A new image for manufacturing

Why changing young people’s views of the sector is key to addressing recruitment challenges in Northern Ireland.
The economic modelling in this report was based on 2016 prices, as this was the year for which the most up-to-date economic output data was available.
Survey respondents aged between 16 and 23 are referred to as ‘Generation Z’ throughout.
Boost skills to secure success

Barclays recently conducted extensive new research among UK workers and manufacturing decision makers. This report explores the implications for Northern Ireland in more detail.

Barclays’ research reveals:

• Only 6% of 16-23 year olds across the UK would consider manufacturing as a career.

• The Northern Ireland economy could gain significantly if more manufacturers take action to enhance training opportunities, forge education links and promote the sector’s career benefits. Barclays’ modelling suggests this could provide an extra 50% boost to annual output and double the sector’s employment growth by 2023.

External research and the experience of Northern Ireland business leaders suggest:

• Northern Ireland’s manufacturers are riding a wave of strong demand and rising output. But to maintain this positive picture, the sector needs to open up the supply of skills.

• Eight in ten employers are finding it hard to recruit to meet existing orders and future growth ambitions. These skills shortages are fuelling significant hikes in salaries.

• A diminishing number of migrant workers is one factor, but manufacturing is also grappling with a poor image among young people.

• Besides new training activities to make them more attractive as employers, many manufacturers in Northern Ireland are also accelerating their automation plans to counter their skills gaps.

• Others are finding that partnerships with education are bearing fruit. Several manufacturers have joined forces with further education colleges to provide fast-track training for particularly scarce skills such as welding.

• Other employers are turning to universities for access to skills they lack. Knowledge Transfer Partnerships see graduates embedded in a business to help deliver innovation.

46% of large businesses say skills shortages put a strain on workforces.

Only 6% of 16-23 year olds are contemplating a future in the sector.
The UK’s extra £6bn growth prize

Changing young people’s views of manufacturing is key to addressing its skills challenge.

Northern Ireland’s challenges are not unique. Right across the UK, the manufacturing sector must attract skilled, versatile and bright young people if it is to continue to thrive. Yet recent research published by Barclays reveals that the vast majority of the youngest workers see manufacturing careers as unappealing.

By targeting Generation Z, the group of people aged 16 to 23 born between 1995 and 2010, manufacturers could derive extra value—quantified in our economic modelling at an extra £6bn a year to the UK economy by 2023.

Skills shortages hit growth

UK manufacturers have significant recruitment needs, both to replace workers leaving as part of the natural cycle, and to support business growth with fresh talent. However, skills shortages remain a concern. More than a third of the 504 UK manufacturing leaders we surveyed reported that they receive plenty of applications for vacancies—but that a large number are from people lacking the required skills.

The consequences are damaging. Strain on existing workforces and lower staff morale lead to a vicious cycle as employees are more likely to leave. Productivity can also be hit. For a small but significant minority, skills shortages are leading to unfulfilled orders and declining revenue.

Careers fail to appeal

Against this background, it is imperative that manufacturing can attract bright people from the newest members of the workforce.

Our research suggests skilled tradespeople and experienced workers are in particularly high demand. More than one fifth of manufacturing companies lack advanced technology skills. The shortages are most acute in larger firms.

The overwhelming majority of this group see manufacturing careers as unappealing, according to our interviews with 2,012 people in the Generation Z age group.

Only 6% are considering a manufacturing career. This compares with 23% who are looking to digital/technology careers, for example, and 22% who are thinking of a future in IT/computing.

Young women are especially reluctant to consider a future in manufacturing. Just 3% of them would contemplate a career in the sector, compared with 9% of young men.

Perceptions from the past

In part, this outlook is due to an outdated image of manufacturing. For instance, young people see manufacturing as an environment where they might gain technical skills, or be required to show physical strength or dexterity. Relatively few realise the extent to which advanced technology now drives manufacturing.

In fact, the main features young people told us they are seeking in their career choices—opportunities to progress, good earnings, the chance to acquire digital skills, a chance to make a difference to society—might lead them naturally to manufacturing, if they had a more rounded view of the sector.
Rewards for reaching out

Our report suggests some methods manufacturers might deploy to help to generate that awareness, such as partnerships with universities, colleges and schools.

We commissioned economic modelling to predict how such action could help the sector. If manufacturers were to target Generation Z more directly and in greater numbers, there would be substantial gains: UK manufacturing value could grow by more than £18bn a year in real terms, £6bn higher than if recruitment follows current trends.

Every region of the UK, and every sub-sector of manufacturing, stands to gain in both output and employment. The modelling makes it clear that widening and deepening manufacturers’ involvement in strategies to address skills shortages could create significant benefits for companies and for the economy as a whole.

“The main features young people told us they are seeking in their career choices might lead them naturally to manufacturing, if they had a more rounded view of the sector.”

‘Show them the future’

“Those who work in manufacturing know what an exciting, diverse and booming sector it is,” says Helena Sans, Head of Manufacturing, Transport and Logistics at Barclays Corporate Banking. “Robotics, artificial intelligence and machine learning are in the process of transforming businesses in every sub-sector at an accelerating pace.

“If the sector is to thrive, we must let young people in on the secret – and show them a future in manufacturing.”

UK manufacturing could grow by over £18bn in real terms, an increase of 11.2% by 2023.
Northern Ireland’s resilience put to the test

Northern Ireland’s dynamic manufacturing sector is battling with scarce skills and soaring salaries. Adrian Doran, Head of Corporate Banking, Northern Ireland, looks at the root causes and potential solutions.

Despite several challenges, including the closure of major employers such as Schlumberger’s Newtownabbey site and Michelin’s Ballymena tyre factory, the overall confidence of Northern Ireland’s manufacturing community has not been dented.

In fact, the latest trends show continuing strong demand and rising output. In December, 80% of Northern Ireland manufacturers described their business as being in a position of growth, up from 72% just seven months earlier, while 89% said their business was profitable in 2018.

A critical contribution

This upbeat mood spells good news for the local economy. Manufacturing is especially important to Northern Ireland’s employment market, employing 10.7% of the workforce. Across the UK, only the East Midlands has a higher proportion at 12.6%.

However, many employers are finding it harder to hire the right people to secure the future growth of their business.

Unique factors at play

To a large degree, Northern Ireland’s manufacturing sector experiences the same skills pinch points as other parts of the UK. But its distinctive economy and geography add extra challenges for the area’s manufacturers.

Employers in all sectors across Northern Ireland face recruitment pressures on several fronts. In manufacturing and services alike, eight in ten businesses face challenges in finding new staff, according to a recent survey.

A separate study found that of all the UK regions, Northern Ireland employers have the least confidence in their ability to access employees across all skills levels.

Simple geography is an obvious factor. Relatively few migrants find their way from GB or continental Europe, and those who do tend not to be highly skilled.

Northern Ireland is also currently uniquely placed as the only region sharing a land border with Europe. This means that, practically speaking, employees can choose to work in Europe without having to uproot their lives and move. It remains to be seen how the outcome of Brexit will influence these factors.

Shortages drive up salaries

Meanwhile, manufacturing’s growth and skills shortages are pushing up salaries in Northern Ireland.

Recruitment consultancy Brightwater’s annual survey suggests salaries across engineering and manufacturing in Northern Ireland climbed by 5% to 16% in 2018, compared with 2% to 5% for salaries in all sectors.
Specialist roles such as Project Engineers and Environmental Engineers have seen especially steep salary rises of up to 28%. With their skills at a premium, engineers are able to pick and choose, with location becoming their most important factor, according to Brightwater.

A chance to grow faster

The lack of migrants means employers need to look to home-grown skills for their future recruits. In that respect, it is positive that many Northern Irish businesses already have strong links with colleges and schools, and report strong intentions to increase training investment.

If even more manufacturers were to follow this route, the rewards for Northern Ireland could be highly significant, according to Barclays’ research for this report.

Northern Ireland’s higher education sector is under-funded compared to GB, and this impacts the supply of highly skilled graduates to the economy. An increase in the current cap on local student numbers would help relieve some particular skills shortages.

More intensive and targeted recruitment initiatives – such as education partnerships, apprenticeships and graduate schemes – could gain more than £200m extra for Northern Ireland’s annual manufacturing output by 2023. This represents an increase of 50% over the predicted growth if no additional recruitment efforts were made.

Additional recruitment efforts would significantly boost the sector’s employment, adding 4,000 jobs, compared with 2,000 under the steady-state scenario.

Due to its resilience and its emphasis on education and training, Northern Ireland is already pointing the way for the UK manufacturing sector. Intensifying its investment in the workforce of the future could see the province consolidate and multiply its success.

More intensive and targeted recruitment initiatives could more than double expected growth in Northern Ireland’s annual manufacturing output by 2023.

Adrian Doran
Head of Corporate Banking
Northern Ireland
Skills shortage must not limit our ambition

Stephen Kelly, Chief Executive of Manufacturing Northern Ireland, reflects on the impact of current recruitment difficulties and offers some advice to manufacturing leaders.

Over the past couple of years, the planets have aligned for Northern Ireland’s manufacturers. Most companies are very busy, with 80% of firms responding to a recent Manufacturing Northern Ireland survey reporting growth.

Expansion brings its own challenges. Every business leader I speak to tells me they struggle to recruit people even to meet existing orders, far less to equip them for future ambitions. Over 40% told us recruitment is very difficult and a similar percentage describe it as quite difficult.

Unsurprisingly, salaries are soaring as a result. Most manufacturers pay well above the National Living Wage for the lowest paid staff, and this lifts the expectations of those at higher levels. Welders in Northern Ireland are earning more than teachers.

The skills shortage has begun to rival rising costs as one of the major issues facing our members – to the extent that I recently appointed a deputy chief executive with specific responsibility for skills, from leadership to apprenticeships.

**Shrinking migrant pool**

One of the factors driving the skills challenge is the number of EU migrants now returning from Northern Ireland to their homelands. Some are finding the currency exchange rates make it unviable to remain. Others sense the UK no longer offers a positive environment for foreign workers.

Those who leave are not being replaced in the same numbers by new migrants – and any new arrivals tend to have a lower skillset.

**Creating better workplaces**

Of course, entrepreneurs are resilient types. Many are responding creatively to these challenges.

Over half of respondents to our survey told us they are speeding up automation plans. Besides reviewing pay and benefit packages, many employers are also introducing training and development programmes to skill up existing workers, or to attract new ones.

Introducing more flexible shift patterns is a common measure too. More than one fifth of businesses are looking to recruit people with more diverse backgrounds or skills, and a similar number are widening their recruitment exercises beyond the local market.

**Education links are key**

In addition, several businesses across Northern Ireland have forged partnerships with colleges to address some of the most pressing skills shortages. These collaborations are producing new cohorts of qualified welders.

Engineering firms, in particular, are getting closer to local schools, sometimes providing equipment so that young people can get a taste of the technology used in everyday manufacturing.
There is more work to be done here by manufacturers. The sector needs to open its doors to show off the reality of modern manufacturing and the potential careers benefits.

Government has a big part to play too. Our neighbours in the Republic, with the fastest-growing economy in Europe, are an example of what can be achieved through an industrial policy that focuses on foreign investment and a massive investment in skills.

This means, for example, that even in rural parts of Donegal you can get a world-class technical education. It’s an approach that has borne tremendous fruit for the Irish economy.

**Facing the Brexit headwinds**

Labour issues are just the first aspect of the UK’s withdrawal from the EU to have an impact on our sector. Brexit is an existential issue for many manufacturers: whatever form it takes, it will add cost and complexity.

As they prepare to face these headwinds, I would make two recommendations to manufacturers. Firstly, uncertain times demand talented and committed leadership. Alongside investing in their workforces, leaders should set aside time to develop their own capabilities.

Secondly, in the uncertainty ahead it will be critical to be able to turn to good external advisers you can trust.

With continued commitment from manufacturers and support from policymakers, I believe Northern Ireland’s manufacturing sector can surmount its challenges and extend its winning streak.

Stephen Kelly
Chief Executive
Manufacturing Northern Ireland

“*What I see are positive workplaces with highly advanced technology and complex operations. Unfortunately, members of the public don’t have the benefit of this perspective.*”

Diversity adds value

More than one fifth of businesses are looking to recruit people with more diverse backgrounds or skills.
Survitec rides the recruitment waves

Survitec uses advanced technology to keep people alive in extreme situations. But even for the world’s biggest maritime safety business, the recruitment market can be a harsh environment.

Young visitors to Belfast’s Titanic Experience get the chance to find out how they would react if they were caught up in a modern-day iceberg collision and forced to abandon ship.

The schools workshop is designed to develop pupils’ problem-solving skills. Their experience gains added authenticity because the exercise plays out in real, state-of-the-art liferafts produced locally by Survitec.

The sponsorship of the workshop is an obvious fit for a company that specialises in marine safety products. For Survitec, it is also one of various ways in which it tries to showcase its activities to young audiences.

The business is aware that sparking an interest in manufacturing among young people is essential to the future of the sector, and to its own growth.

“I think it is quite hard to attract young people to a manufacturing operation,” says Judith Marrs, HR Manager at the global company’s Dunmurry head office.

“We have a low employee turnover and an ageing workforce. Most of our people are over 45, and a substantial number have spent over 25 years with us.

“We benefit hugely from their experience, the overall demographic is a concern, especially given the manual nature of much of the work.”

As education sponsor at Titanic, Survitec is closely involved in regular conferences and quizzes aimed at encouraging young people to take up STEM subjects.

Through Business in the Community, it also runs an annual ‘inspiration day’. This sees pupils from local secondary and grammar schools touring the premises and working in teams to devise new products.

For some pupils, this has a galvanising effect, as the company has discovered years later. “It takes a while to see the results,” Judith admits. “But people have applied for engineering roles with us, and mentioned at interview that they were once here for an inspiration day!”

Graduate initiative

Filling engineering vacancies is particularly tough at present, says Judith. Faced with rising salaries and a “candidate’s market” that has seen it lose some engineers to other employers, Survitec is presently working on a reward and recognition scheme, and has recently employed a compensation and benefits specialist tasked solely with reviewing salary grading structures and wider benefits.

“Our engineers work with clients to advise on specifications for new products,” Judith says. “A change of personnel can hamper that and potentially disrupt our ability to provide client satisfaction.”
And if people leave after a couple of years, it puts a big strain on the company while we try to complete the recruitment process and bring new people up to speed.

To try to ensure a more consistent supply of engineering talent, Survitec has set up a graduate sponsorship programme, in partnership with four universities local to Belfast and to the company’s Birkenhead base.

Engineering undergraduates do a summer placement and then spend their industry year working in the company; in return, Survitec meets their tuition fees.

“Ideally that will lead to future employment with us,” Judith says. “We’ve yet to complete a life cycle of the programme, but we have a number of people at different stages and it’s going well.”

Apprenticeship dilemma

Two engineering apprentices are also currently training with Survitec. The company is keen to extend apprenticeships to its manufacturing operations too, but the unique nature of the work creates a hurdle.

From materials-based engineering to the precision cutting, stitching and radio-frequency welding involved in assembly, Survitec’s 300 Dunmurry employees use many distinctive skills and processes in turning out safety-critical products for the marine and aerospace industries.

“We’ve found it frustrating to identify an apprenticeship framework that sits comfortably with our manufacturing processes,” Judith explains. “An off-the-shelf package won’t work for us. And as an employer who now pays the Apprenticeship Levy, we’ve found the lack of government support disappointing.

“We’re now working on this with Business in the Community and Belfast Met. However, to make it feasible for Belfast Met to commit suitable resources to oversee a programme, we would need to be able to commit to a substantial number of students.”

Meanwhile, the business is upgrading the support it provides to production newcomers:

“At present, new recruits in the factory learn by working alongside an experienced operator. We recognise we really need to up our game and put a more formal training process in place.”

Judith Marrs
HR Manager, Survitec
Transferring knowledge helps manufacturers address the skills gap

The Knowledge Transfer Partnerships programme has been helping UK businesses to improve their competitiveness and productivity through the better use of knowledge, technology and skills for the past 40 years. Each KTP is a three-way partnership between a company, recent graduate and an academic team, such as Queen’s University Belfast.

The Knowledge Transfer Partnership (or KTP) operated by Queen’s University Belfast and the Northern Ireland Technology Centre, has been pioneering innovation in the manufacturing industry for decades. Bringing together research capability and practical application, the programme creates benefits for businesses, students and the sector as a whole and is helping to address the industry’s skills gap.

“Businesses typically approach us with the seed of an idea and we build that into an opportunity,” says Colm Higgins, Head of the Northern Ireland Technology Centre (NITC). Lorraine Marks, Acting Head of KTP at Queen’s University, Belfast, adds: “Key to that process is ensuring that the quality of the application is maintained, that the project is innovative and that it will push the company, the university and/or knowledge more generally to another level”.

Encouraging ambition

With innovation very much at the forefront of the KTP, Queen’s University Belfast and the NITC work closely with businesses to scope out the future technology that can be utilised. “Throughout the six-to-eight week application process, we encourage companies to think bigger and to be more ambitious,” says Colm. In many cases that can be a whole new strategy, particularly for smaller firms. For many, innovation can be daunting, but as well as pushing the boundaries of what’s possible, it’s about considering what they can realistically achieve and what’s cost-effective. In that respect, the NITC’s sessions on using R&D tax credits have proved popular, particularly in offsetting high upfront costs.

Accessing advanced skills

For many of the businesses Colm and Lorraine encounter, project ideas could create significant growth, but many recognise that they don’t have the resources, skills or capabilities to develop the innovation or implement it. With the industry’s skills gap a national issue, Colm explains how the KTP is helping to address it. “The advanced manufacturing skills that many of our graduates have, and which are needed to effectively deploy innovative technological solutions, can be hard to recruit, particularly for SMEs. The KTP offers access to these skills, embedding a graduate within the business which has the capacity to deliver the innovation and R&D required.”
The KTP is very much a win-win for both businesses and graduates, and can be especially useful for SMEs. Often attracted by large firms, such as Jaguar Land Rover, Rolls-Royce or Bombardier, graduates can overlook SMEs and, says Lorraine, miss out on opportunities. “Far from being old school, many SMEs are keen to adopt innovation but can’t attract the skills or funding needed to achieve that. That’s where the KTP can help. Graduates employed by SMEs typically get a more hands on experience of processes from start to finish, so they can decide where they best fit.”

As well as showcasing SMEs interested in innovation, the KTP gives graduates an opportunity to shine and be noticed. “Generally, the KTP will be focused on a high-profile project and the graduate will be seen as driving that within the business,” says Lorraine.

Up-skilling a wider workforce

As well as marrying up SMEs hungry for the skills to utilise the latest technology that will enable them to compete with highly skilled graduates keen to develop their research into practical application, the KTP has had the additional benefit of up-skilling the region as a whole.

“The advanced manufacturing skills that many of our graduates have, and which are needed to effectively deploy innovative technological solutions, can be hard to recruit, particularly for SMEs.”
Colm Higgins

“Creating the workforce of the future

New state-of-the-art facilities are also on the horizon, helping the team reach a wider audience to showcase advanced manufacturing as a career choice for graduates and students interested in a technology-focused future. “Industry 4.0 is not coming; it’s already here,” explains Colm. “Businesses need to adopt digital technology and pursue innovation to compete. The KTP can support them through providing resources and skills to do that confidently.”

Supply chain success

One of the KTP’s big success stories has seen a collaboration between 10 companies within the supply chain of global aerospace business, Bombardier. As Bombardier increased its use of the latest digital technology, the need to take its smaller suppliers on the journey became increasingly important. Tighter process integration and an ability to share files across digital platforms would boost efficiency, but for some of the small precision engineering suppliers, this was a struggle.

“Many of these firms had grown organically from one-man bands and had lower-end CNC tools,” says Colm. “When one of them approached us, we could see that this was an issue for other suppliers too, and that an overarching, collaborative project could best help them meet the needs of the OEM.”

Starting out with five companies, there are now 10 working together as part of the KTP. “Across the lifetime of the project, the graduates transformed what began as a consultancy exercise into tangible benefits,” explains Lorraine. “The individual companies gained the skills and capabilities they needed to be as effective as Bombardier required.

The businesses also realised the benefits of collaboration, Colm adds. “The project enabled them to meet and talk openly about the issues they faced. They were all accessing and developing the specific skills they needed, so they weren’t competing for talent and it even provided them with a louder collective voice when talking to Bombardier.”

“Many SMEs are keen to adopt innovation but can’t attract the skills or funding”
Lorraine Marks
Forging a skills solution

Beset by a shortage of welders, four firms joined forces with a college in a drive to boost their local skills pool.

‘Welders wanted’, ‘Fitters required’, ‘Work available’. The signs springing up near the premises of mid-Ulster manufacturers tell a story of welcome growth in the area – and of a struggle to find the skills to meet demand.

Nugent Engineering in Dungannon, for instance, has seen its workforce surge from around 60 to 100 in the past five years, including 10 additional welders. But the number of qualified welders available is not meeting local demand.

“If you advertise a welding job, you don’t currently have the luxury of selecting from three or four candidates – one applicant is a good result,” says the company’s Production Manager, Leigh Falls.

In response, he has focused his recruitment efforts overseas. Nugent, which specialises in manufacturing trailers and agricultural machinery, has several staff from Eastern Europe on the payroll.

While some are now firmly settled in Northern Ireland, Leigh is concerned that Brexit will cause others to return to their home countries – and may close down future recruitment options.

College partnership

At a recent conference, mid-Ulster businesses agreed that welding was their biggest skills gap. Later, a group of companies joined forces with South West College to try to develop a solution. The college has strong local business links and runs a respected engineering programme.

The result was a Skills Academy for welders, supported by the Department for the Economy. Trainees would spend five weeks training at the college’s Dungannon campus, followed by a two-week work placement. On successful completion, trainees would be interviewed for a position with one of the firms.

Nugent signed up for the scheme, together with Mallaghan Engineering, Terex GB Ltd and Strickland Ireland.

The firms provided extensive input to the college element of the course, says Leigh, ensuring that practical skills would be covered: “I was eager that the trainees gained the basic skills, such as using common hand-held tools and being able to read drawings. This in tandem with the welding skills would make them much more desirable candidates.”

From selection to workplace

An impressive 120 applications were received for 12 places. Applicants were invited to an open day, where representatives of each firm presented their company’s credentials. The college then conducted interviews, asking applicants to state their employer preference.

Leigh Falls
Production Manager
Nugent Engineering
Meanwhile, with skills shortages not just in welding but in roles ranging from plasma operators to fitters, Leigh is seeking more efficient ways to meet demand.

“Lack of skills is always dragging us back a bit,” he admits. “In addition to educational partnerships, I firmly believe in the potential of automation in tackling this challenge. It’s one way we could look to step up production from the existing workforce.”

"If you advertise a welding job, you don’t currently have the luxury of selecting from three or four candidates – one applicant is a good result.”

Nugent interviewed six candidates referred by the college. Two were selected for the programme, and both were offered a permanent job at Nugent after completing the training.

Both of Nugent’s trainees were in their late 20s. “They had been doing unskilled work in factories, but they wanted to add skills to their repertoire,” says Leigh. “Now they are both qualified as welders, albeit through a fast-track course.”

Time well spent

Welder shortages remain an issue, due partly to rising demand and partly to a decline in numbers of trainees from welding schools. While Nugent’s input to the programme was time-consuming, “if I end up with a long-term employee, it will have been time well spent,” Leigh says.

He would be keen to repeat the initiative, possibly with a tweak to augment the work placement element, and believes it could usefully be applied to train workers in other skills.
Strategies for success

Manufacturers of all sizes and across all sub-sectors can address their skills gaps by gaining access to new talent – and the investment needn’t be huge in financial terms.

An apprenticeship is a long-term investment, but the right recruit can pay off by way of bringing new skills to your business. Most companies employing apprentices report benefits in productivity. If your business has not taken on an apprentice in the past year, you may be eligible for a grant to help you do so.

For businesses lacking in-house expertise to develop an idea, a Knowledge Transfer Partnership may be the solution. It creates three-way collaboration between a business, a university or research organisation, and a suitably qualified graduate to help realise an innovation project.

Universities and further education colleges are keen to offer students for placements, but the partnership potential goes much further. Most higher education institutions now have teams dedicated to business liaison. They could help you to identify academic partners, secure funding for an innovation project, or carry out research for which you lack in-house skills or time. They may also offer access to specialist equipment.

A partnership with local schools can help to deliver a skilled future workforce, while raising the profile of your business locally and going some way towards challenging misconceptions about manufacturing. It’s important to agree mutually beneficial goals – consider working through an external delivery partner or supporting an existing scheme. The CBI produces a guide.

New ways to market your business to Generation Z could include campaigns that appeal to digital natives, with an emphasis on mobile and app channels. Demonstrate how your company meets the top aspirations young people have for future employers, as revealed in our research. If possible, involve the target age group in drafting recruitment materials. And think of eye-catching ways to make your business stand out from the crowd, such as interactive displays tailored to careers events.
About the author

For further information and to find out how our sector-specialist team can support your business, please get in touch.

Adrian joined Barclays in October 2000 with a remit to grow the bank’s Corporate Banking business in Northern Ireland. Since then Barclays has led some of the largest financing transactions completed in the region, and is now recognised as a leading player in the market. The bank has relationships with over 40% of the province’s top 50 companies, and is now actively expanding into the SME sector. Barclays has nine branches across Northern Ireland and has also established a market leading wealth management business.

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Sources


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