies or functions to be very diverse, with most (63%) considering it somewhat diverse. Although most feel that they are quite diverse in gender and age, **diversity in ethnicity and physical ability score very low.** Larger, multinationals are better on diversity measures; smaller Irish owned companies have a longer way to go.

Engagement & Place of Work Polices for 2021

Despite a tough year, **personal engagement/happiness in the role is up,** with an overall rating of **63/100.** Directors and heads of level are most engaged; practitioners and support level are much less so. **Half expect to move on** from their company within 2 years.

Key factors in driving engagement are working in a meaningful role and to work alongside great colleagues, and with a great boss. Earlier career stage respondents, who particularly value this people interaction, are much less engaged and coping less well overall.

People rated their level of **coping personally with Covid** at 63/100. Directors are coping much better (70/100) than most junior levels (55/100) and this needs to be carefully monitored in the months ahead.

97% are still working remotely now. 58% of companies will operate a blended policy going forward. 15% will work full-time from home on an ongoing basis. Flexible, blended working policies will be key in motivating and managing expectations of staff in the months ahead.

The Outlook

From a marketing and a resourcing perspective, there is some light at the end of the tunnel, after a very tough year for businesses and for people personally.

Some sectors have been hugely impacted and recovery will be complex. But others have adapted, pivoted or benefited from the crisis. Businesses will continue to need the skill sets that a strong, strategic marketing function can bring to drive a customer led recovery.

The focus on employees' wellbeing is paramount in the year ahead. Not all are coping in this crisis and as the lockdown extends many are being pushed to their limits, especially those at earliest career stage. We need to find ways to support and help them navigate their companies and their careers in the months ahead.

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The Marketing Institute of Ireland is the professional body for marketing in Ireland. The purpose of the Marketing Institute of Ireland is to reframe marketing, strengthen the standing of the profession and educate, enable and empower marketers at all stages of their career to have the foresight, insight and expertise to become transformational leaders, drive business performance and contribute to the wellbeing of the economy and society.

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