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Data Salaries & Job Sentiment

Analysis 2025

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Introduction

The landscape of data analytics and (AI) continues to evolve rapidly, with profound implications for the workforce. As we enter 2025, businesses are increasingly reliant on data-driven insights to make critical decisions and the demand for skilled professionals in these fields is at an all-time high. However, while the need for talent has surged, there is an undeniable skills gap, with organizations struggling to find qualified candidates who possess both the technical expertise and the business acumen required to harness the full potential of data analytics and AI.

The rapid expansion of AI technologies is beginning to reshape the world of work. As companies seek to leverage these technologies, they must ensure that their teams are not only equipped with the latest technical skills but also able to adapt to a constantly changing landscape. This makes investing in talent development and upskilling initiatives more critical than ever.

In addition to recruitment, retention has become a key focus. The competition for top-tier data professionals is fierce, and organizations must create environments where employees feel valued, challenged, and continuously engaged. Providing opportunities for professional growth, offering challenging projects, and fostering a culture of innovation are all crucial to keeping staff motivated and reducing turnover. Retaining skilled professionals is not just about compensation; it's about creating a workplace where employees are fully engaged and highly motivated to perform.

This year's report sheds light on these trends, offering insights into salaries, job sentiment, and key drivers of talent retention within the data analytics and AI sectors. By understanding these dynamics, businesses can better position themselves to attract, develop, and retain the talent they need to stay ahead in an increasingly competitive market.

Lorcan Malone,
Chief Executive
The Analytics Institute

The importance of AI to businesses and economies cannot be underestimated. We are witnessing a global race towards large-scale AI adoption, and already this year we've seen announcements by the UK government (the AI Opportunities Action Plan) and the US government (Project Stargate) which are designed to turbo-charge this process. Ireland is well-placed to make an impact with a large presence of leading AI organisations and a significant data centre capacity. However, current geopolitical risks mean we must continue to focus on the skill and agility of our workforce.

Extensive and widespread AI adoption will not be achievable if organisations cannot employ enough people with the range of data and AI skills that are needed. Hence the strong demand for these skills as supported by the findings in this report. And it is not enough just to have some specific AI skills or be able to code in a particular language – employers want the 'unicorn' employee that has a range of technology and AI skills and can marry these to the specific needs of the business.

It is also important to recognise the pace of change that we are seeing now and will continue to see over the coming years. We cannot even speculate as to what some of these roles might look like in, say, five years' time. It means organisations need to bear in mind the need to continually invest in talent development and upskilling to keep pace with advancements in technology.

The challenge will not only be attracting candidates with the right blend of skills, but also retaining and reskilling the ones they already have. The race to AI presents businesses with a workforce challenge, as well as a technological challenge.

Alan McGlinn,
Ireland Country Lead
SAS

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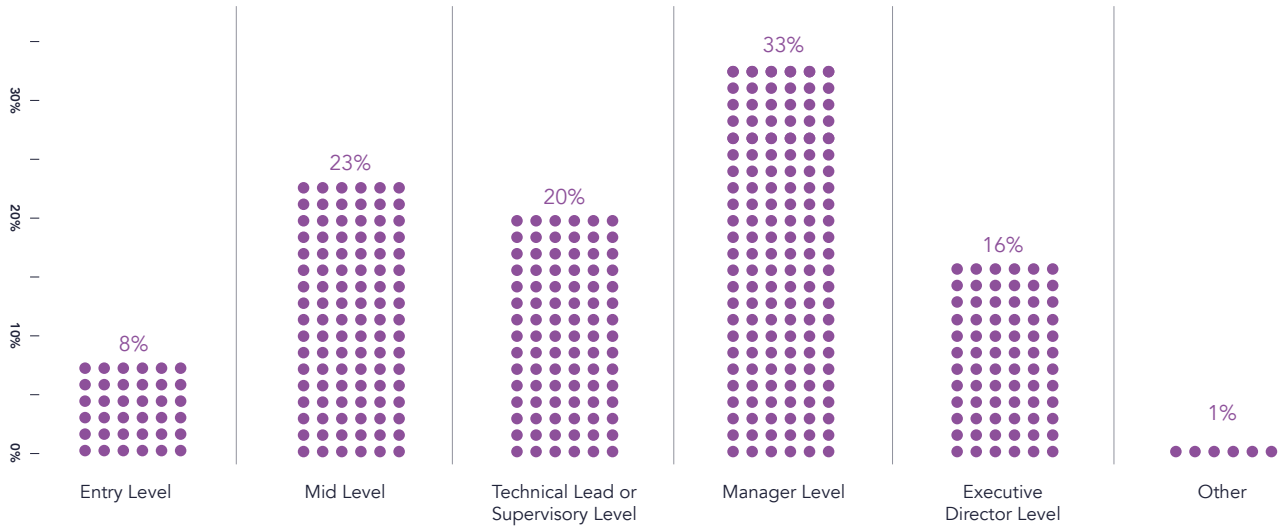
Demographics

CAREER LEVEL

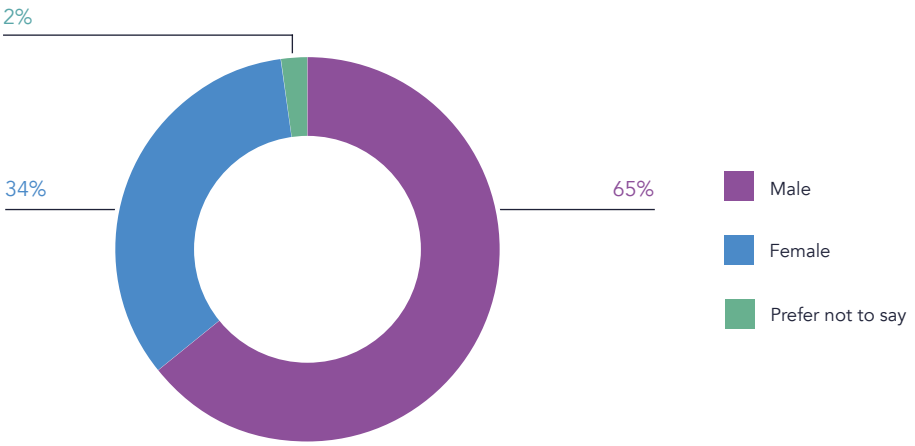


Participants in the survey were exclusively Analytic Institute members.
The sample group of Analytics Institute members tends to be somewhat more senior than the general population. This is reflected in the 'current job level' response where over 60% of those surveyed are either Managers, Technical Leads, Director or Executive Level.

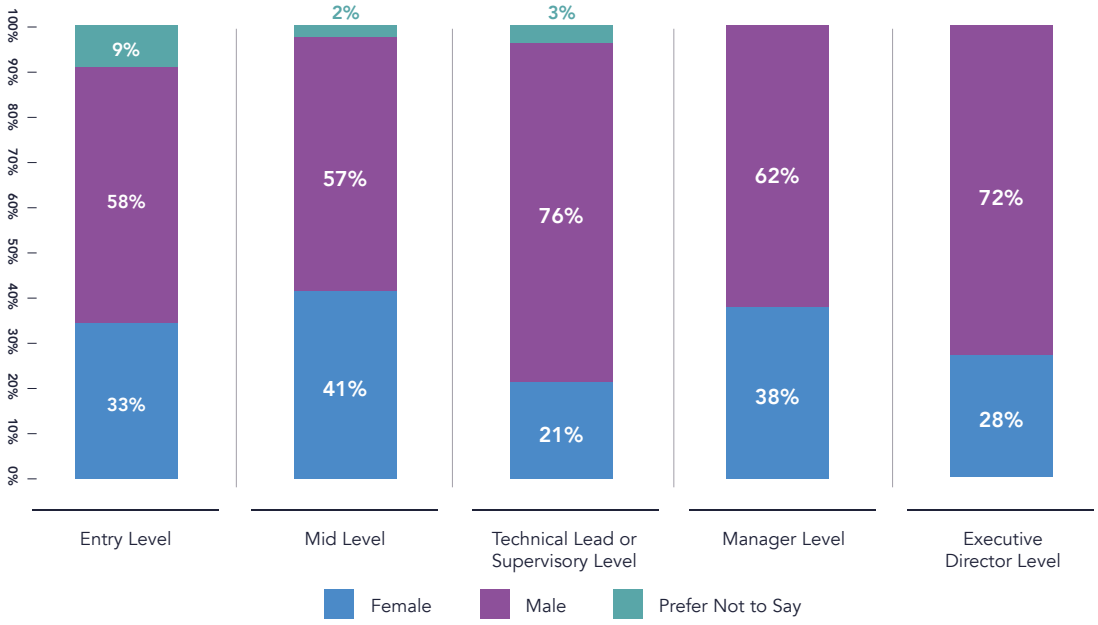
AREAS OF PRACTICE

Areas of Practice	
Data Analytics	31%
Business Intelligence	14%
Data Science	8%
Data Governance	7%
Consulting	6%
Data Eng. & Big Data	6%
Other (please specify)	12%
Customer Insight Analytics	4%
Data Architecture	4%
Software Engineering	4%
Marketing Campaigns & CRM	3%
Technical Support	1%

GENDER DISTRIBUTION



GENDER DISTRIBUTION ACROSS JOB LEVELS

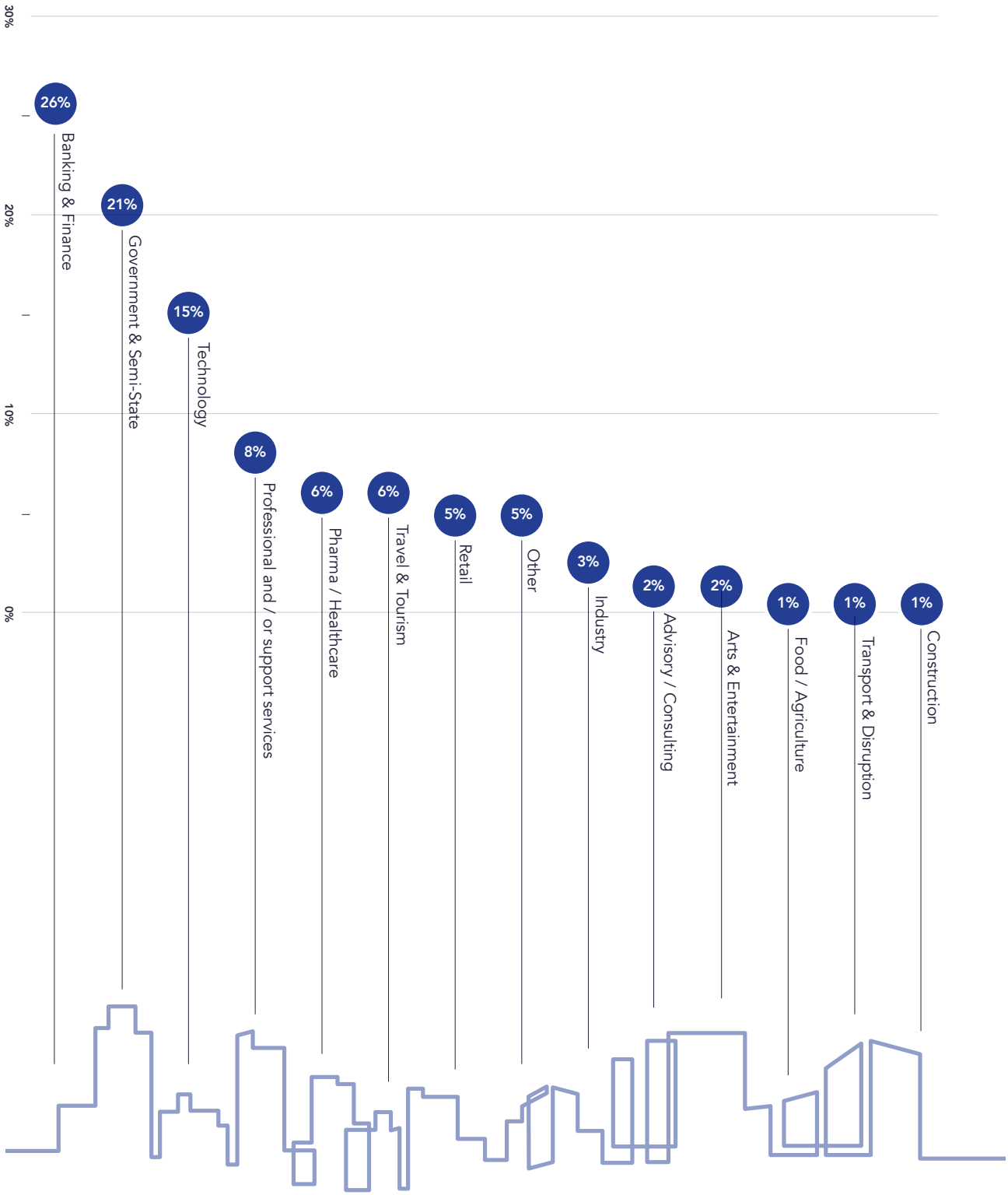


Gender & Equality

In recent years, Ireland has made notable progress toward achieving gender balance in the tech and data sectors, particularly at entry, mid, and managerial levels. This advancement is largely driven by improved educational opportunities and initiatives encouraging women and girls to pursue careers in these traditionally male-dominated fields.

However, insights from this salary survey indicate that while significant progress has been achieved at the foundational levels, a substantial gender gap persists at the Executive level within the industry.

SECTORS


30%
20%
10%
0%
26%
Banking & Finance
21%
Government & Semi-State
15%
Technology
8%
Professional and / or support services
6%
Pharma / Healthcare
6%
Travel & Tourism
5%
Retail
5%
Other
3%
Industry
2%
Advisory / Consulting
2%
Arts & Entertainment
1%
Food / Agriculture
1%
Transport & Disruption
1%
Construction

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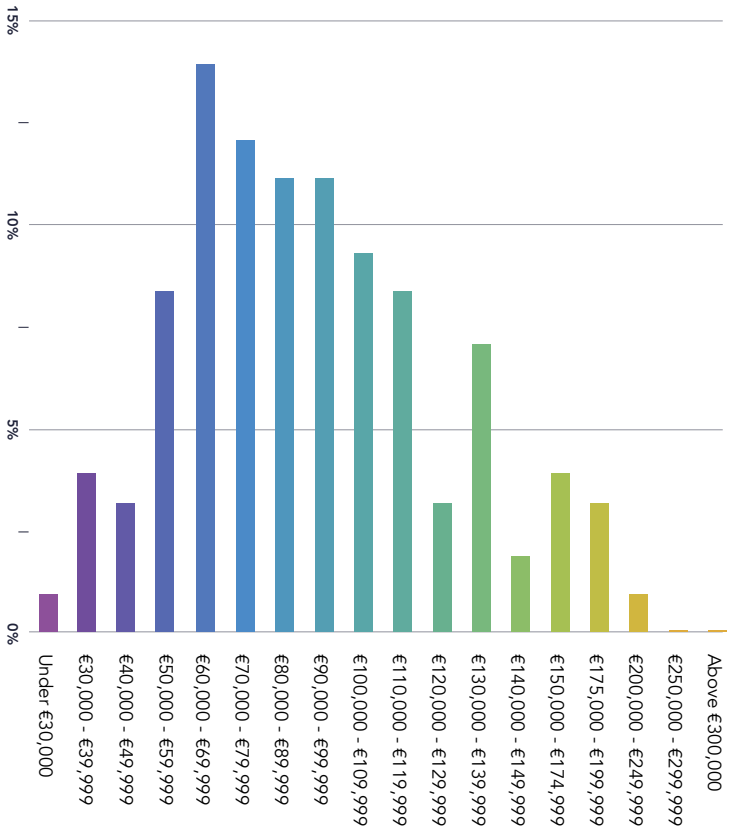
Salaries & Benefits

AVERAGE SALARY

Annual Industry Salaries (excluding bonus, commissions, extras)	
Under €30,000	1%
Between €30,000 - €39,999	7%
Between €40,000 - €49,999	8%
Between €50,000 - €59,999	11%
Between €60,000 - €69,999	13%
Between €70,000 - €79,999	10%
Between €80,000 - €89,999	7%
Between €90,000 - €99,999	6%
Between €100,000 - €109,999	10%
Between €110,000 - €119,999	5%
Between €120,000 - €129,999	6%
Between €130,000 - €139,999	4%
Between €140,000 - €149,999	3%
Between €150,000 - €174,999	4%
Between €175,000 - €199,999	3%
Between €200,000 - €249,999	3%
Between €250,000 - €299,999	1%



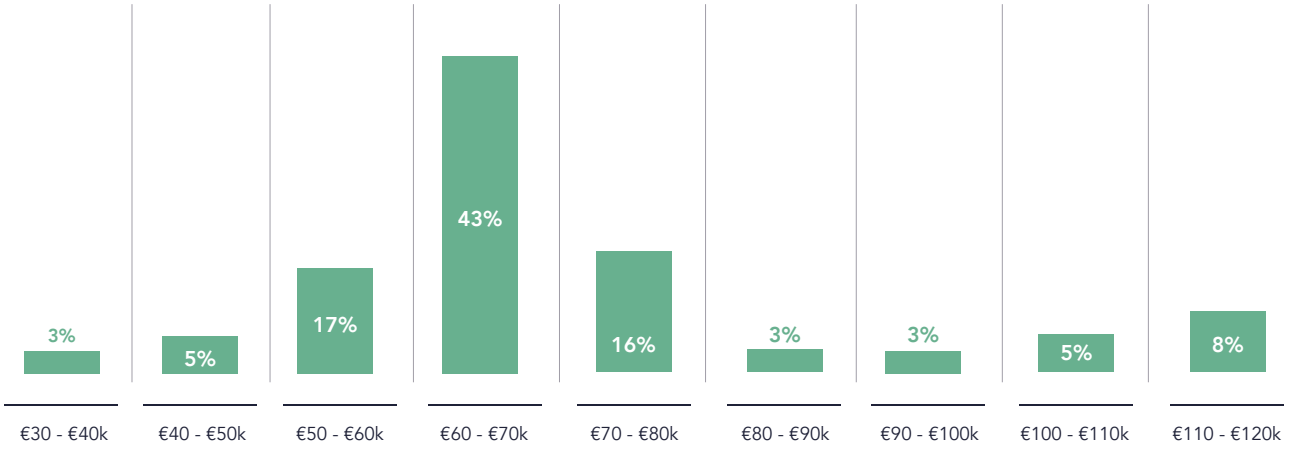
DISTRIBUTION OF SALARY BY CAREER LEVEL

ENTRY LEVEL

(Starting out your Data & Analytics career in an entry-level role, perhaps having achieved your first promotion).

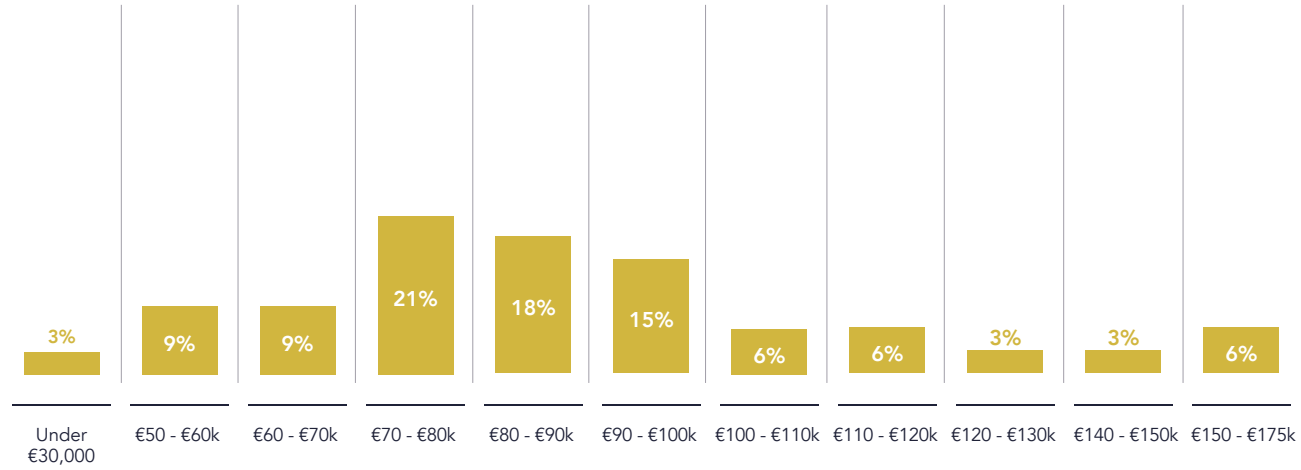
MID-LEVEL

(Experienced hands-on position, remaining in a technical capacity and possibly leading projects).



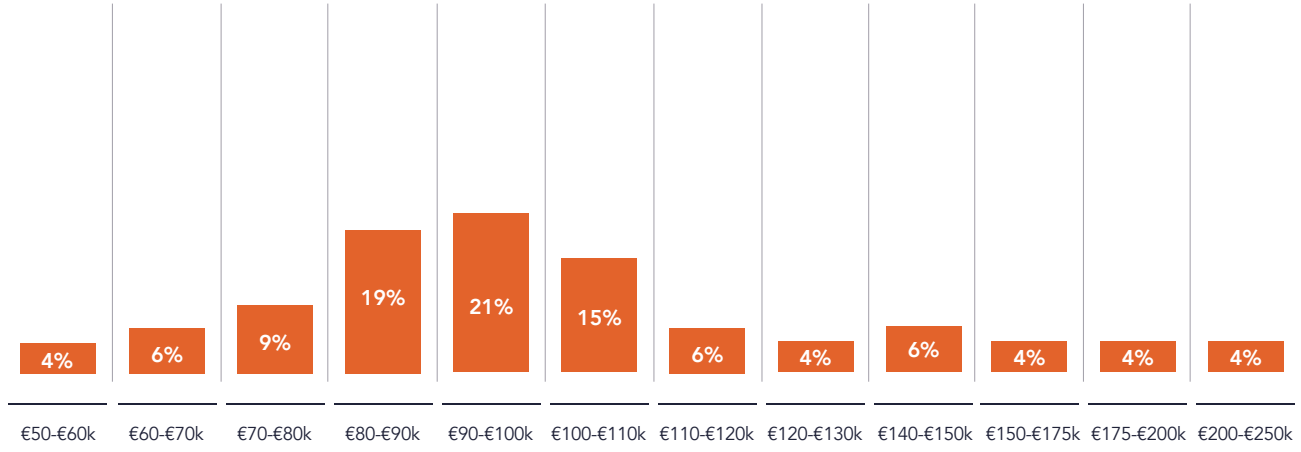
TECHNICAL LEAD / SUPERVISOR LEVEL

(Within a role that has moved from technical work and into a supervisory position, or having a senior technical hands-on position).



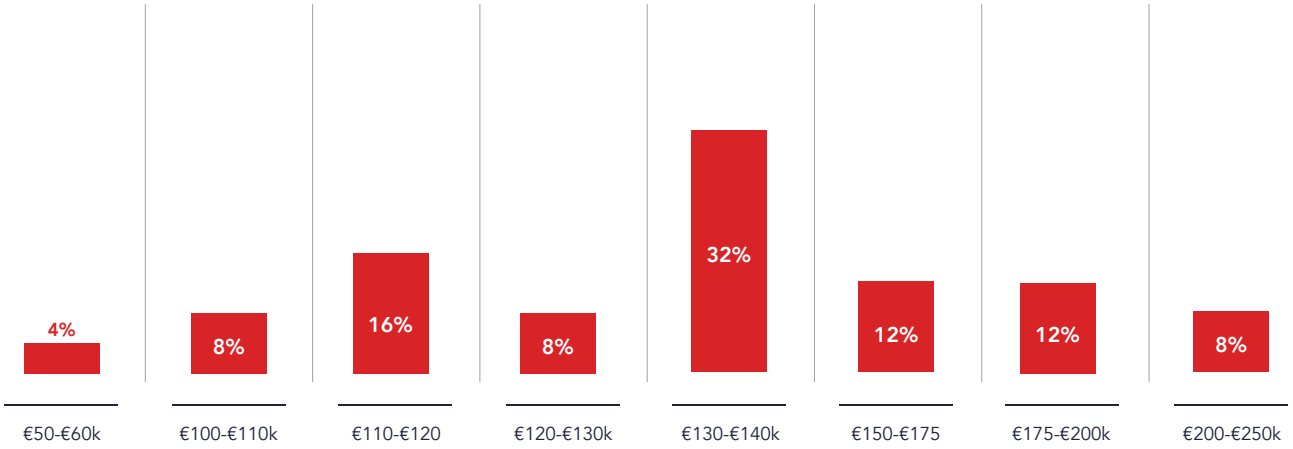
MANAGER LEVEL

(Leading business units comprising of one or more technical teams within one vertical/ specialism).

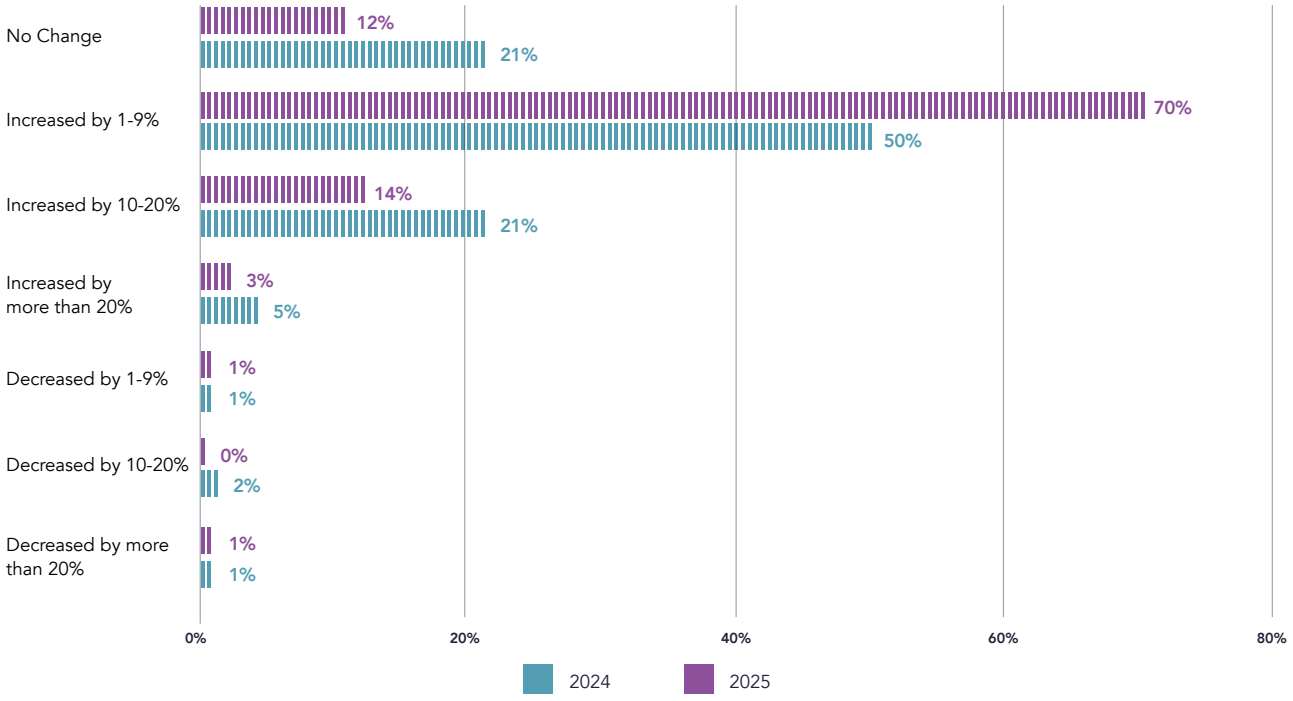


EXECUTIVE / DIRECTOR LEVEL

(Managing teams across different verticals and specialisms, potentially in a board position).



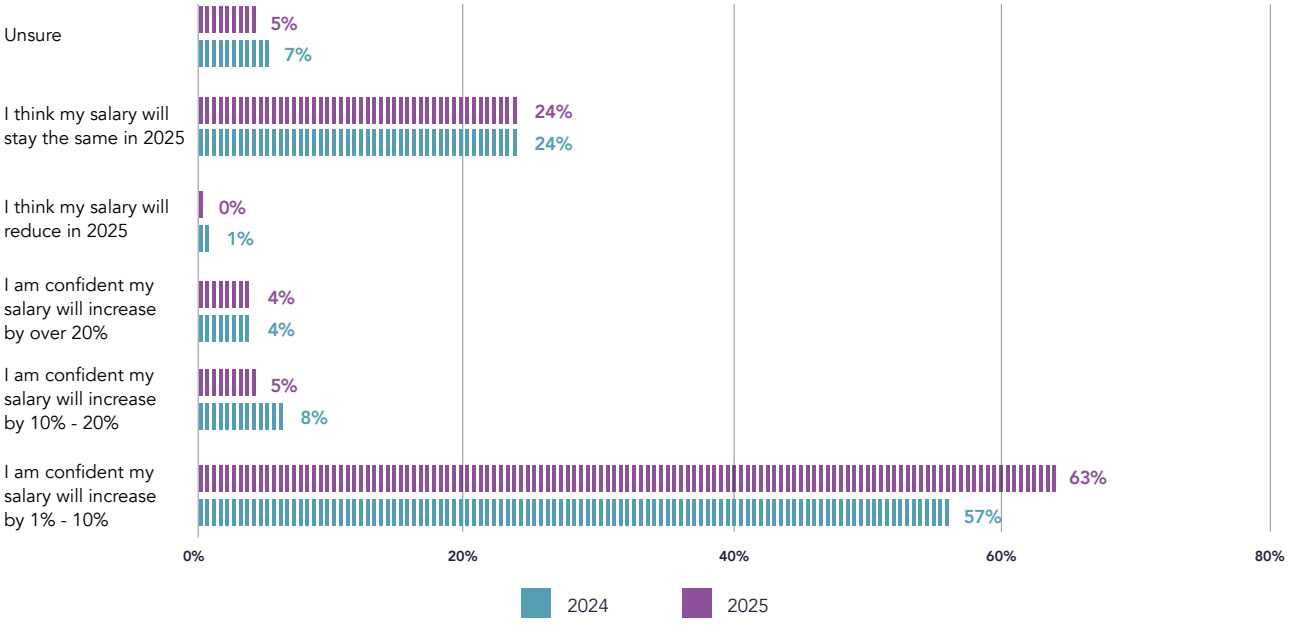
SALARY CHANGES COMPARED TO 2024



The survey reveals a positive trend in salary adjustments for 2025, with a notable **increase in moderate salary growth** (1%–9%) observed in **70% of respondents**, up from **50% in 2024**. Conversely, higher salary increases (10%–20% and above 20%) have declined in prevalence, suggesting a shift toward smaller, widespread adjustments rather than significant pay jumps.

The percentage of individuals reporting **no salary change** has decreased from **21% in 2024 to 12% in 2025**, further indicating improved salary dynamics. Instances of salary decreases remain minimal, with all categories combined accounting for only **2% in both years**.

HOW CONFIDENT RESPONDENTS ARE ABOUT SALARY INCREASING IN 2025?



The survey reveals increasing optimism about salary growth in 2025, with 63% of respondents expecting a salary increase between 1% and 10%, up from 57% in 2024. Confidence in larger salary increases (10%-20% or over 20%) remains steady or slightly reduced, suggesting cautious optimism. Uncertainty about salary outcomes has decreased (7% to 5%), and very few expect salary reductions. Most respondents (24%) anticipate no change in their salary, consistent across both years.

GENDER PAY GAP

Job Level	Average Female Salary	Average Male Salary	Female vs Male Salary Difference
Entry Level	€49k	€45k	8%
Mid-Level	€69k	€74k	-6%
Technical Lead or Supervisory Level	€69k	€99k	-30%
Manager Level	€92k	€112k	-18%
Executive/Director Level	€145k	€146k	-1%

The survey highlights gender-based salary differences across job levels:

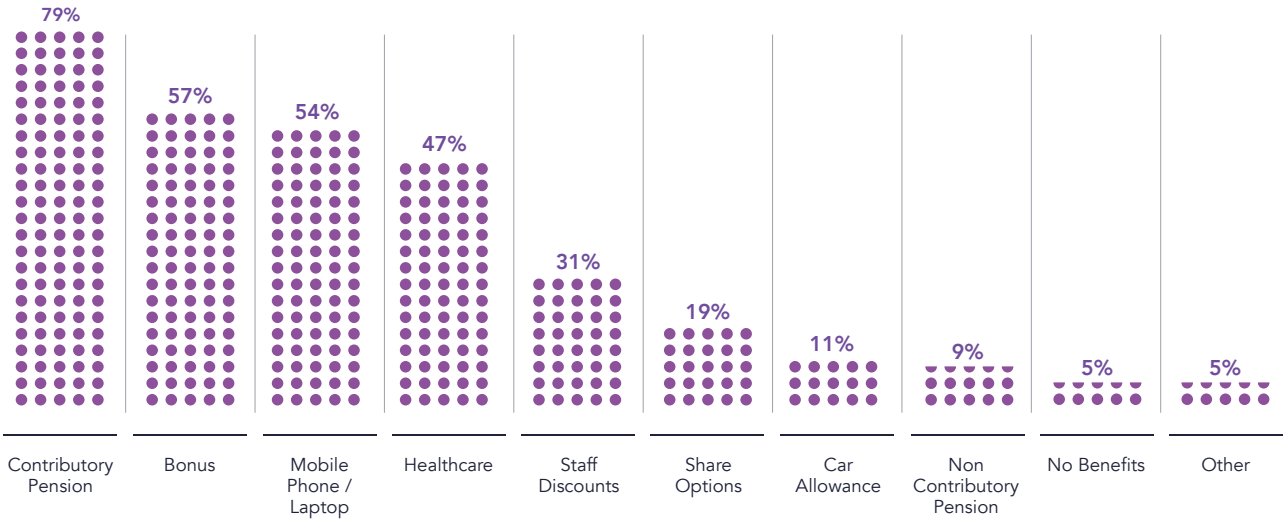
- **Entry Level:** Women earn 8% more than men, indicating a favourable salary difference at the start of careers.
- **Mid-Level:** Men outpace women with a 6% higher average salary.
- **Technical Lead/Supervisory Level:** A significant gap emerges, with men earning 30% more than women.
- **Manager Level:** The disparity persists, with male salaries being 18% higher.
- **Executive/Director Level:** The gap narrows significantly, with men's salaries only 1% higher than women's.

These trends suggest gender salary disparities become more pronounced at mid- to senior-level positions, emphasizing potential barriers to pay equity in career progression.

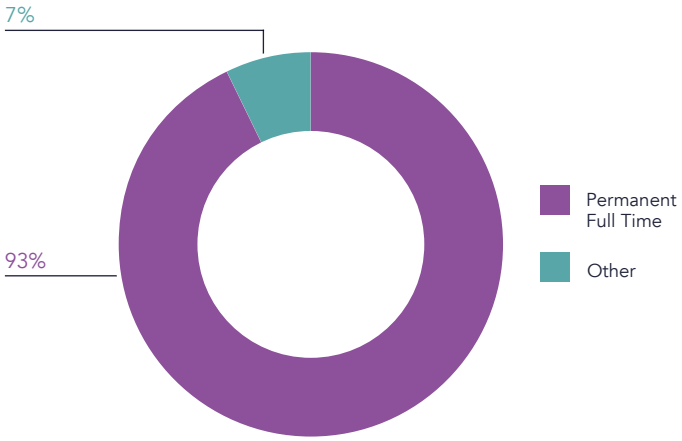
AVERAGE SALARY BY AREA OF PRACTICE AND LEVEL

Area of Practice	Level	Average Salary
Business Intelligence	Entry Level	€35,000
	Mid-Level	€76,250
	Technical Lead or Supervisory Level	€71,667
	Manager Level	€75,000
	Executive/Director Level	€139,375
Data Analytics	Entry Level	€47,000
	Mid-Level	€64,000
	Technical Lead or Supervisory Level	€78,125
	Manager Level	€96,973
	Executive/Director Level	€140,000
Data Eng. & Big Data	Entry Level	€55,000
	Mid-Level	€67,500
	Technical Lead or Supervisory Level	€121,500
	Manager Level	€90,000
Data Governance	Entry Level	€55,000
	Mid-Level	€65,000
	Technical Lead or Supervisory Level	€100,000
	Manager Level	€105,000
	Executive/Director Level	€155,000
Data Science	Entry Level	€50,000
	Mid-Level	€68,333
	Technical Lead or Supervisory Level	€91,667
	Manager Level	€105,000
	Executive/Director Level	€187,000

CAREER BENEFITS

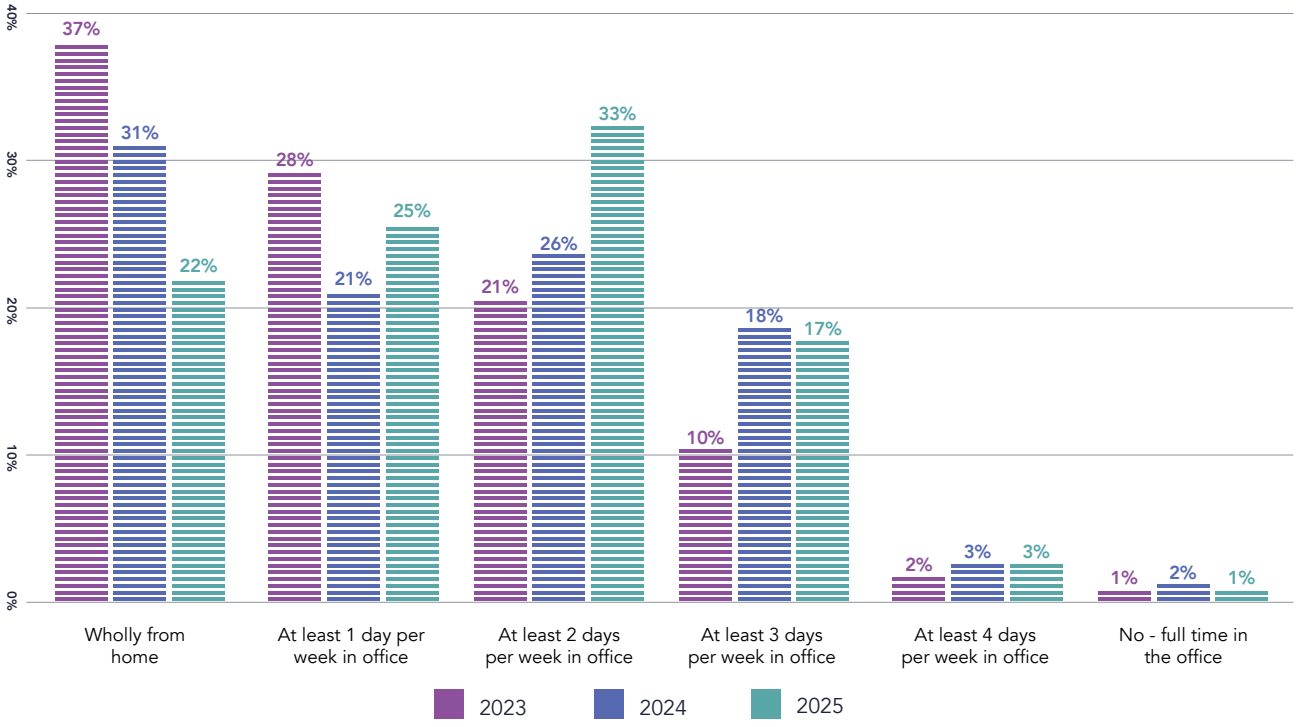


EMPLOYMENT STATUS



The survey reveals that the vast majority of respondents (93%) are employed in **permanent, full-time roles**, indicating strong job stability in the data industry. Contracting positions account for a modest share, with **fixed-term contracts at 3%** and **open-ended contracts at 1%**. Similarly, **permanent part-time roles, other employment types, and unemployment each represent just 1%,** underscoring a predominantly full-time, permanent workforce.

WORK FROM HOME



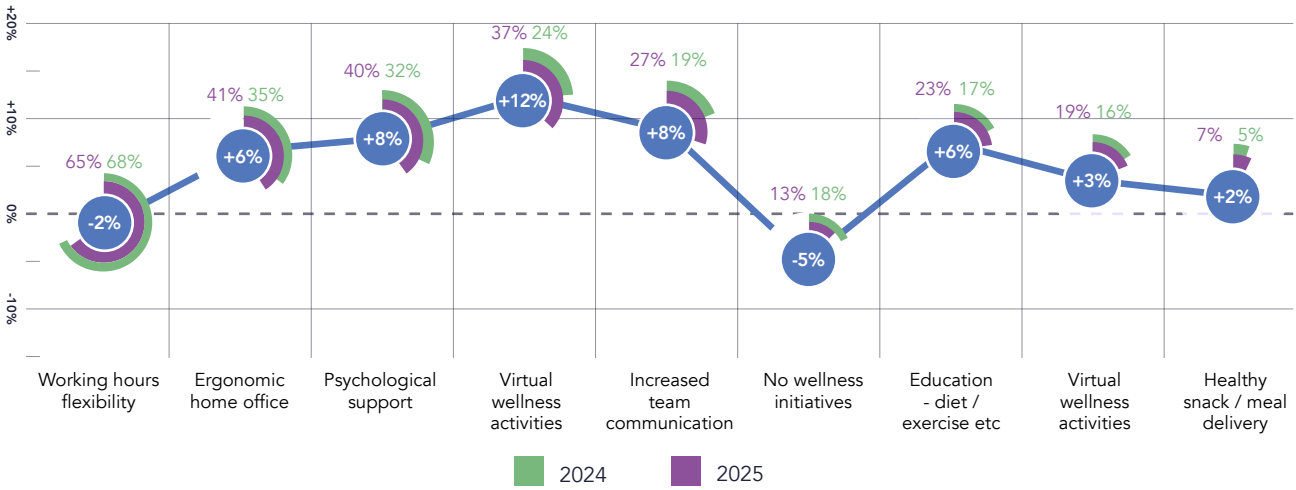
WORK FROM HOME

The data highlights a noticeable shift towards more in-office work between 2023 and 2025:

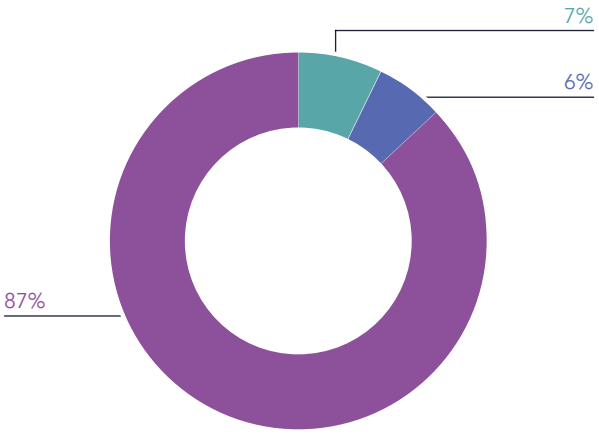
- **Fully Remote Decline:** The percentage of employees working wholly from home decreases significantly from 37% in 2023 to 22% in 2025.
- **Hybrid Work Adjustments:** Preferences for hybrid models (e.g., 1-3 days per week in the office) are evolving, with a growing trend towards spending more days in the office, particularly 2 days per week (rising from 21% in 2023 to 33% in 2025).
- **Minimal Change in Full-Time Office Work:** Those working full-time in the office remain a very small minority, consistently around 1-2% across the years.

These insights suggest a gradual return to in-office work, particularly with an emphasis on hybrid arrangements, as wholly remote setups decline.

EMPLOYEE WELLNESS INITIATIVES RELATED TO WORKING REMOTELY



ARE YOUR WORKING HOURS FLEXIBLE?



The survey reveals that 87% of respondents experience **some flexibility within set parameters**, indicating a preference for structured yet adaptable schedules.

ANNUAL LEAVE ALLOWANCE

Annual Leave allowance	
0-9 days	0%
10-14 days	2%
15-19 days	0%
20-24 days	23%
25-29 days	63%
30-34 days	11%
35+ days	0%
Unlimited	3%

The report highlights notable trends in employee wellness initiatives for remote workers. While **working hours flexibility** remains the most prevalent initiative, its adoption slightly declined by 2% year-over-year. Significant growth was observed in initiatives such as **virtual wellness activities** (+12%), **psychological support** (+8%), and **increased team communication** (+8%), indicating a growing emphasis on mental health and social connection.

Other areas of growth include **ergonomic home office support** (+6%) and **education on diet and exercise** (+6%), showing increased employer investment in physical wellness. Conversely, the percentage of employees reporting **no wellness initiatives** decreased by 5%, reflecting a broader commitment to supporting remote workers. Smaller increases were noted in **virtual social activities** (+2%) and **healthy snack/meal delivery** (+2%), suggesting emerging but less widespread trends.

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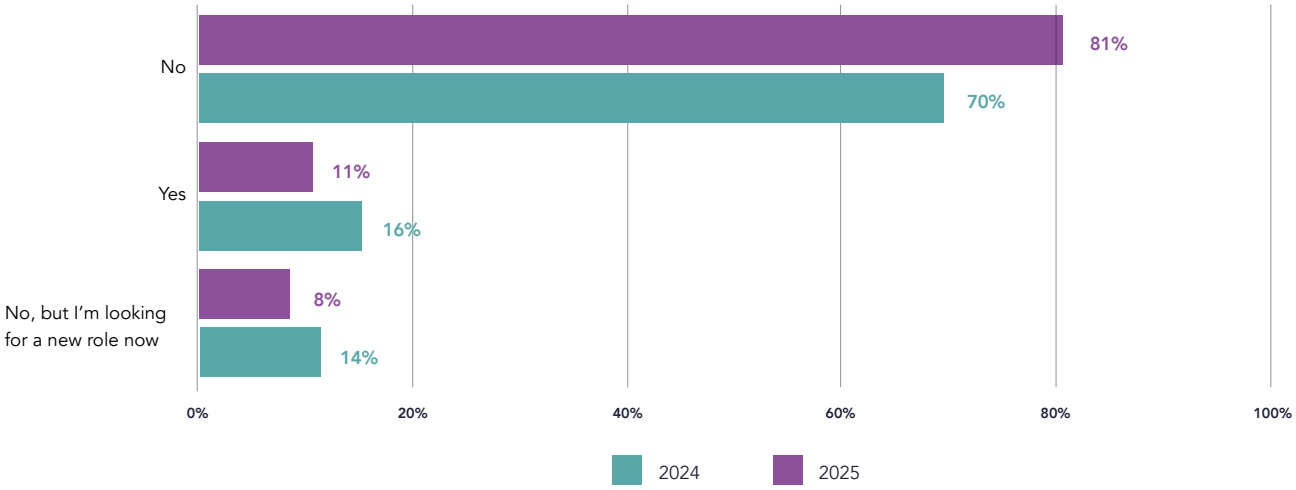
Job Market

HAVE YOU CHANGED EMPLOYERS IN THE LAST 12 MONTHS?



The survey highlights increased job stability and reduced job-seeking activity between 2024 and 2025. The percentage of respondents who stayed with their current employer rose significantly from 70% in 2024 to 81% in 2025. Those who changed employers dropped from 16% to 11%, while individuals actively seeking new roles also decreased from 14% to 8%. This trend suggests growing employee retention and a softening market for recruitment.

TOP REASONS FOR CHANGING JOB

32% For a more interesting and challenging role

21% For increased remuneration

14% For better working conditions / culture

OF THOSE WHO HAVE CHANGED EMPLOYER IN THE LAST 12 MONTHS...

67% have increased their salary

28% increased salary by more than 10%

6% increased salary by more than 20%

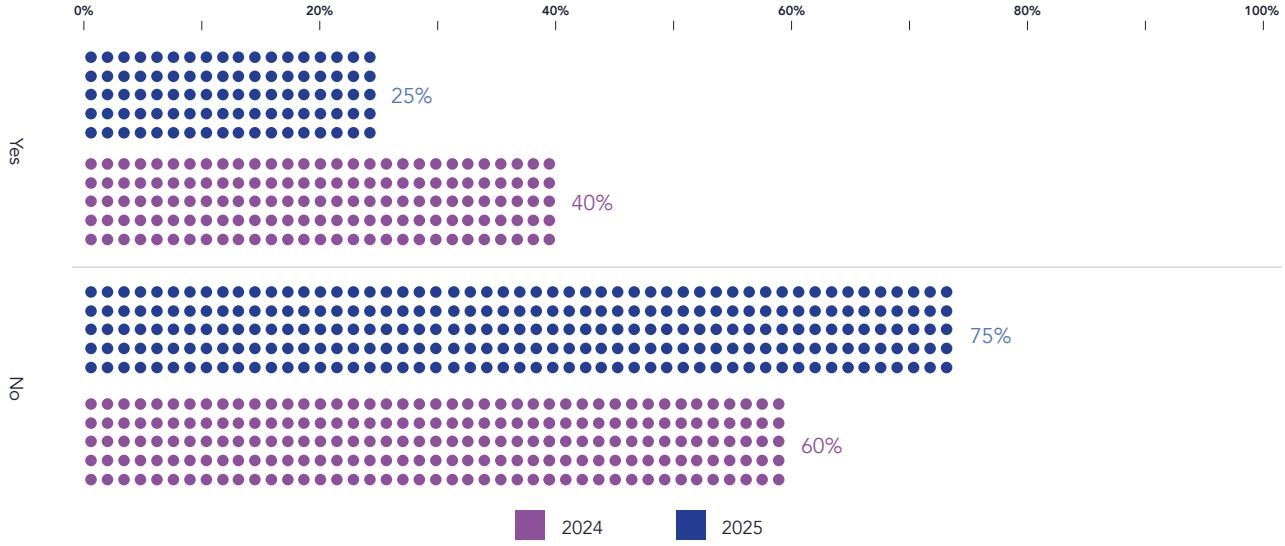
OF THOSE WHO HAVE NOT CHANGED EMPLOYER IN THE LAST 12 MONTHS...

89% have increased their salary

12% increased salary by more than 10%

2% increased salary by more than 20%

ARE YOU LIKELY TO CHANGE EMPLOYER IN THE COMING YEAR?



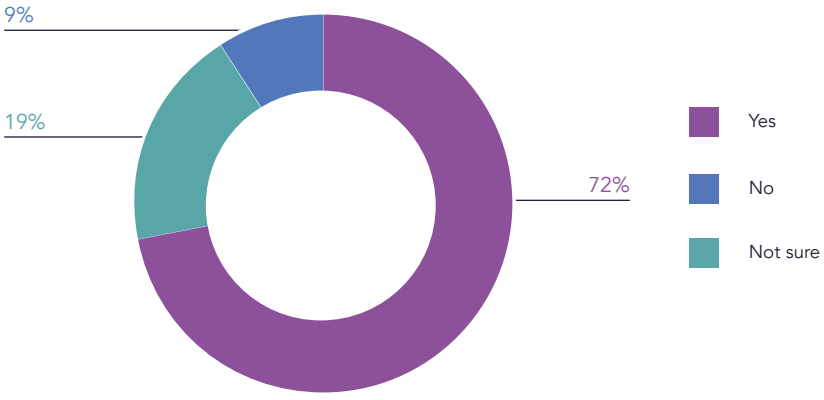
OF THOSE WHO SAID THEY WERE LIKELY TO CHANGE EMPLOYER IN THE COMING YEAR, THE TOP REASONS GIVEN WERE...

38%
For increased remuneration

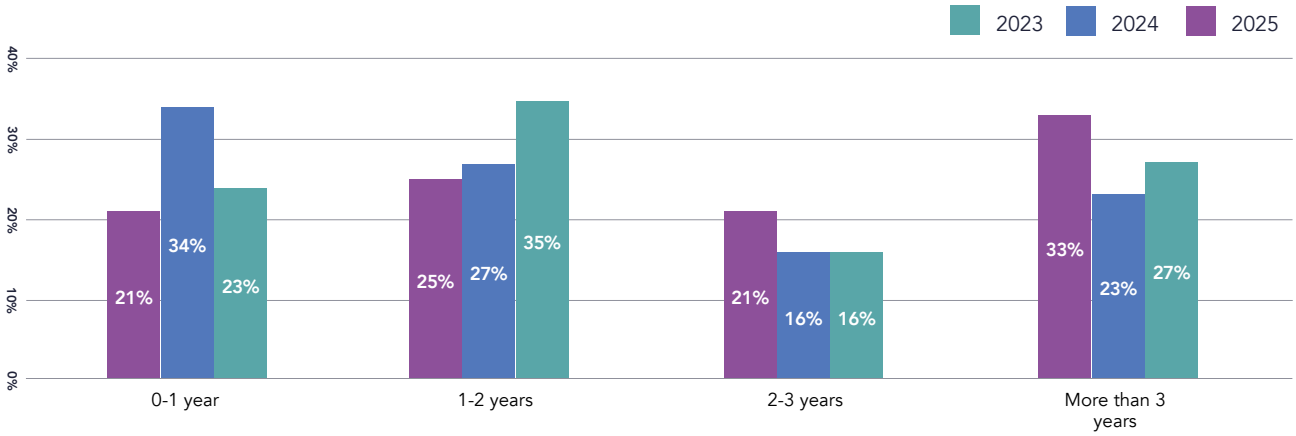
23%
For a more interesting and challenging role

18%
a better boss

WOULD YOU RECOMMEND YOUR EMPLOYER TO A FRIEND?



HOW LONG DO YOU PLAN TO REMAIN IN YOUR CURRENT ROLE

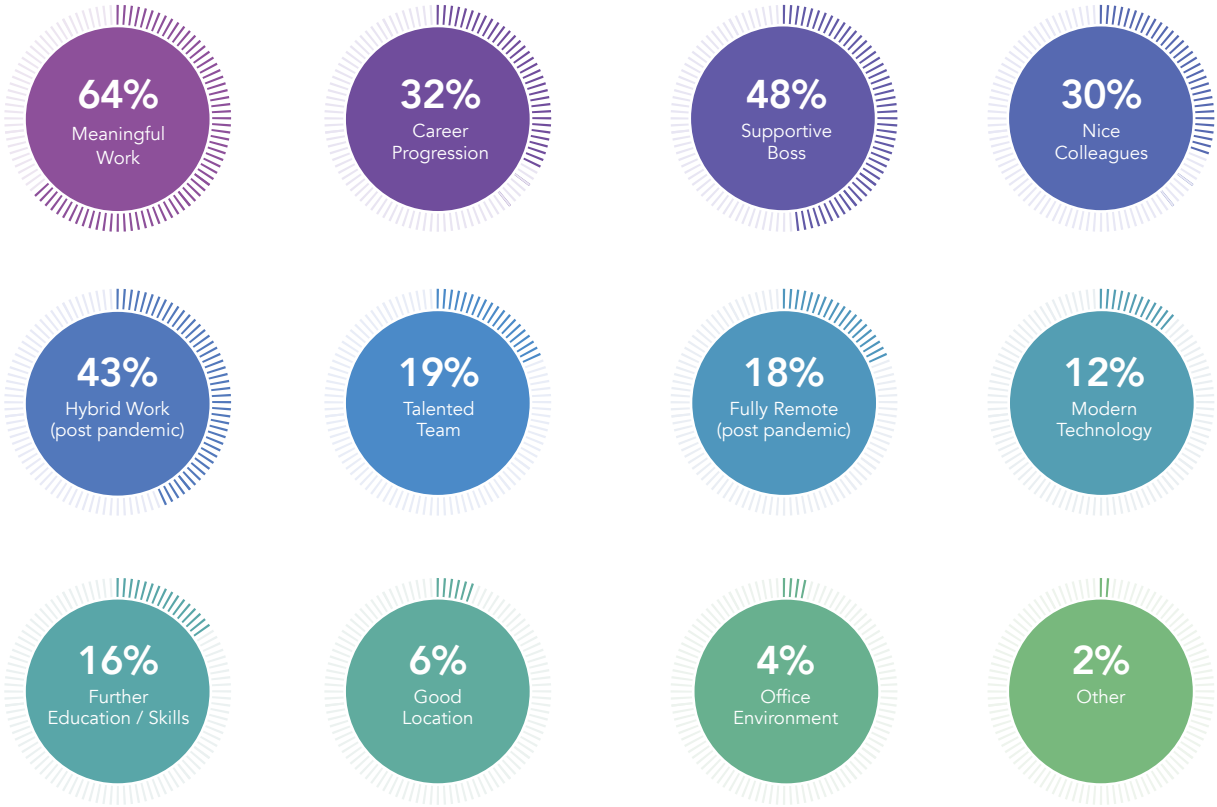


The survey reveals shifting employee sentiment regarding job tenure:

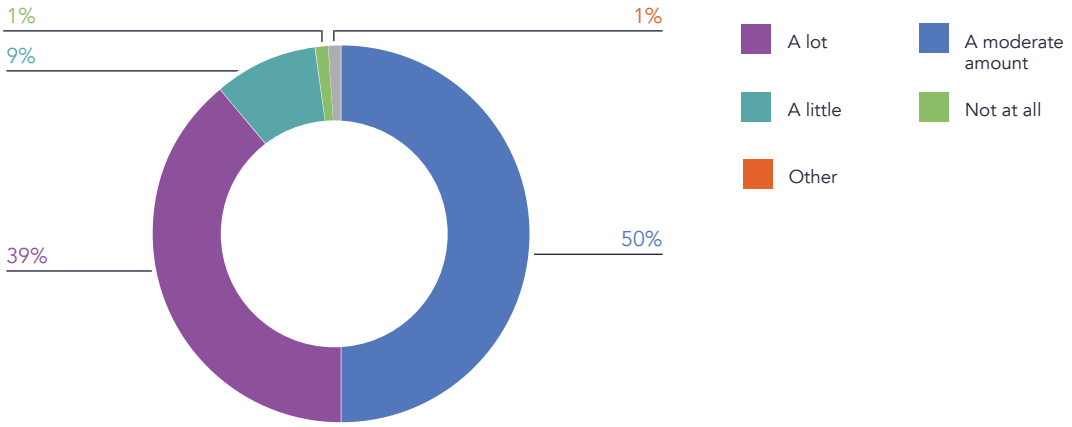
- A notable increase in short-term commitments, with **34% planning to leave within a year in 2024,** up from 23% in 2023, before dropping to 21% in 2025.
- Plans for mid-term stays (1–2 years) decline consistently from **35% in 2023 to 25% in 2025.**
- Long-term intentions (more than 3 years) rise significantly by 2025, reaching **33%, up from 27% in 2023,** suggesting growing stability or commitment.

These trends highlight fluctuating job stability sentiments, with a potential shift toward longer-term engagement by 2025.

WHAT 3 FACTORS ARE MOST IMPORTANT TO YOU BEYOND SALARY?



JOB SATISFACTION



JOB SATISFACTION

The survey reveals that job satisfaction remains stable overall, with **50% of respondents** in both 2024 and 2025 reporting they enjoy their current role "a moderate amount." Notably, there is a slight increase in those who enjoy their role "a lot," rising from **36% in 2024** to **39% in 2025**, indicating a positive trend. Conversely, dissatisfaction appears to be declining, with those enjoying their role "a little" dropping from **12% to 9%** and "not at all" decreasing from **2% to 1%**.

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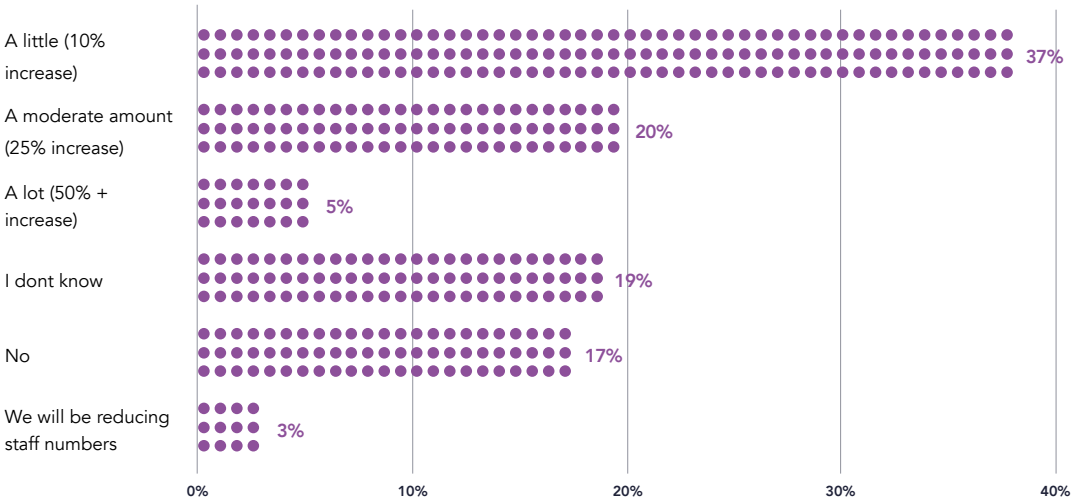
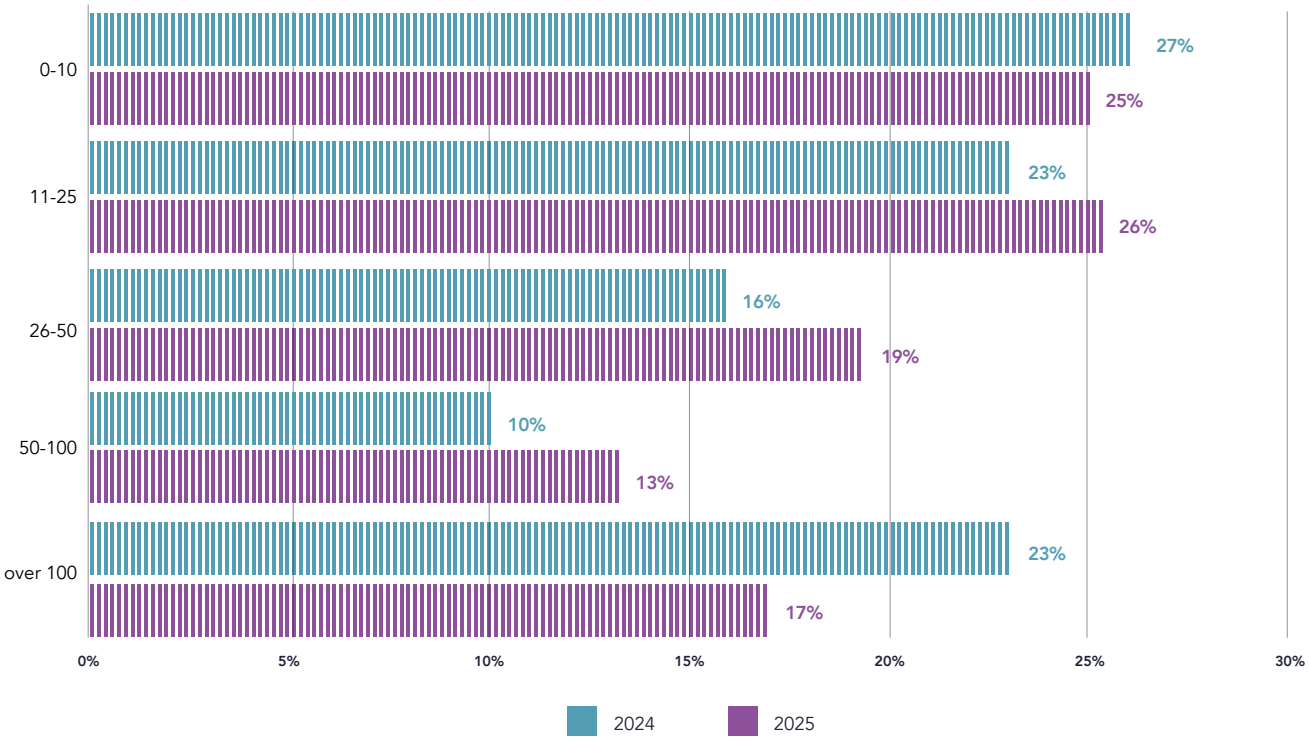
The Role of Data within Organisations

WILL YOUR ORGANISATION BE HIRING FOR DATA ROLES IN 2025?



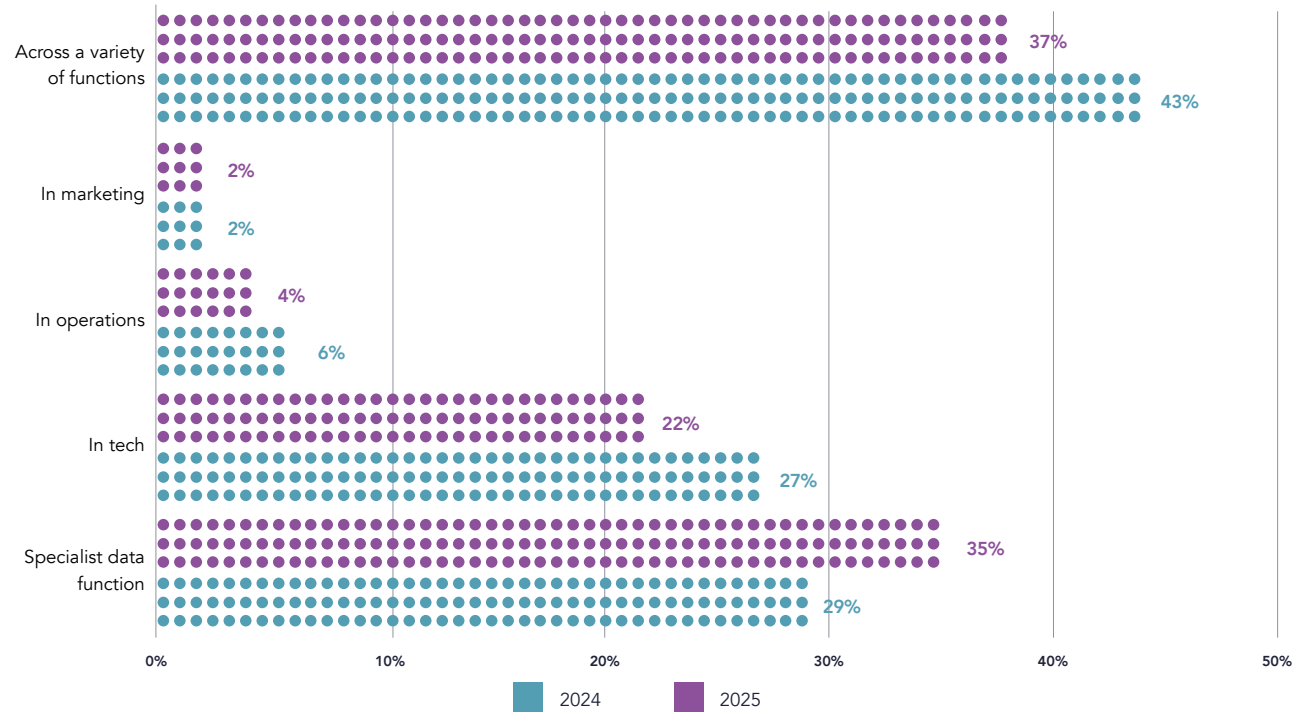
The survey reveals a positive hiring outlook for data roles in 2025, with **37%** of organizations planning a **small increase (10%+)** in their data workforce, and **20%** expecting a **moderate increase (25%+)**. A smaller proportion (**5%**) anticipate a **significant increase (50%+)**. However, **17%** of respondents do not plan to hire, and **3%** indicate staff reductions. Notably, **19%** of participants remain uncertain about their hiring plans, highlighting potential variability in workforce strategies.

HOW MANY PEOPLE WORK IN THE DATA TEAM IN YOUR ORGANISATION?



These trends highlight a shift toward more balanced or mid-sized team structures in 2025

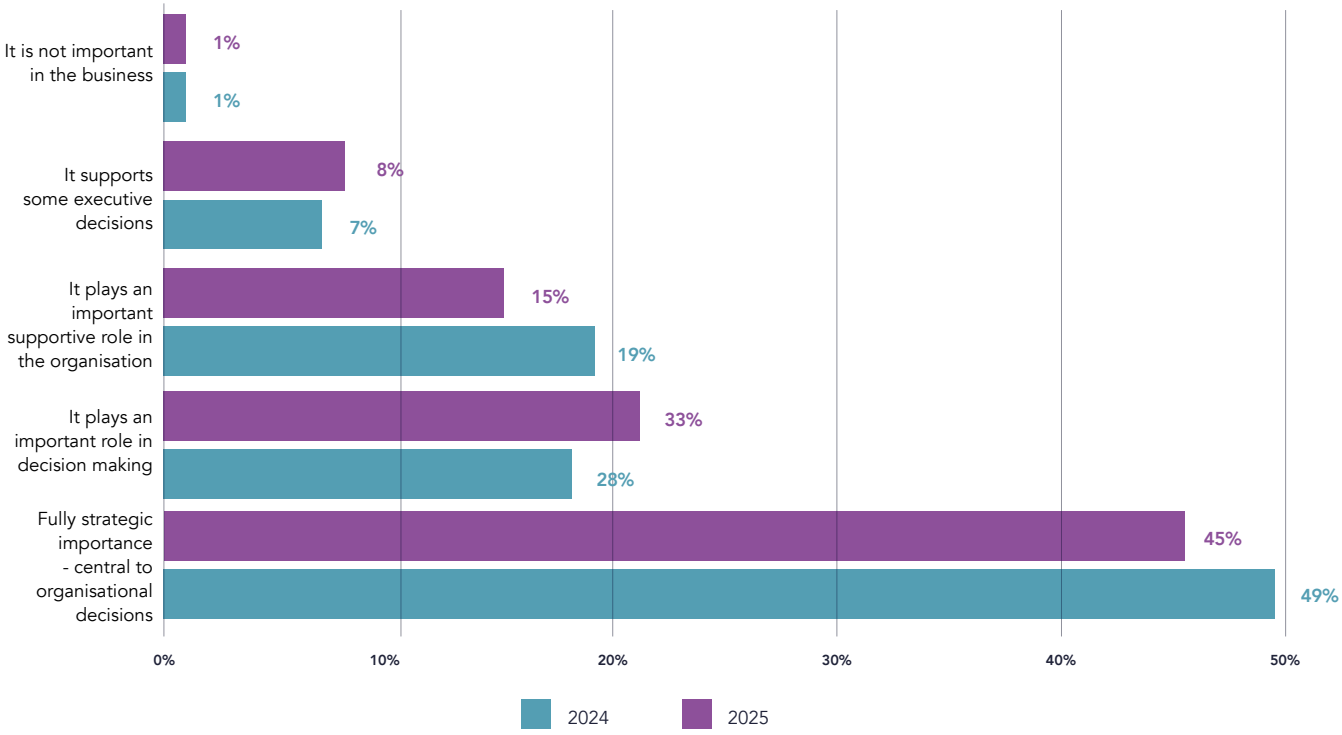
WHERE DOES DATA SIT WITHIN YOUR ORGANISATION?



The survey reveals a notable shift in where data resides within organizations:

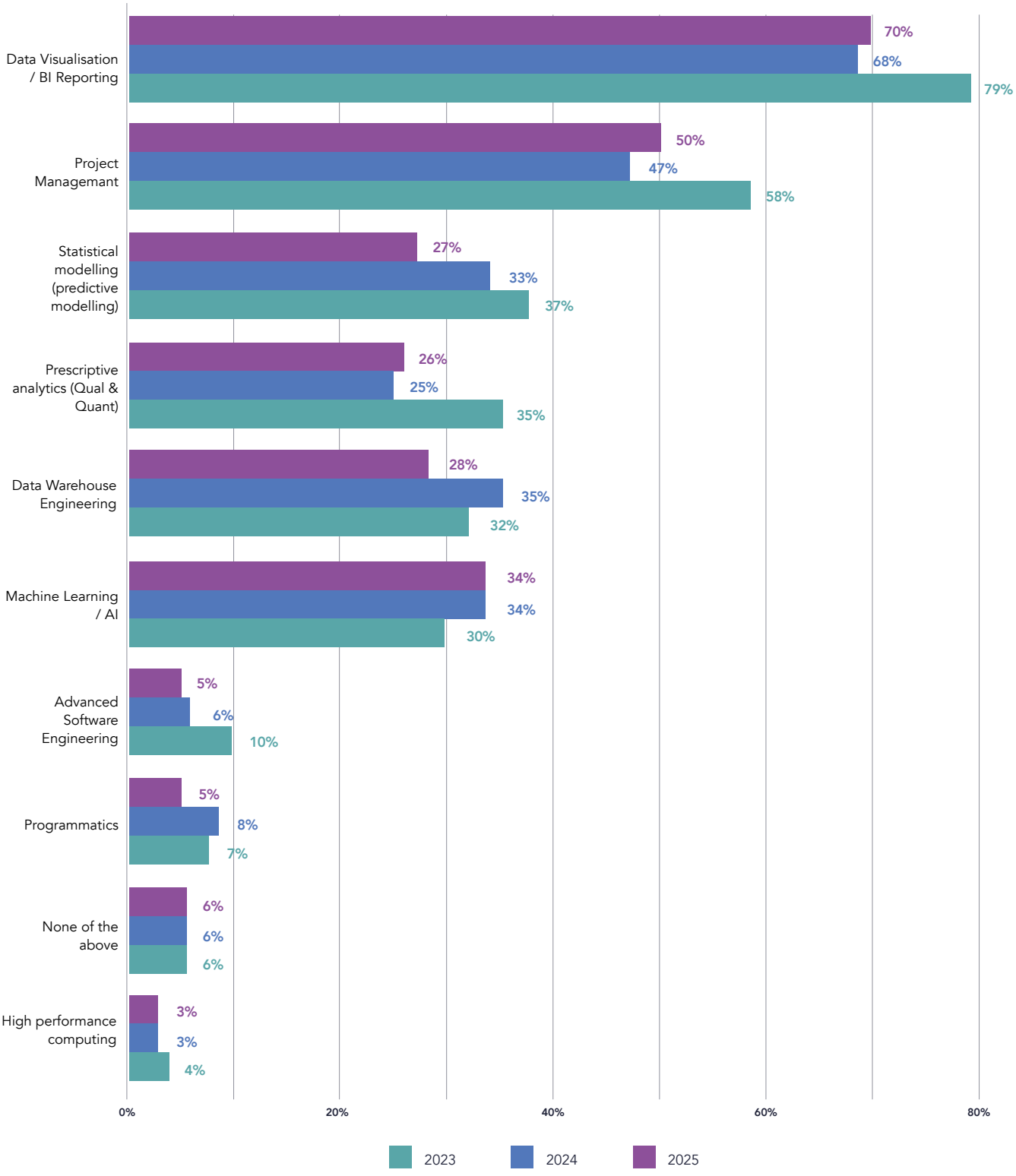
- **Specialist Data Functions** are becoming increasingly central, growing from **29% in 2024** to **35% in 2025**, indicating a trend toward formalized, dedicated data teams.
- Conversely, reliance on data spread **across a variety of functions** is decreasing, dropping from **43% in 2024 to 37% in 2025**, suggesting a move towards more structured data management.
- Departments like **Marketing (2%)** and **Operations** (from **6% to 4%**) maintain minimal involvement in housing data.
- The role of **Tech** in managing data is also slightly declining, from **27% in 2024** to **22% in 2025**.

HOW IMPORTANT IS DATA IN YOUR OGANISATION?



The survey reveals that data continues to hold significant importance in organizations, with nearly half of respondents in both 2024 (49%) and 2025 (45%) considering it central to organizational strategy. However, there is a slight shift towards data being viewed as important but not yet central, rising from 28% in 2024 to 33% in 2025. This suggests a nuanced evolution where organizations are either reassessing their data strategies or diversifying their focus on its application. Meanwhile, only 1% consistently report that data holds no importance, highlighting its near-universal relevance.

WHAT ARE THE KEY TECHNICAL SKILLS REQUIRED FOR SUCCESS IN YOUR ROLE?



The survey reveals evolving trends in the technical skills deemed critical for success in data-related roles from 2023 to 2025:

1.Top Skill Areas:

- **Data Visualization/BI Reporting** remains the most critical skill, though its importance has declined slightly from 79% in 2023 to 70% in 2025.
- **Project Management** continues to rank highly but shows a steady decrease in significance (58% in 2023 to 50% in 2025).

2.Emerging Technologies:

- **Machine Learning/AI** has gained consistent importance, growing from 30% in 2023 to 34% in 2025.
- **Data Warehouse Engineering** sees a slight rise in significance in 2024 but dips again by 2025 (32% » 35% » 28%).

3.Declining Skills:

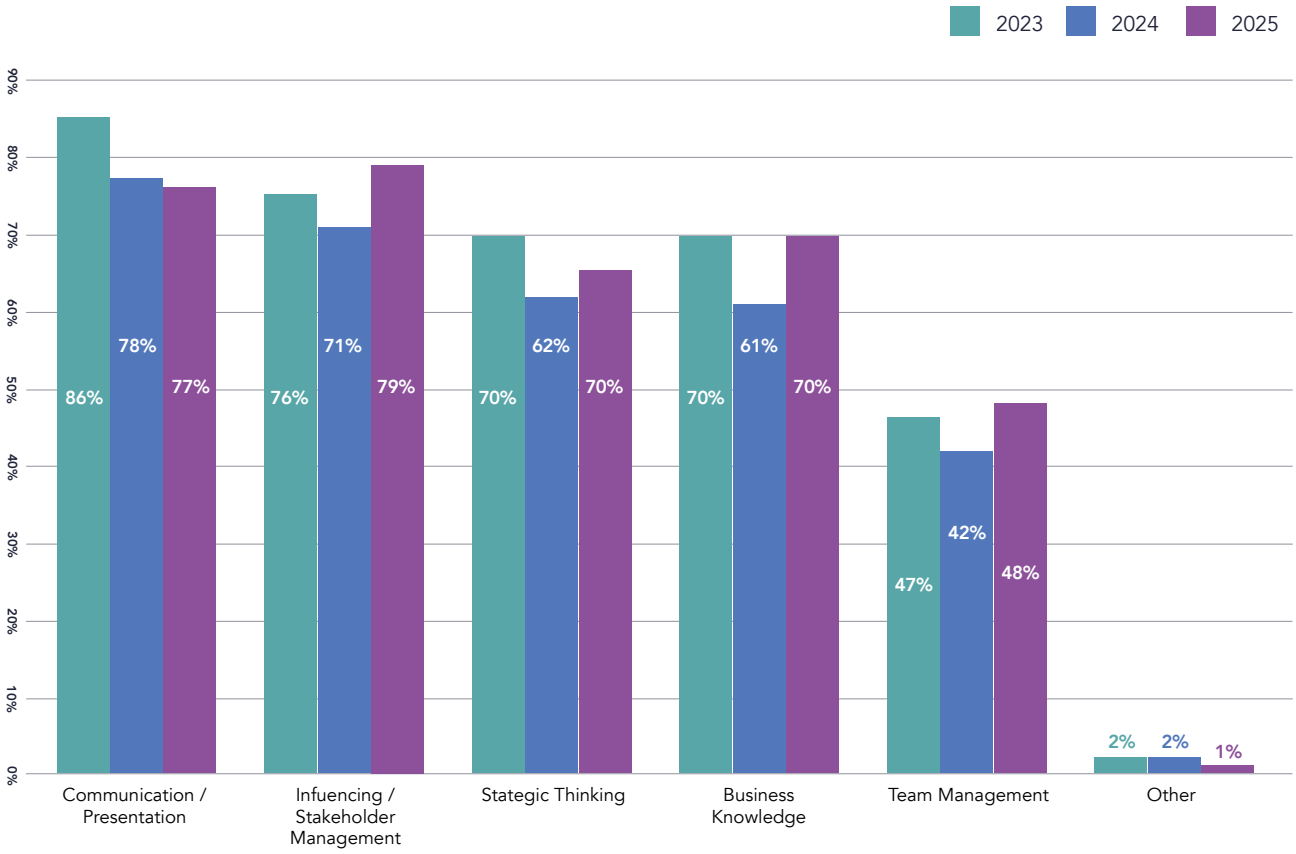
- **Statistical Modelling** and **Prescriptive Analytics** are experiencing a gradual decline, suggesting reduced demand for traditional predictive approaches.
- **Advanced Software Engineering** and **Programmatics** continue to hold minimal relevance, with percentages remaining low throughout the years.

4. Stable or Niche Skills:

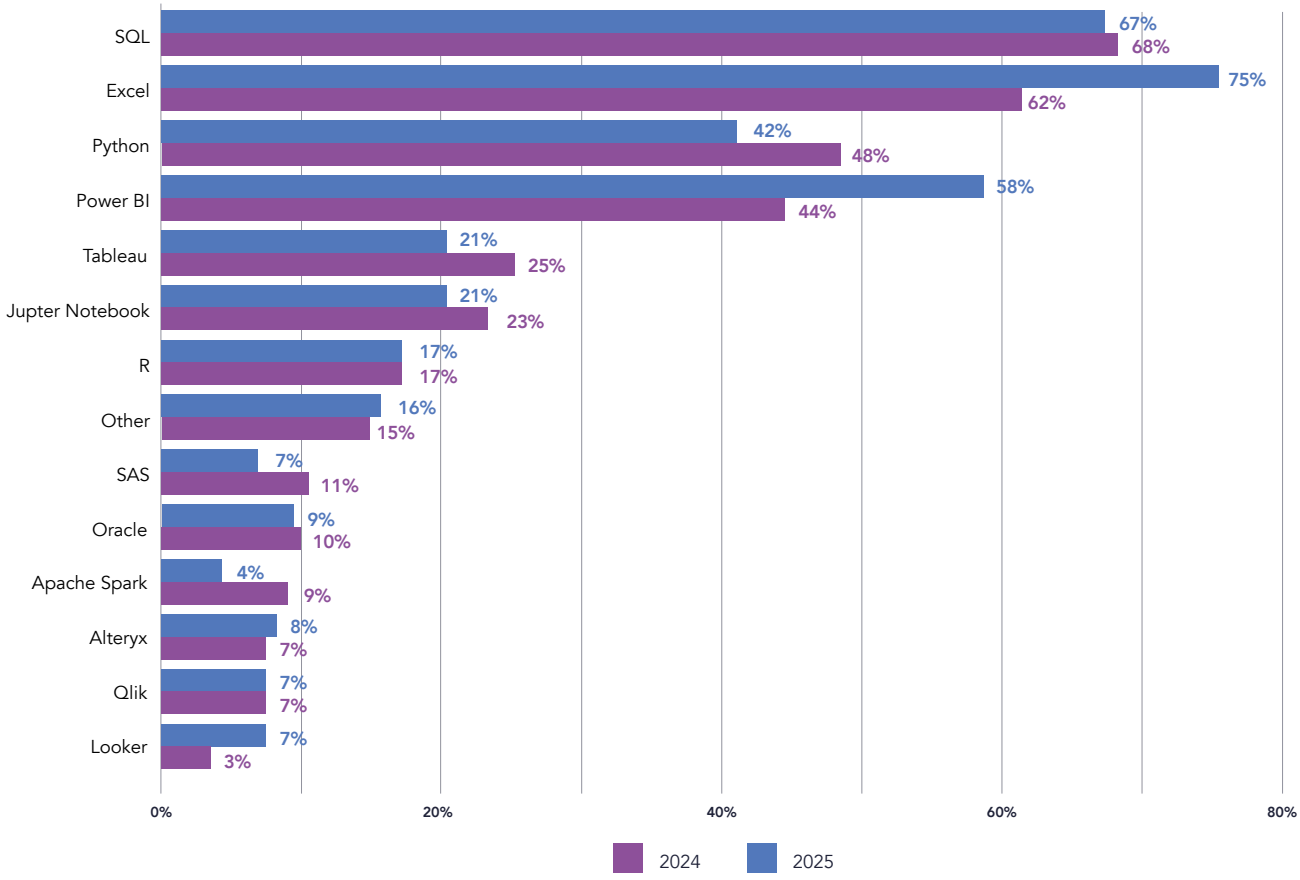
- **High-Performance Computing** and "None of the above" responses remain consistent, highlighting a small, specialized focus or non-technical preferences.

These trends highlight the growing emphasis on modern, scalable technologies like AI and the enduring importance of visualization and management skills in data roles.

WHAT ARE THE KEY SOFT SKILLS REQUIRED FOR SUCCESS IN YOUR ROLE?



WHAT ARE THE MAIN SOFTWARE TOOLS YOU USE IN YOUR JOB?



The survey highlights the continued prominence of **SQL** (67%) and **Excel** (75%) as the most widely used tools, with Excel seeing a notable increase in usage from 62% in 2024 to 75% in 2025.

Adoption of **Power BI** has grown significantly, rising from 44% to 58%, suggesting a shift towards modern BI tools. Conversely, usage of **Python** (42%) and **Tableau** (21%) shows a slight decline, reflecting evolving preferences for specific analytics platforms.

Looker (7%) and **Alteryx** (8%) have seen modest growth. Tools like **Google Data Studio**, **SAP Analytics Cloud**, and niche platforms remain at low adoption rates (<5%), with limited change year-over-year.

This data underscores the growing preference for cloud-based and versatile analytics tools in modern workplaces.

Conclusion

Our report reflects a growing industry with little evidence of any loss of momentum in the last 12 months. Skilled talent is still in short supply while the ever changing nature of the work means that employees need access to continuous training in order to keep pace with technology.

Those with proven AI capability are in demand as are data management and data governance specialists. Global economic uncertainty may have an negative impact of employment growth through 2025. However we expect organisations to continue to invest in data as to fall behind could have a serious impact on competitiveness.

As in 2024, we advise a focus on skills, training and certification will reap benefits in a crowded talent market. The Analytics Institute will continue to fully support our members by supplying them with access to world class training solutions.

Lorcan Malone,
Chief Executive
The Analytics Institute

These findings show demand for AI and data-related skills remains high and is reflected in salary levels, salary increases and rising optimism about salary growth in 2025. This reflects the investment organisations are making now and in the future around technology and AI, despite Ireland's GDP being expected to decline by 0.5% in 2024.

Retaining skilled professionals, however, is not just about compensation. Employers need to create an environment where employees feel valued and motivated. There are positive indicators they are achieving this, with nearly three-quarters of respondents saying they would recommend their employer to a friend. Growth has been observed in initiatives such as virtual wellness activities, psychological support and increased team communication.

While employees with these skills are in demand, those with the right combination of skills will be in particularly high demand. The findings reveal that those who changed employer within the last 12 months received significantly higher salary increases, and we might start to see more rapid career progression for some individuals and higher staff turnover.

Organisations are aware of the incremental gains that employees with these skills can deliver across all areas of their business, so it's no surprise they will be happy to reward handsomely the best performers.

Alan McGlinn,
Ireland Country Lead
SAS

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