



IRELAND
EDITION

CHIEF COMMUNICATIONS / CORPORATE AFFAIRS OFFICER TURNOVER STUDY

2026

addison

IN PARTNERSHIP WITH



CASA

WWW.ADDISON.IE

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ABOUT CASA

CASA (the Corporate Affairs Search Alliance) is the group of like-minded Corporate Affairs search firms which comes together in support of clients and candidates. Each CASA member is the number one or number two Corporate Affairs and Communications specialist search firm in their home market. We have very similar values, ethics and

high professional standards, and we are friends who enjoy working together.

CASA members have businesses which are structured in different ways and are independent. What brings us together is our commitment to excellence in Corporate Affairs search, and the great outcomes we provide for those we work with.

All CASA member firms are dedicated to the promise of **'Making Corporate Affairs Better'** and as the name suggests, our vision is for CASA to be **'the home of Corporate Affairs'** for leaders of the profession, wherever in the world they are.

CASA MEMBERS

addison

Addison (Ireland)
addison.ie



Exeter Search (France)
exetersearch.com



Herman Rutgers Executive & Interim Search (Netherlands)
hermanrutgers.nl

ITHACA

PARTNERS

Ithaca Partners (UK)
ithacapartners.co.uk



Patino Associates (US)
patinoassociates.com



PRCC (DACH region - Germany, Austria & Switzerland)
prcc-personal.de

INTRODUCTION

Welcome to the Ireland edition of the 2026 CASA annual survey of turnover amongst top Communications and Corporate Affairs leadership.

In this report we examine the data for 2025, a year in which the working environment for Communications and Corporate Affairs functions became if anything more challenging. Developments in technology, and communication practices among audiences and stakeholder groups, showed no signs of slowing. Stakeholder activism continued to rise, with economic, political and consumer factors all competing to shape corporate priorities. The march of technology put traditional media under further pressure for audience share against online platforms. AI brought both traditional working methods and the authority of many sources into question. Even decades-long geopolitical assumptions fell under doubt. And everywhere, news cycles shortened.

With ever-increasing expectations falling on the top communications professional, whether Chief Communications Officer (CCO) or Corporate Affairs Director (titles vary¹), our research aims to reflect aspects of stability and change in the recruitment markets for these roles in the USA, UK and Europe.

The Corporate Affairs Search Alliance (CASA) is a multi-national group of like-minded Corporate Affairs search firms in Europe and the USA. Each CASA member is the number one or number two Corporate Affairs specialist search firm in its home market. Our members are closer than anyone to trends in the market for Corporate Affairs / CCO talent. The 'market-mapping' we undertake for our corporate clients provides insights into how changes in their needs affect their recruitment decisions. Our dialogues with director-level practitioners inform us about the factors which attract the rising stars and the established talent.

Last year we published our inaugural survey of the European market, drawing comparisons with a longer-established study of annual changes conducted by our USA-based partner in the market for Chief Communications Officers in that country. This year, in response to encouragement from clients and candidates alike, we have expanded the research base further. This year's report for Ireland² covers the ISEQ 20, alongside comparisons with the other geographies surveyed by CASA.

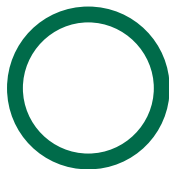
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1. For the US and multinational editions, CASA uses "Corporate Communications Officer / CCO" as the primary descriptor of the role, reflecting widespread US practice.

2. Comparative data in this report are drawn from the 666 highest-revenue companies in the USA; the FTSE-100 in the UK; the combined CAC 40 and SBF 120 in France; the DAX 40, MDAX 50 and Austrian/Swiss traded indices in the DACH region (Germany, Austria and Switzerland); the ISEQ 20 companies in Ireland; and the 56 AEX and AMX companies in The Netherlands. Full CASA reports at Global, US, UK, France, DACH region, Netherlands and Ireland levels are available on request.

SNAPSHOT OF 2025

Ireland had the lowest CCO turnover of any country surveyed, reflecting a year of caution in many European countries



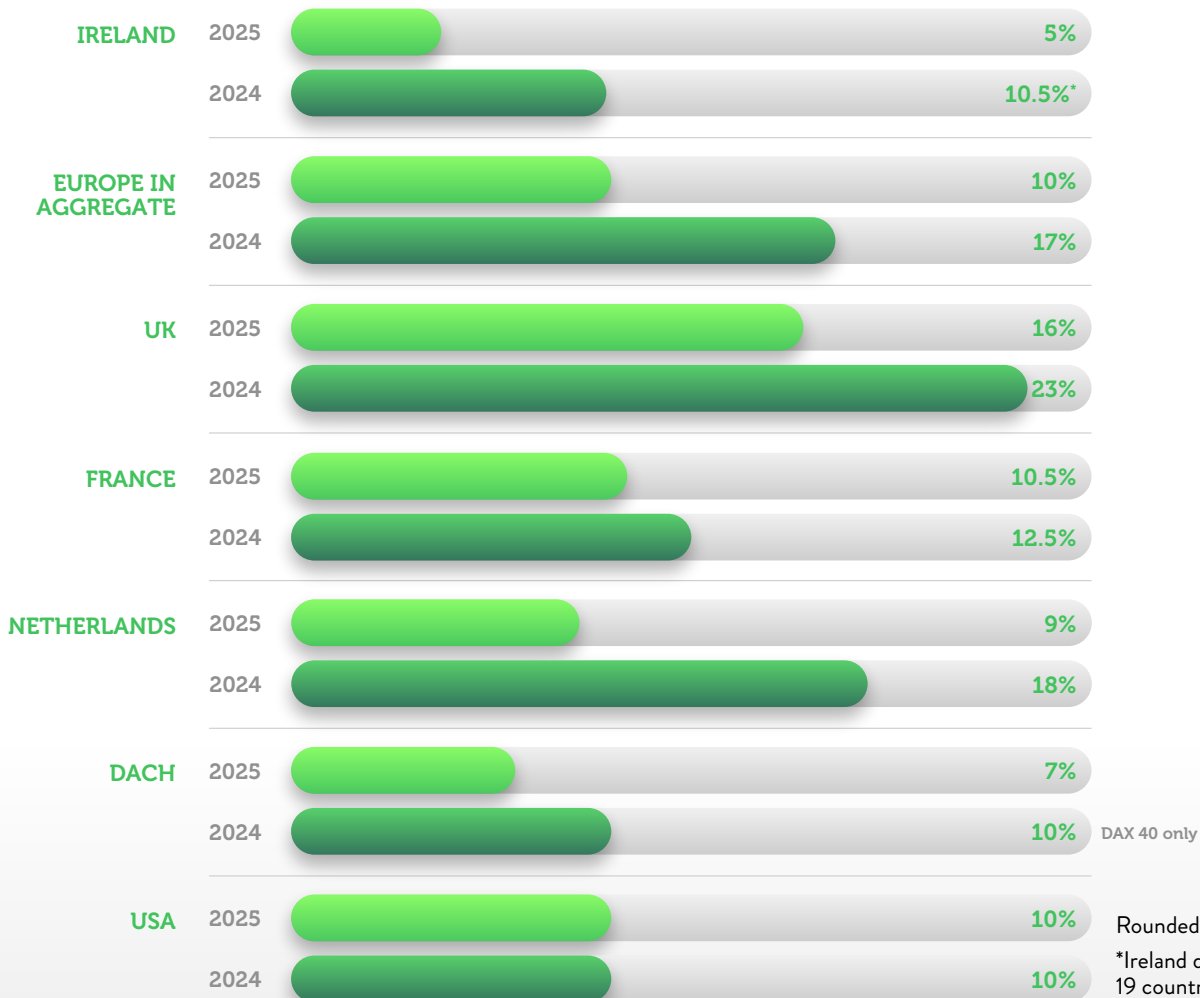
Only one of the 20 companies (5%) experienced a communications leadership change in 2025. That change was the result of a restructuring in which one previous role was divided into two, rather than expansion of a classic CCO role. Unlike prior years, there were no net additions of senior, standalone CCO roles in 2025.

While Ireland experienced solid GDP growth and the political climate was stable, many companies experienced strategic uncertainties around geopolitical factors, especially trade policy originating in the USA. This background mood of caution was mirrored in

candidates and incumbent CCOs alike. There was more activity at lower levels of seniority in the Corporate Affairs workforce, but these were mainly replacements rather than newly created roles.

Across Europe, overall churn in 2025 was lower than in 2024, with every geography except the DACH region (Germany, Austria and Switzerland) showing a considerable fall. The aggregate turnover rate for Europe in 2025 therefore fell sharply to 10% (44 changes from 436 companies), making the 2025 churn rate effectively the same as that of USA, compared to 17% for Europe in 2024 (when there were 37 changes from 219 companies).

CCO Turnover Rate



Rounded to nearest 0.5%
*Ireland data set only included 19 countries in 2024

CCO TENURE IN IRELAND REMAINS MODEST

Average CCO Tenure 2024-2025



Average tenure fell to 3.9 years. Broadly, as one would expect, the greater the typical turnover in a country the shorter its length of tenure for a CCO tends to be. Ireland’s combination of comparatively short tenure with low turnover at 5% reflects 2025 being an unusually quiet year. We would expect 10% turnover to be more representative over time.

Within different corporate sectors, Consumer CCOs had an average tenure of 4.6 years whereas Financial Services in-house leaders had average tenure of only 2.7 years,

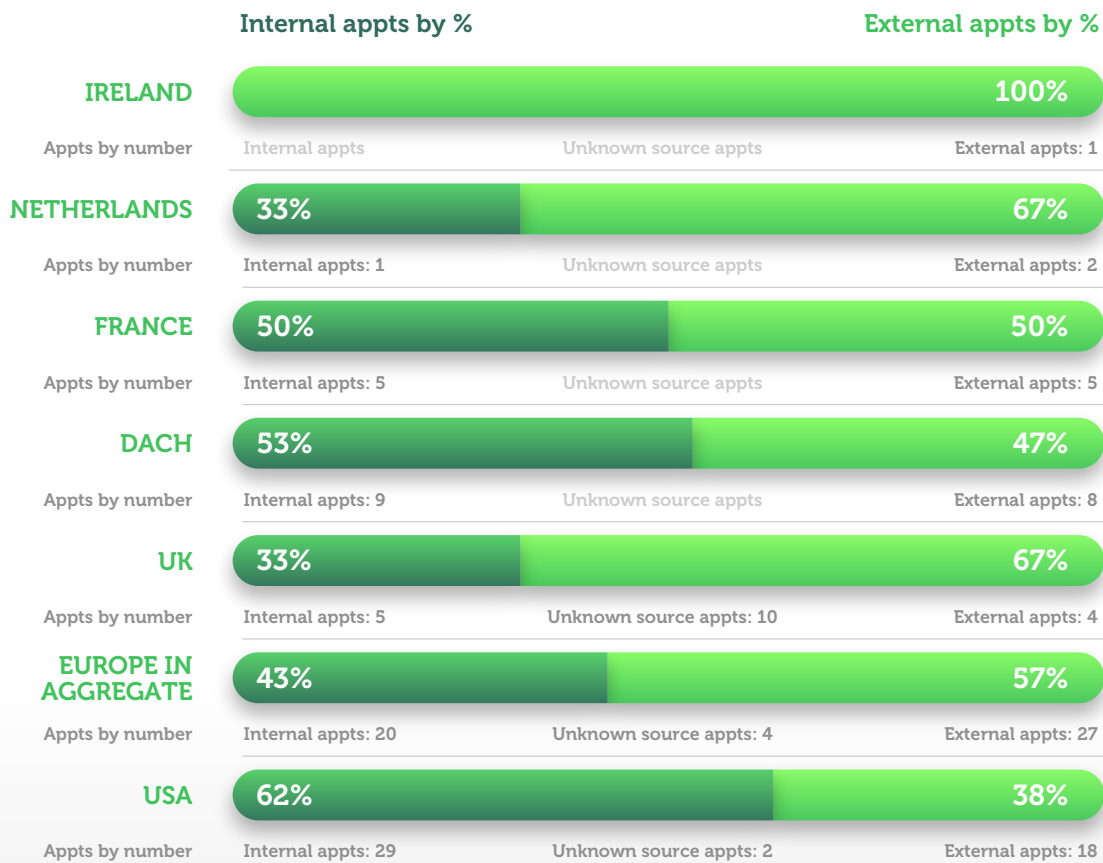
The longest-serving CCOs in Europe continue to be those in the DACH region and France.

WHO IS BEING HIRED?

Ireland’s one CCO hire in 2025 being an external candidate is not in itself statistically significant, but forms part of a bigger picture in which Europe as a whole showed a preference for external candidates in 2025, driven by Ireland, the UK and The Netherlands.

In contrast, the US market showed a preference for internal candidates in 2025.

CCO External & Internal Appointments

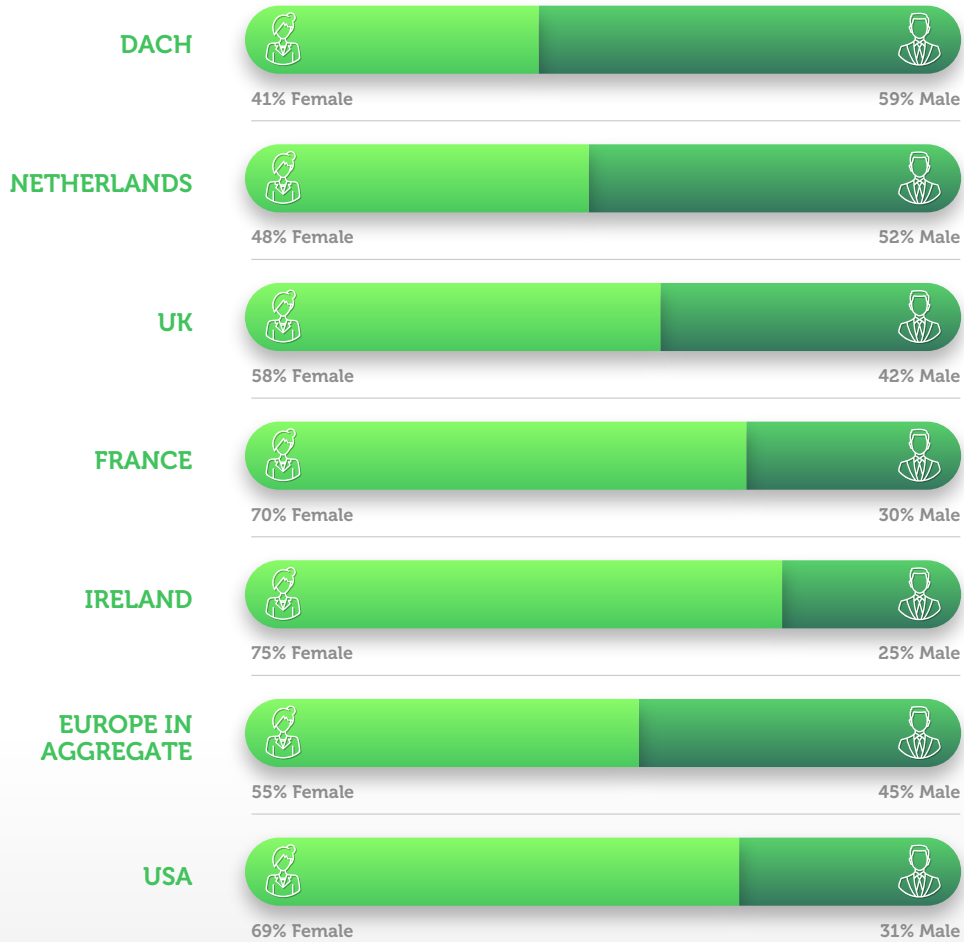


External / Internal splits are shown as percentages of “where known”, not of the job move total

FEMALE CCOS PREDOMINATE

Top in-house communications leadership in Ireland remains dominated by women.

Female vs Male CCO Role Holders 2025

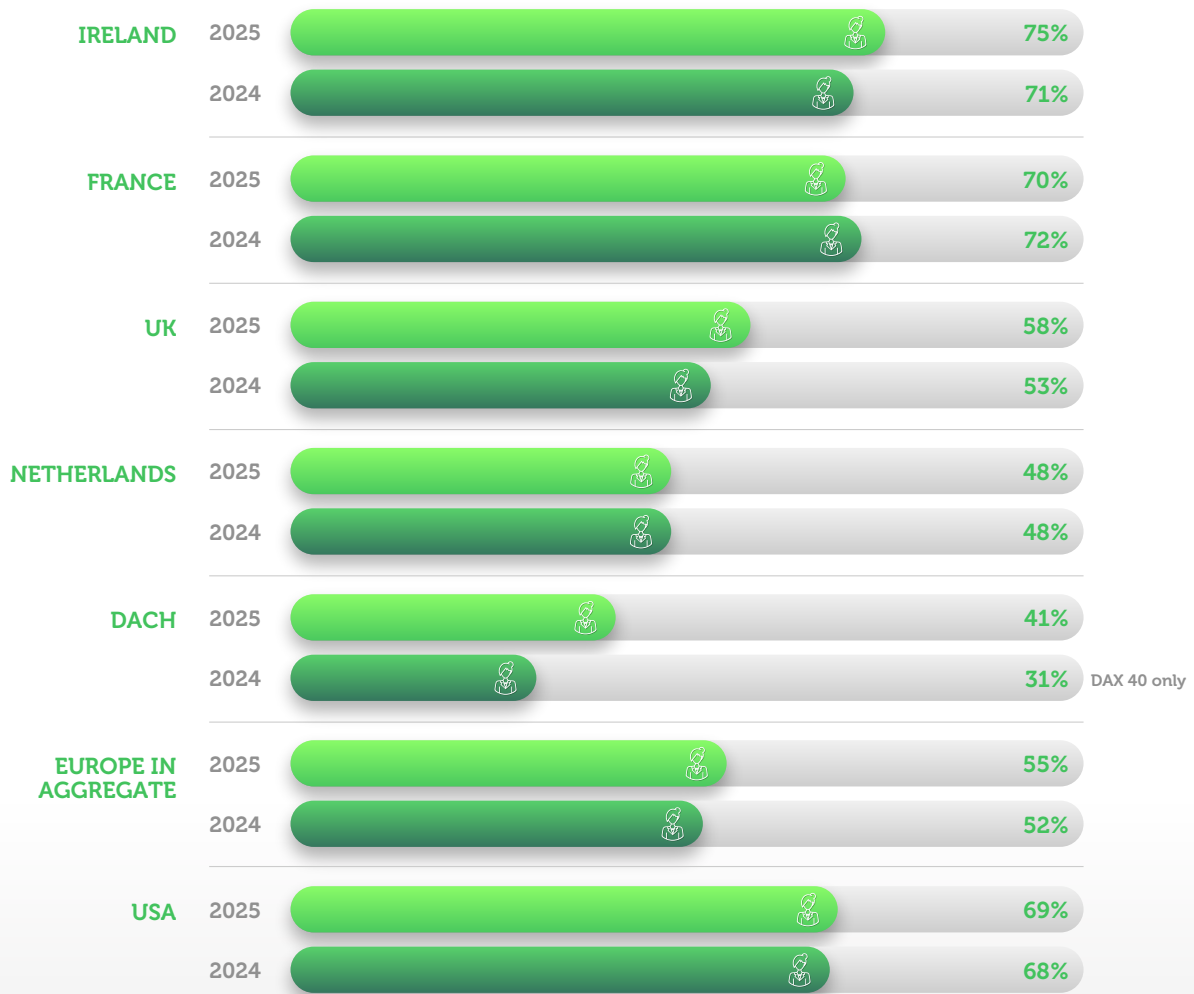


Rounded to nearest 1%

The overall gender balance of CCO post holders in the USA changed only slightly from 2024 to 2025, and the 3% increase in women in Europe was largely attributable to a greatly enlarged sample size, moving from Germany’s DAX 40 to 144 companies in the DACH region.

With the exception of Ireland, which is made volatile by a small data set, France leads Europe and rivals the USA for female leadership of the communications profession.

Female CCO Role Holders 2024-2025



Rounded to nearest 1%

PRESENTATION AND POSITIONING OF THE LEADERSHIP ROLE

Different countries tend to use different words in the titles of the leadership roles in the Corporate Affairs profession.

In Ireland there is little standardisation of titles. Many roles emphasize Corporate Affairs, Marketing, or Sustainability rather than

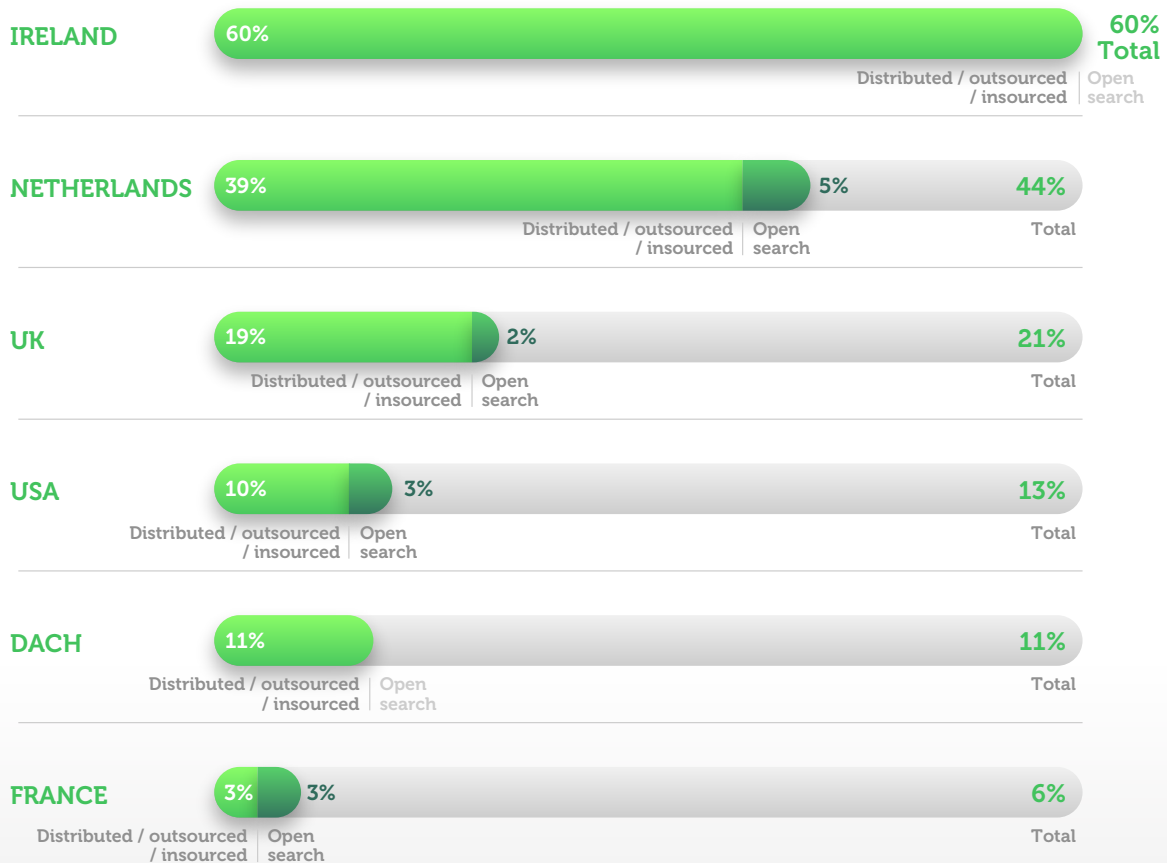
Communications, and words associated with seniority skew toward “Head”, “Director”, or hybrid roles rather than formal CCO designations. Only two roles carried a “Chief” title (Chief Corporate Affairs Officer & Chief Sustainability and Corporate Affairs Officer).

COMMUNICATIONS OUTSOURCING, OPEN VACANCIES, AND THE “NO CCO” OPTION

Ireland has an unusually high proportion of large companies for whom the principal customer bases are in other countries, and which therefore put

their main communications efforts geographically closer to the customer.

Communications Outsourcing 2025



Rounded to nearest 1%

All the Irish companies with in-house communications leadership are in the Consumer and Financial Services sectors. Out of the 11 companies in those two sectors, eight have clearly identified in-house Corporate Affairs or Communications leaders, one positions communications internally within a Company

Secretary function, and three out-source to external service providers.

Within the Technology, Energy, Healthcare, and Industrial players in the ISEQ 20, none have in-house Corporate Affairs leadership in Ireland.



PERSONAL INSIGHT

“Ireland is a point of contrast against the larger European markets. Highly decentralised and with no dominant model for Corporate Affairs, we have less consensus on the title than other countries and in some cases, the job is often “Corporate Affairs Plus” with additional responsibilities, including marketing. The Corporate Affairs approach is a great support in bringing those activities together coherently to drive results for the business. Recently we have seen a real priority on policy skills because that world has changed. It’s no longer just domestic regulators you know well, and the EU where things happen predictably through formal channels. When someone can send a tweet and change the regulatory world, it’s a way broader Corporate Affairs mind-set you need to bring to the game.”

Susie Farrell
Addison

CONCLUSION

With low CCO turnover in 2025, Ireland continues to stand apart from the larger European markets for its high degree of outsourcing and strong female representation, with few formal CCO titles and little standardisation. The communications function is valued operationally, but there is substantial headroom for developing the structure and positioning of the Corporate Affairs profession within Ireland's largest companies. With early signs of a resurgence in turnover volume in 2026, we are optimistic for future developments.



CCO TURNOVER STUDY 2026

Reports that build on last year's research, with richer insight due to over 1,000 companies analyzed across France, Ireland, Netherlands, the UK and the US, and the DACH region of Germany, Austria and Switzerland.

To request a copy of any edition of these reports, contact CASA at info@casa-partners.com, and we'll be happy to share them with you.

