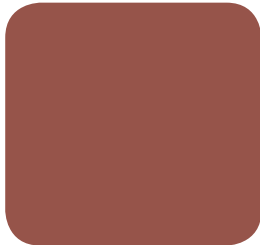
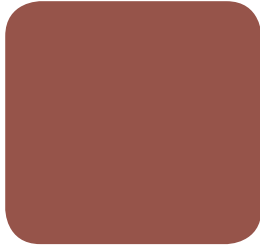




2017



National Guide to Pay and Benefits in Community, Voluntary and Charitable Organisations



To cite this report: Coughlan, A. & Dermody, A. (2017) *National Guide to Pay and Benefits in Community, Voluntary and Charitable Organisations 2017*. Community Foundation of Ireland, Dublin, 2017

Table of Contents

I. Foreword by Tina Roche, CEO of Community Foundation for Ireland	1
II. Executive Summary	2
Introduction	5
Methodology	5
Overview of the Guide	6
1 Profile of Participating Organisations	11
1.1 Sector	12
1.2 Area of Operation	12
1.3 Number Employees	12
1.4 Type of Employment (full and part-time)	13
1.5 Gender of Employees	13
1.6 Employee Turnover	14
1.7 Trade Union Membership	14
1.8 Organisational Income for 2016	15
1.9 Source of Funding for 2016	15
1.10 Boards of Management: Composition	16
2 Rates of Pay	17
2.1 Level 1: Head of Organisation / Chief Executive Level	18
2.2 Level 2: Function Head / Senior Manager	25
2.3 Level 3: Middle Manager	43
2.4 Level 4: Junior Manager/Assistant Manager/Team Leader/ Senior Professional	51
2.5 Level 5: Specialist/Professional Staff	55
2.6 Level 6: Semi-Professional & Administrative Staff	73
2.7 Level 7: Entry Level – Non-Professional Staff	82
3 Other Pay Information	91
3.1 Pay Policy	92
3.2 Increments	92
3.3 Pay Increases	93
3.4 Pay Increases in the Private Sector	93
3.5 Comparator Rates	94
3.6 Pay Ratios	99
4 Conditions of Employment	100
4.1 Pension Schemes	101
4.2 Overtime	102
4.3 Paid Leave	102
4.4 Sick Leave	105
4.5 Health Insurance	106
4.6 Educational Assistance	107
4.7 Maternity & Paternity Leave	109
4.8 Flexible Working Arrangements	110
4.9 Bonus Schemes	111
4.10 Canteen Facilities / Free Tea or Coffee / Mobile Phones	112
4.11 Mileage Allowance	112
4.12 Company Car/Car Allowance	113
4.13 Other Benefits	113
4.14 Spend on Training	114
4.15 Premia Payments	115

4.16 Measuring the Cost of Benefits	116
Bibliography	117
Appendices	118
Appendix A: Summary of Pay Rates by Job Title within Level for all Positions – with Five or More Cases	118
Appendix B: List of Job Titles within each Level	121
Appendix C: Copy of the questionnaire used in the survey	125
Appendix D: List of Participating Organisations	142

List of Pay Tables by Level and Job Title

All Level 1 Jobs: Annual Basic Pay	18
All Level 1 Jobs: Pension and Total Remuneration	19
Level 1: Chief Executive Officer Annual Basic Pay	20
Level 1: Chief Executive Officer Pension and Total Remuneration	21
Level 1: Manager Annual Basic Pay	22
Level 1: Director Annual Basic Pay	23
Level 1: Coordinator Annual Basic Pay	24
All Level 2 Jobs: Annual Basic Pay	25
All Level 2 Jobs: Pension and Total Remuneration	26
Level 2: Deputy CEO Annual Basic Pay	27
Level 2: Deputy CEO Pension and Total Remuneration	28
Level 2: Head of Finance Annual Basic Pay	29
Level 2: Head of Finance Pension and Total Remuneration	30
Level 2: Head of Human Resources Annual Basic Pay	31
Level 2: Head of Human Resources Pension and Total Remuneration	32
Level 2: Head of Fundraising Annual Basic Pay	33
Level 2: Head of Fundraising Pension and Total Remuneration	34
Level 2: Head of Advocacy Annual Basic Pay	35
Level 2: Head of Advocacy Pension and Total Remuneration	36
Level 2: Head of Services Annual Basic Pay	37
Level 2: Head of Services Pension and Total Remuneration	38
Level 2: Head of Operations / Development / Programmes Annual Basic Pay	39
Level 2: Head of Operations / Development / Programmes Pension and Total Remuneration	40
Level 2: Other Head of Function / Senior Manager (not elsewhere specified) Annual Basic Pay	41
Level 2: Other Head of Function / Senior Manager (not elsewhere specified) Pension and Total Remuneration	42
All Level 3 Jobs: Annual Basic Pay	43
Level 3: Administration Manager / Administrator Annual Basic Pay	44
Level 3: Project / Programme Manager / Coordinator Annual Basic Pay	45
Level 3: Finance Manager Annual Basic Pay	46
Level 3: Communications Manager Annual Basic Pay	47
Level 3: Services Manager / Centre Manager Annual Basic Pay	48
Level 3: Business Development Manager Annual Basic Pay	49
Level 3: Other Middle Manager (not elsewhere specified) Annual Basic Pay	50
All Level 4 Jobs: Annual Basic Pay	51
Level 4: Team Leader/Senior or Lead Professional Annual Basic Pay	52
Level 4: Assistant Manager Annual Basic Pay	53

Level 4: Other Junior Manager (not elsewhere specified) Annual Basic Pay	54
All Level 5 Jobs: Annual Basic Pay	55
Level 5: Development Worker/Officer Annual Basic Pay	56
Level 5: Fundraising Officer Annual Basic Pay	57
Level 5: Human Resources Executive/Officer Annual Basic Pay	58
Level 5: Project/Programme Worker/Officer Annual Basic Pay	59
Level 5: Childcare Worker (3 rd level/Hetac L7+) Annual Basic Pay	60
Level 5: Information Officer Annual Basic Pay	61
Level 5: Administrative Officer/Administrator Annual Basic Pay	62
Level 5: Family Support Worker/Support Worker Annual Basic Pay	63
Level 5: Training Officer/Teacher/Instructor Annual Basic Pay	64
Level 5: Nurse Annual Basic Pay	65
Level 5: Information Technology Executive Annual Basic Pay	66
Level 5: Accountant Annual Basic Pay	67
Level 5: Finance Officer Annual Basic Pay	68
Level 5: Communications/Media Officer Annual Basic Pay	69
Level 5: Psychologist/Counsellor Annual Basic Pay	70
Level 5: Youth Worker (3 rd level/Hetac L7+) Annual Basic Pay	71
Level 5: Other Specialist/Professional Staff (not elsewhere specified) Annual Basic Pay	72
All Level 6 Jobs: Annual Basic Pay	73
Level 6: Care Worker (with Fetac L5/L6) Annual Basic Pay	74
Level 6: Childcare/Youth Worker (with Fetac L5/L6) Annual Basic Pay	75
Level 6: Senior Secretary Annual Basic Pay	76
Level 6: Office Supervisor Annual Basic Pay	77
Level 6: Senior Accounts Officer Annual Basic Pay	78
Level 6: Senior Clerical Annual Basic Pay	79
Level 6: Senior Administrative Assistant/ Administrator Annual Basic Pay	80
Level 6: Other Semi-Professional/Administration Staff (not elsewhere specified) Annual Basic Pay	81
All Level 7 Jobs: Annual Basic Pay	82
Level 7: Junior Receptionist Annual Basic Pay	83
Level 7: Junior Administrative Assistant/Clerical Worker	84
Level 7: Driver Annual Basic Pay	85
Level 7: General Operative Annual Basic Pay	86
Level 7: Care Assistant Annual Basic Pay	87
Level 7: Cleaner/Housekeeper Annual Basic Pay	88
Level 7: Cook/Chef Annual Basic Pay	89
Level 7: Other Entry Level/Non-Professional Staff (not elsewhere specified) Annual Basic Pay	90

List of Other Tables

Profile of Participating Organisations

Table 1: Sector breakdown of organisations surveyed	12
Table 2: Area of operation	12
Table 3: Size breakdown of organisations surveyed	13
Table 4: Type of employment by size of organisation	13
Table 5: Gender by type of employment	13
Table 6: Employee turnover rate 2016.....	14

Table 7: Average and median turnover rate by size.....	14
Table 8: Trade union membership	15
Table 9: Organisation income for 2016	15
Table 10: Overall funding by source (N = 200)	15
Table 11: HSE funding breakdown	16
Table 12: Number of board members.....	16
Table 13: Gender composition of boards.....	16

Other Pay Information

Table 14: How decisions on pay rates are made (N = 207)	92
Table 15: Factors on which pay increases are based, when applied (N = 205)	92
Table 16: Details of pay increases, where given, in last 12 months	93
Table 17: Expected pay increases in next 12 months	93
Table 18: Sample of comparator pay rates in public sector.....	98

Conditions of Employment

Table 19: Organisation contribution to pension where all employees receive the same contribution	101
Table 20: Organisation contribution to pension where it is different for different levels	101
Table 21: Number of annual leave days where all employees receive the same	102
Table 22: Average number of basic annual leave days where entitlements vary across levels in the organisation	103
Table 23: Additional maximum days granted for length of service	103
Table 24: Additional paid leave related to Christmas/Easter break	104
Table 25: Number of paid days where a formal approach is taken to special/compassionate leave	104
Table 26: Formal sick leave schemes (where not in line with public sector scheme)	105
Table 27: Types of educational assistance and approach taken	107
Table 28: Details of organisations' contributions towards the cost of fees, where financial support is provided	107
Table 29: Study leave arrangements.....	108
Table 30: Time off to attend course	108
Table 31: Duration of commitment post study	109
Table 32: Minimum service requirement for maternity leave payment	110
Table 33: Paternity leave payments, over and above the statutory payment.....	110
Table 34: Type of flexible working arrangement in operation.....	111
Table 35: Amount of bonus payment.....	111
Table 36: Mileage allowance where civil service rate does not apply	112
Table 37: Company car allowance by level in organisation	113
Table 38: Other benefits provided	114
Table 39: Spending on training as a percentage of payroll for 2016	115
Table 40: Premia payments for Nights, Twilight, Saturday and Sunday	115

I. Foreword by Tina Roche, CEO of Community Foundation for Ireland

We are delighted to present the 3rd edition of the National Survey on Pay and Benefits in Community, Voluntary and Charitable organisations in Ireland. This survey report aims to assist those seeking to have a reference point for pay and benefits within the sector. We hope this will be a useful tool for you, especially in this time of growing sectoral change and associated increased responsibilities.

Our team at The Community Foundation for Ireland are delighted to have the opportunity to fund the project for the second time. We are very grateful for the support we received from The Wheel and their CEO, Deirdre Garvey in carrying out the survey. We're also thankful to Dóchas, Charities Institute Ireland and Pobal.

Thanks to Anne Coughlan (Independent HR Researcher) and Quality Matters for completing the work on our behalf. They designed the survey online and in hard copy, circulated the questionnaires, gathered and analysed the data and drafted the report. Once again they were great to work with and have provided us with another comprehensive report that we hope will help organisations across the sector create robust reward and recognition programmes.

Our sincere thanks go to all the organisations who participated in the survey. The report wouldn't be possible and as comprehensive without your time and commitment. We appreciate that it was a long and detailed survey, and we trust that you will find it was a worthwhile exercise given the quality and detail of the report.

Should you have any feedback on the report or suggestions for the next one in 2019 please let me know at troche@foundation.ie

Tina Roche, CEO

The Community Foundation for Ireland

www.foundation.ie

October 2017

II. Executive Summary

Section 1: Profile of Participating Organisations

- Some 249 organisations replied to the survey, employing a total of 9,192 workers, 61% of whom work full-time.
- While many respondent organisations operated across a number of areas of activity, for purposes of analysis the organisations were asked to state their main area of activity only. Out of 11 possible areas, two-thirds of respondents (67%) were engaged in Social Services, Health, or Education & Training.
- Around a third (32%) of organisations had between one and five employees and 28% had twenty or more employees.
- Almost seven out of ten (68%) employees in the survey were female. Some 65% of full time employees were female, as were more than seven out of ten (72%) part-time workers.
- The average turnover rate for 2016 was 10.1% overall, with a median rate of 2.5%, indicating large variations in turnover rates. More than four out of ten respondents had a zero turnover rate¹.
- Some 63% of organisations indicated that their staff were not members of a trade union. More than half of the workforce was unionized in only 6% of organisations.
- Just under half of the organisations (46%) in the survey had an annual income of less than €500,000 for 2016, while 30% had €1million or more.
- For all organisations, the average funding from government was 53.7% with the second highest contribution coming from donations, at 19.4%. Organisations also noted membership funding of 2.6%, fees of 9.5% and deposit interest 0.2% as sources of income. Some 14.6% of funding came from 'other' sources.
- Almost half (49%) of the organisations surveyed stated that they had between six and nine members on their Boards. Female representation on Boards of Management was, on average, just over half (51%) of all Board members. In 13 organisations, all members of the Board were female.

Section 2: Rates of Pay

- Pay data is analysed in a number of ways:
 - By level of responsibility (7 levels were outlined in the questionnaire)
 - By organisational characteristics (i.e. by size, sector and income)
 - By job title (for over 60 job titles - data is provided only in those cases where there were 10 or more instances of pay for a particular job title. Appendix A provides a brief summary of pay rates for all job titles in the survey, where there were 5 cases or more)

For all levels of responsibility within organisations, average pay rates and quartiles² are shown for Annual Basic Pay and, where a salary scales exist, averages are shown for the Minimum and Maximum Salary Points. For Levels 1 and 2 only (i.e. for Organisation Heads and Senior

¹ A large difference between the median and the average indicates a broad range of turnover rates. In addition to this, even a small number of staff leaving small organisations can significantly inflate the turnover rate.

² When rates of pay are listed from lowest to highest, some 25% of pay rates are lower than the Lower Quartile and 75% of rates are higher. For the Upper Quartile, some 25% of pay rates are higher than the Upper Quartile rate and 75% are lower.

Management), additional information is provided on Employer Pension contribution and Total Remuneration³.

In general, the survey found that average rates of pay increased with the size of the organisation and with the level of income.

Section 3: Other Pay Information

Pay Increases

- Some 34% of organisations surveyed gave a pay increase to some employees in the last 12 months (up from 28% in 2015). Some 27% of organisations stated that they planned to give a pay increase in the coming 12 months, but 32% stated they were unsure about whether they would give any increase in the coming year. More than four out of ten organisations (41%) said that they did not plan to give any pay increases.
- According to a recent IBEC report (October, 2016), approximately seven out of ten (71%) companies in the private sector stated that they planned to increase basic pay in 2017. The median pay increase is set to be 2%, similar to 2016, 2015 and 2014.

Comparator Pay Rates

- Pay rates were compared to those in the private sector for a sample of jobs. In the majority of cases, the pay rates in the Community, Voluntary and Charities sector were significantly below those of the private sector, particularly in relation to higher management grades.

Section 4: Conditions of Employment

- No contribution was made to a pension scheme for any employees in almost half (47%) of the organisations surveyed. Some 27% of the organisations in the survey did make a contribution for all employees and a further quarter (25%) made a contribution for some employees only. Where a contribution was made and where this was the same for all employees, the average and median contribution was 7.0%.
- The majority of employees (92%) were not paid for overtime working. However, three-quarters (75%) of organisations operated a *time in lieu* overtime policy.
- The average annual leave entitlement was 22.6 days per annum⁴. Just over a quarter (26%) of the organisations surveyed granted additional service leave days to the annual leave entitlement, with an average additional 4.5 days granted. More than half (53%) of the organisations in the survey granted additional paid leave at some time over the Christmas and Easter break.
- Around two-thirds of organisations (66%) took a formal approach to sick leave. Around a quarter (24%) of these organisations followed the Public Service Sick Leave Scheme. A range of other arrangements were in place in those organisations that did not follow the Public

³ Total remuneration is the total cash value of the remuneration package. This includes annual basic pay, the employer pension contribution, and any other cash payment (as applicable - such as the value of the employer contribution to any health insurance scheme in the current year; the annual car allowance for the current year or the cost to the organisation of a company car for the current year; any Christmas or other bonus paid at year end 2016, etc.)

⁴ This is the average from organisations where all employees have the same annual leave entitlement

Service Scheme, the most common being *Full Pay for a Specified Number of days – generally 10 or less*, and *Full Pay for 12/13 weeks/3 months*.

- Only 8% of organisations contributed to a health insurance scheme for employees.
- Almost six out of ten (57%) organisations surveyed provided some kind of financial support for their employees pursuing further education. In the majority of cases a discretionary approach was taken. In around a third (30%) of these organisations, the recipients of financial support were required to stay with the organisation for a specified period of time, following completion of their studies, or they had to reimburse the financial support provided.
- Just over four out of ten (43%) organisations made a contribution in addition to the statutory payment for maternity leave.
- Just over one in five (21%) organisations paid over and above the statutory payment for Paternity Leave. Employees remained on full pay/had their pay topped up to full pay for the 2 weeks in 41% of these cases.
- Eight out of ten (80%) organisations operated flexible working arrangements, mainly in the form of part-time work, flexi-time, or personalised hours.
- In 2016, 7% of organisations operate a bonus scheme for all employees and 8% have one for some employees.
- The average spend on training as a percentage of payroll for 2016 was 2.1%. However, more than half (55%) of organisations spent 1% or less on training.
- The inclusion of a range of benefits (e.g. pension, health insurance, paid maternity leave, provision of mobile phones, etc.), in addition to salary, are an important part of an employee's reward package. These benefits are not cost free. Understanding this and including the cost of benefits particularly when making funding applications, is obviously very important. Only one in six organisations (17%) in the survey stated that they measured the cost of benefits.

Introduction

Overview

This report provides information on pay and benefits in the non-profit sector that serves two primary functions. Firstly, for organisations seeking to provide quality services that are efficient and prove value for money, this report provides a benchmarking tool to support Boards of Management to determine fair and competitive pay rates for their staff, while continuing to provide much needed services, in most cases under significant budgetary constraints. The first sector pay survey report was originally published in 2009, but due to a lack of resources, there was no further research produced on this until the 2015 National Survey on Pay and Conditions of Employment in the Community, Voluntary and Charity sector. At that time, the economy was recovering from the long recession that began in 2008/2009. The recession saw a substantial rise in unemployment and in the numbers of households in consistent poverty, as well as declining average household incomes and significant cuts in public expenditure(2). Throughout the recession and with reduced resources, the community, voluntary and charity sector (hereafter referred to as non-profit organisations) continued to endeavour to meet the needs of marginalised communities who were growing in number and who were experiencing increased levels of deprivation and poverty. The drive to hire well-qualified, able staff to ensure optimal service provision for marginalised communities, while seeking efficiency and working within budgets is a challenge that is faced continually by management and Boards in non-profit organisations.

Secondly, the information in this report supports transparency in the non-profit sector. In recent years, increased regulation requirements from the Charities Act 2009, as well as widespread engagement with initiatives such as the Statement of Guiding Principles for Fundraising and the Governance Code(2, 3) show an increased drive amongst non-profit organisations in Ireland to be more transparent and accountable in relation to their finances and governance. An additional factor in the drive towards quality regarding governance and finance in the sector is the need to restore public confidence in non-profit organisations. A number of high profile governance failures raised questions about the integrity of the sector, drew public attention to the issue of pay and benefits in non-profit organisations, and anecdotally damaged fundraising and income for many organisations. This report provides an insight into the range of budgets, pay policies, payments and conditions in almost 250 organisations nationally and will hopefully serve to increase understanding and restore confidence. This report supports Boards and managers to make informed decisions that will serve the shared interests of their service users, staff and funders.

Responses to the Survey

In total there were 249 respondents to the survey. These organisations cumulatively employed 9,192 people (both full and part-time). There were also approximately 113,114 volunteers working with the organisations surveyed, which means that in total, over 122,000 people were working or volunteering in the organisations surveyed.

Methodology

Data Collection

The data for this report was collected through a survey that was distributed online and by post. The survey was disseminated by email from all sponsoring organisations to their membership databases between May and July 2017. Participants were given the option to take the on-line version of the survey, or to print out the questionnaire and return it by post. They also had the option to select two different versions of the questionnaire i.e. one for medium or large organisations, or a shorter version of the questionnaire for those employing 10 employees or less. In addition, to promote the response rate, the shorter version of the questionnaire was posted to a randomly selected list of 500 organisations from the Community Foundation for Ireland's client list. This has meant that for some questions the reported

responses are lower due to the information in question not being requested in the shorter version of the questionnaire. The survey was also promoted through Activelink, the national community and voluntary sector online network, and at The Wheel's national conference in July 2017.

Given the sensitive nature of some of the data requested from organisations in the survey, every care has been taken to ensure that no individual organisation is identifiable. In particular, the following considerations informed data collection and reporting:

- **Access to Data:** only the research team, Quality Matters and Anne Coughlan, had access to the data
- **Identifiable Job Information:** for the main pay tables section, detailed pay analysis is shown only where there were 10 cases or more for a particular job title. For the pay summary section (see Appendix A), where there were between 5 and 9 cases of any job, pay data is analysed by job title only (and not by organisational characteristics)

Review and Development of the Survey Instrument

This is the 3rd edition of the National Survey on Pay and Conditions of Employment in the Community, Voluntary and Charity sector (the 1st survey took place in 2008 and the 2nd in 2015). The 2015, questionnaire was designed with the assistance of representatives from across the sector. The questionnaire was again revised in 2017 based on responses to the 2015 survey, and in consultation with the survey sponsors. As a result, a number of changes were made, which are shown in the 2017 report. Changes to the 2017 questionnaire from the 2015 version included:

- a) The inclusion of data on Total Remuneration (and those elements e.g. pension, company car, bonus, etc. that were added to basic pay to arrive at a total remuneration package figure) for two groups - Level 1 Head of Organisation/Chief Executive and Level 2 Head of Function/Senior Manager
- b) The inclusion of an additional size breakdown category. In the 2015 survey report the final size breakdown was 20 or more employees. The 2017 report now includes data for organisations with 20 – 99 employees and 100 or more employees
- c) The merging of the 2015 Level 2 (Head of Function) and Level 3 (Senior Manager) into one level for the 2017 survey (now Level 2 – Head of Function/Senior Managers). For 2017, Level 3 is now the Middle Manager grade
- d) The introduction of a new Level 4 grade, which included Junior and Assistant Managers, Team Leaders and Senior Professional staff with some supervisory responsibilities
- e) The inclusion of new questions on Paternity Leave, the measurement of the cost of benefits and on whether the organisation receives funding from the HSE under Section 38 or 39.

Overview of the Guide

Section 1: Profile of Participating Organisations

Section 1 of the report provides an overview of the organisations who participated in the survey and includes information on size, sector, income, funding, trade union membership, turnover and staffing.

Section 2: Rates of Pay

Section 2 of the report presents collated data on rates of pay provided by all organisations, in a number of ways.

Categorisation a) By Level within an Organisation

Organisations were asked to categorise their employees under seven levels, which correspond to levels of seniority and responsibility within an organisation, as follows:

- **Level 1** Chief Executive: the most senior paid position in an organisation, who might also have a title such as Director or General Manager. This person has overall responsibility for the organisation and for the implementation of the organisation's operational strategy and reports directly to the Board
- **Level 2** Head of Function / Senior Manager: a staff member at this level has overall responsibility for a functional or regional area or for a particular activity. Their area of activity has an organisational wide impact. This role often has overall responsibility for policy development. Examples of titles included in this level are Deputy CEO, Head of Finances and Senior Manager
- **Level 3** Middle Manager: staff at this level manage a small department or have a specialist function. They have an excellent understanding of own area and how that area interacts with other areas of the organisation's work. They report to a Head of Function, a Director or to the Chief Executive in a smaller organisation. Examples of titles included in this level are Administration Manager and Communications Manager
- **Level 4** Junior Manager/ Assistant Manager/Team Leader: this level also includes Professional or Specialist staff that have line management responsibilities. Staff at this level might assist with the management of a department/specialist function. They report to a Middle or Senior Manager
- **Level 5** Specialist/Professional Staff: a staff member at this level delivers a specialist functional role and reports to a Head of Function, a Senior or Middle Manager (depending on the size of the organisation). Generally this person has a third level qualification (degree and/or Hetac L7/8 or 9) and professional knowledge/ understanding of their area/sector. They work independently and/or as part of a team. They may have responsibility for a small number of employees. Examples of titles included in this level are Project Worker, Counsellor, Development Officer, and Information Officer
- **Level 6** Semi-Professional & Administration Level: apart from two semi-professional grades (where the employee has Fetac L5/6) this is a promotional grade for Administration workers. Promotion to this grade is generally based on seniority in terms of service and/or performance. Examples of titles included in this level are Office Supervisor and Senior Accounts Officer
- **Level 7** Entry Level Non-Professional staff: this includes administration staff, maintenance staff, care workers, and catering staff, at entry level

Larger organisations were more likely to have employees at the seven levels, whereas smaller organisations may only have staff at one or two levels. While these levels may not have represented the exact structure in many organisations, it provided a framework through which general information about the various types of roles and levels across different sized organisations could be collectively understood. This in turn, helped to create a general picture of the sector in terms of remuneration for responsibilities.

In some instances, the placement of job titles and pay rates by respondents under different levels was revised by the research team. A number of factors were considered during this process, which included the spread of pay rates in the organisation, the size and number of positions included by the respondent, comparison with other organisations with similar positions, and the pay rates themselves.

Categorisation b) By Job Title

At each of the seven levels, a range of job titles were provided and respondents were asked either to categorise their staff under the existing job titles, or to provide other titles in an 'other' section. When

analysing these 'other' job titles, some were developed into new categories, where possible, to support analysis. However, many unique job titles provided by organisations may not be reflected in this final report, generally for reasons of confidentiality or because of insufficient occurrences of a particular job title. Please see Appendix B for a list of job titles included under each organisational level.

It is important to remember the diversity of the sector when looking at the survey results. Job titles do not necessarily mean the same thing across the different organisations included in the survey. For example, the head of an organisation can be called one of the following – a chief executive, a director, a general manager, or a coordinator, among others. A 'coordinator' in turn, can also be at senior or middle management level, or at a lower administrative level. An 'administrator' can be an office administrator, a programme administrator, or an overall organisational administrator, with salaries ranging from €20,000 to €60,000 or more per annum. For this reason, this survey report analyses the data on pay by job level, and by job title within each level by a further range of factors i.e. organisational characteristics.

Categorisation c) By Organisational Characteristics

Each job title is analysed by the following organisational characteristics:

- Organisational size (i.e. number of employees)
- Sector (i.e. main activity of organisation - only those sub-sectors with more than 10 cases were used)
- Income (i.e. total income from any source)

The pay data therefore, is analysed for all job titles where there were 10 or more cases within each responsibility level, across the three company characteristics (size, sector and income) and then for all jobs together within a particular level.

Annual Basic Pay

For each job type in the survey, information was requested on Annual Basic Pay @ 1st May 2017 and, where a salary scale existed for a particular job, the *Minimum* and *Maximum Salary Points* of that scale. The following data is shown for *Annual Basic Pay*:

- *Number of Cases*: The number of organisations providing data for the particular job type shown
- *Average*: The sum of Annual Basic Pay rates (for a particular job or level) divided by the number of cases
- *Lower Quartile*: 25% of Annual Basic Pay rates are lower than this rate and 75% are higher
- *Upper Quartile*: 25% of Annual Basic Pay rates are higher than this and 75% are lower. Some 50% of pay rates fall between the lower and upper quartile

Where a *salary scale* existed, the following information was also shown

- *Number of Cases*: The number of organisations providing data for the particular job type shown
- *Average Minimum Salary Point*: The sum of all of the minimum salary points (for a particular job or level) divided by the number of cases
- *Average Maximum Salary Point*: The sum of all of the maximum salary points (for a particular job or level) divided by the number of cases

Pension & Total Remuneration

For Level 1 (Head of Organisation) and Level 2 (Head of Function/Senior Manager) only, respondents were also asked to provide details of i) the Employer Pension Contribution (if applicable) and ii) the Total Cash Value of the Remuneration Package, which included the Annual Basic Pay + the Employer Pension Contribution + any other cash payment (as applicable - such as the value of the employer contribution to any health insurance scheme in the current year; the annual car allowance for the current year or the cost to the organisation of a company car for the current year; any Christmas or other bonus paid at year end 2016, etc.) Where more than 10 cases of Pension and Total Remuneration were reported, the following data is shown for *Pension*:

- *Number of Cases*: The number of organisations providing data on Employer Pension Contributions for the particular job type shown
- *Average*: The sum of all of the Employer Pension Contributions (for a particular job or level) divided by the number of cases

For *Total Remuneration*, the following information is shown:

- *Number of Cases*: The number of organisations providing data on Total Remuneration for the particular job type shown
- *Average*: The sum of all of the total remuneration data (for a particular job or level) divided by the number of cases
- *Lower Quartile*: 25% of Total Remuneration packages are lower than this rate and 75% are higher
- *Upper Quartile*: 25% of Total Remuneration packages are higher than this and 75% are lower. Some 50% of pay rates fall

Notes on Reported Pay Data

- *Full-Time Pay*: All rates of pay shown in the report are for full-time hours. For comparison purposes, all rates of pay have been converted to full-time rates (i.e. where a part-time rate of pay was given, this rate was adjusted to reflect full-time hours). The full-time hours used to calculate the full-time rate was 35 hours (the most common occurring number of hours worked by employees in the survey). If it was made clear that an employee only worked for a portion of a year, the rate was converted to that of a full year.
- *Time Period*: Information on rates of pay was provided as of May 1st 2017.
- *Excluded Data*: Where a rate of pay was shown that was below the minimum wage (when converted to an hourly rate), the data was not included in the analysis. In the rare case that this happened, it was obvious that the rate shown was for someone who only worked for a certain number of weeks in the year. It was not therefore appropriate to use the rate shown for the full year because in many cases payment for short-term contract does not necessarily reflect the standard rate of pay for that role for a full-time worker.
- *Community Employment*: Rates of pay for employees on Community Employment Schemes were also not included in the report.
- *Calculating Annual Basic Pay*: Where no *Annual Basic Pay* was provided, but the *Minimum* and *Maximum Salary Points* were provided, the mid-point of the salary scale was calculated and used as the *Annual Basic Pay rate*, for the purposes of the analysis.
- *Number of Cases*: No pay data is shown where there is only one case for a particular breakdown. Upper and Lower Quartile rates of pay are not shown where there are less than four cases.
- *Missing Data*: For the first section on pay, the data is analysed by size (i.e. number of employees), sector type, and organisational income level. The number of cases in each section breakdown (i.e. by size, sector and income) may not always equal the total number of cases. The reason for this is that a small number of organisations did not provide details as to their size, sector and income.
- *More Than One Possible Scale or Condition*: Where new pay scales or conditions of employment were recently introduced for new entrants, respondents were asked to include the most recent information in the survey.
- *Multiple Pay Rates for One Role*: Where respondents had more than one employee for a particular job title, they were asked to enter the average actual rate of pay under the *Annual Rate of Pay* heading.

Section Three: Other Pay Information

This section covers a number of other pay-related issues. Pay policy investigates how basic pay is determined. Information on salary increases (previous and expected) and increments are provided, as are pay increases in the private sector. The section also provides a brief overview of comparators for a sample of levels and positions between the non-profit sector, and the public and private sectors. Finally, information is provided on pay ratios.

Section 4: Conditions of Employment/Benefits

Information on benefits and conditions of employment is provided for the following areas:

- Pension schemes
- Overtime
- Paid leave (including holidays, service and compassionate leave)
- Sick leave
- Health insurance
- Educational assistance
- Maternity leave
- Paternity leave
- Flexible working arrangements
- Bonus schemes
- Canteen facilities
- Mileage allowance
- Company car
- Car allowance
- Premia payments
- Other benefits

Appendices

Appendices are provided that detail the following:

- A summary of pay rates by job title within each level, where there were 5 or more cases
- A listing of the various job titles included under each level
- A copy of the original questionnaire
- An alphabetical listing of all survey participants

1 Profile of Participating Organisations

1.1 Sector

Respondents were asked to identify their main areas of activity, even though a number of organisations operate across a variety of areas. The questionnaire included 10 categories of activity and an 'Other' option. Details are shown below in Table 1. For purposes of any further analysis, where less than 10 cases were identified for a particular sector, these were re-classified as 'Other'. An example of organisations classified as 'Other' are volunteering organisations.

Table 1: Sector breakdown of organisations surveyed

Sector	Number	(%)
Advocacy, Law & Politics	8	(3)
Arts, Culture & Heritage	24	(10)
Housing & Homelessness	10	(4)
Education & Training	32	(13)
Environment	3	(1)
Health ⁵	48	(19)
International Development	20	(8)
Research	2	(1)
Social Services ⁶	88	(35)
Sports & Recreation	5	(2)
Other	9	(4)
Total	249	(100)

The most commonly identified areas of primary activity were Social Services (35%), Health (19%) and Education & Training (13%).

1.2 Area of Operation

A significant majority of organisations were operating in Ireland (94%), while 10% of organisations were operating in Northern Ireland, and 17% internationally. Please note - the percentages add up to more than 100% because a number of organisations operate in more than one jurisdiction. See Table 2, below.

Table 2: Area of operation

Area of Operation	No. of Organisations	(%)
Republic of Ireland	233	(94)
Northern Ireland	26	(10)
International	41	(17)

1.3 Number Employees

A total of 9,192 employees were employed by the organisations that participated in the survey. As illustrated in Table 3 overleaf, the majority of organisations (55%) had fewer than ten employees

⁵ Health includes general and specialist health service providers including drug and alcohol support services

⁶ Social services includes client facing community, youth and family information & support services, local development organisations and local employment services

(including 13 organisations who had no employees), though two-thirds of employees (67%) were employed in organisations with a hundred or more employees.

Table 3: Size breakdown of organisations surveyed

Size of Organisation	No. of Organisations	(%)	Total No. of Employees	(%)
No paid employees	13	(5)	0	(-)
1 - 2 employees	32	(13)	51	(1)
3 - 5 employees	48	(20)	189	(2)
6 - 9 employees	43	(18)	329	(4)
10 - 19 employees	40	(16)	588	(6)
20 - 99 employees	47	(19)	1,882	(20)
100 + employees	23	(9)	6,153	(67)
Not stated	3	(1)	-	-
Total	249	(100%)	9,192	(100%)

1.4 Type of Employment (full and part-time)

Table 4 shows the total number of full and part time employees working in the participating organisations in each of the organisational size categories. Overall, there were more full-time employees (61%) than part-time (39%) employees in the organisations surveyed.

Table 4: Type of employment by size of organisation

Size of Organisation	Type of Employment				Total All Employees
	No. of Full-time Employees	(%)	No. of Part-time Employees	(%)	
1 - 2 employees	30	(1)	21	(1)	51
3 - 5 employees	89	(2)	100	(3)	189
6 - 9 employees	163	(3)	166	(5)	329
10 - 19 employees	326	(6)	262	(7)	588
20 - 99 employees	1,259	(22)	623	(17)	1,882
100 + employees	3,754	(67)	2,399	(67)	6,153
All	5,621	(61)	3,571	(39)	9,192

1.5 Gender of Employees

Table 5 indicates that almost seven out of ten (68%) employees in the survey were female and 29% were male, while 65% of full time employees were female as were some 72% of part-time workers.

Table 5: Gender by type of employment

Type of Employment	Gender				
	No. of Male Employees	(%)	No. of Female Employees	%	Not stated
Full-time	1,838	(69)	3,675	(59)	108
Part-time	835	(31)	2,569	(41)	167
Total (9,192)	2,673	(29)	6,244	(68)	275
					(3%)

1.6 Employee Turnover⁷

As illustrated in Table 6 below, a significant number of organisations (44%) did not have any employee turnover in 2016. The average turnover rate for that year was 10.1%. It is important to bear in mind when reading the figures below, that the size of an organisation has a significant impact on a turnover rate. For example, the loss of 2 employees in an organisation of 100 employees would be 2%, whilst if the organisation had only 4 employees in the first place, the turnover figure would be 50%. For this reason, presenting both the median as well as the average is important.

Table 6: Employee turnover rate 2016

Employee Turnover Rate	(%) of Organisations
0%	(44)
0.1 - 4.9%	(11)
5 - 9.9%	(10)
10 - 19.9%	(18)
20% or more	(18)
Total (N=168)⁸	100%
Average	10.1%
Median	2.5%
Lower Quartile	0.0%
Upper Quartile	14.0%

Table 7 provides details of turnover within different size groupings. From this we can see that the median turnover rate (i.e. when rates are listed from highest to lowest, some 50% of turnover rates are higher than this and 50% are less), is 0% for the first three size groupings. (N=163, as five organisations who provided information for employee turnover, did not do so for organisation size)

Table 7: Average and median turnover rate by size

Size of organisation	(No. of Cases)	Average %	Median %
1 - 2 employees	(19)	8.0	0.0
3 - 5 employees	(32)	13.7	0.0
6 - 9 employees	(33)	9.4	0.0
10 - 19 employees	(28)	10.1	7.2
20 - 99 employees	(34)	9.9	8.6
100 or more employees	(17)	9.8	10.0

1.7 Trade Union Membership

Table 8 overleaf analyses the take up in membership of trade unions within the responding organisations. Take up of membership of trade unions in the sector is low with only 6% of the organisations having more than half of their work force unionized, and 63% of organisations stating that none of their staff were unionised.

⁷ This is calculated by taking the number of permanent employees who left the organisation voluntarily in 2016 (excluding redundancies and dismissals) and expressing this as a percentage of the permanent employees working in the organisation at the start of 2016. Contract employees are not included in this calculation.

⁸ N = the number of people who answered this question

Table 8: Trade union membership

Membership of a Trade Union	No. of Organisations	(%)
No	157	(63)
Less than 50%	52	(21)
Approximately 50%	17	(7)
More than 50%	8	(3)
Most or all	8	(3)
Not stated	7	(3)
Total	249	100

1.8 Organisational Income for 2016

Almost half of the organisations (46%) in the survey had an annual income of less than €500,000 for 2016, while just under a third (30%) had €1million or more. This is shown below in table 9.

Table 9: Organisation income for 2016

Annual Income	No. of Organisations	(%)
Less than €100,000	33	(13)
€100,001 – 250,000	48	(19)
€250,001 – 500,000	33	(13)
€500,001 – 1,000,000	28	(11)
€1,000,001 – 5,000,000	50	(20)
€5,000,001 – 10,000,000	11	(4)
More than €10,000,000	14	(6)
Not stated	32	(13)
Total	249	(100)

1.9 Source of Funding for 2016

An average breakdown of the funding received in 2016 by the organisations surveyed is shown in Table 10. For all organisations, the average funding from government was 53.7% with the second highest contribution coming from donations, at 19.4%. Organisations also noted membership funding of 2.6%, fees of 9.5% and deposit interest of 0.2% as sources of income.

Table 10: Overall funding by source (N = 200)

Funding Source	Average % of Funding
Government	53.7
Donations	19.4
Membership	2.6
Deposit interest	0.2
Fees	9.5
Other ⁹	14.6
Total	100

⁹ Other sources of funding mentioned included private sponsorship/corporate donations, fundraising, sales/earned income/business activity, industry grants and rent

Table 11: HSE funding breakdown

Type of HSE Funding	N=	(%) of Organisations in Receipt of This HSE Funding
Section 38	160	(9)
Section 39 - less than €250,00	160	(30)
Section 3 - more than €250,000	144	(21)

1.10 Boards of Management: Composition

In terms of the composition of Boards of Management among the organisations surveyed, the majority of organisations (83%) had between six and nineteen members, with 49% of organisations reporting that they had between six and nine board members. This is shown in Table 12.

Table 12: Number of board members

Number of Board Members	No. of Organisations	(%)
2 - 5 members	33	(13)
6 - 9 members	121	(49)
10 - 19 members	86	(35)
20 or more	2	(1)
Not stated	7	(3)
Total	249	(100)

In terms of the gender composition of boards, almost half (47%) of all organisations had fewer than 50% female board members and just over half (51%) had 50% or more female board members as illustrated in table 13.

Table 13: Gender composition of boards

Female Board Members	No. of Organisations	(%)
No female board members	6	(2)
Fewer than 25%	21	(8)
25% - 49%	89	(36)
50%	19	(8)
51% - 69%	59	(24)
70% - 99%	35	(14)
100%	13	(5)
Not stated	7	(3)
Total	249	(100)

2 Rates of Pay

2.1 Level 1: Head of Organisation / Chief Executive Level

This is the most senior paid position in the organisation. A wide range of job titles are relevant to this position, such as CEO, General Manager, Director, etc. The person in this position has overall responsibility for the organisation and for the implementation of the organisation's operational strategy. He/she reports directly to the Board.

All Level 1 Jobs: Annual Basic Pay

All Level 1 Jobs (202 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	18	40,277	30,000	50,000	4	33,737	47,565
3 - 5 employees	44	49,319	40,337	55,657	11	46,279	58,149
6 - 9 employees	38	52,869	39,737	58,682	11	47,044	57,813
10 - 19 employees	36	65,272	51,434	79,357	11	59,570	75,233
20 - 99 employees	44	82,006	69,250	98,935	9	72,342	97,352
100 or more employees	22	101,587	91,822	113,009	8	83,775	103,631
Sector							
Arts, Culture and Heritage	18	53,427	41,250	55,375	3	47,274	56,279
Housing & Homelessness	8	86,877	71,411	110,000	4	71,772	88,016
International Development	18	75,386	60,000	99,000	3	68,704	80,376
Education & Training	28	66,902	52,042	83,000	7	59,112	82,102
Health	38	70,178	49,978	85,000	8	64,856	82,093
Social services	67	58,062	39,945	73,366	21	48,658	63,744
Other	25	66,126	48,289	80,000	8	68,572	83,312
Income (€)							
Less than 100, 000	16	36,537	29,700	40,262	4	33,737	47,565
100,001 - 250,000	39	44,304	35,000	49,978	11	41,450	54,662
250,001 - 500,000	30	51,714	46,496	55,800	10	46,871	58,576
500,001 - 1,000,000	25	61,185	50,000	72,800	7	63,175	78,824
1,000,001 - 5,000,000	50	80,018	68,919	89,250	13	66,185	84,116
More than 5,000,000	24	99,980	96,750	114,857	7	89,247	113,863
All Organisations	202	64,837	45,442	82,438	54	58,112	74,048

All Level 1 Jobs: Pension and Total Remuneration

Where details were provided of employer pension contribution + other cash payments only

All Level 1 Titles (102 Cases)	No. of Cases	Employer Pension Contribution	* Total Cash Value of Remuneration Package €		
		Average €	Average €	Lower Quartile €	Upper Quartile €
Size of Organisation					
1 - 2 employees	5	3,676	51,167	37,800	58,725
3 – 5 employees	14	4,288	55,203	46,200	60,756
6 – 9 employees	16	5,761	70,790	56,971	81,609
10 – 19 employees	19	5,202	72,099	58,880	90,510
20 - 99 employees	30	7,079	95,628	85,600	112,614
100 or more employees	18	8,605	117,519	106,425	129,600
Sector					
Arts, Culture and Heritage	7	5,580	71,531	46,200	107,712
Housing & Homelessness	7	6,393	102,687	88,325	129,600
International Development	13	8,331	94,763	81,000	108,455
Education & Training	14	5,441	77,505	58,162	91,752
Health	14	6,905	97,130	78,730	117,600
Social services	30	5,883	76,977	51,700	104,500
Other	17	5,604	77,043	60,854	85,600
Income (€)					
Less than 100, 000	2	3,500	48,263	37,800	58,725
100,001 - 250,000	10	3,650	48,073	43,700	51,700
250,001 - 500,000	17	4,412	56,730	52,830	62,575
500,001 - 1,000,000	11	4,044	66,708	58,162	82,217
1,000,001 - 5,000,000	36	6,977	91,632	78,740	105,684
More than 5,000,000	21	8,843	116,221	107,852	120,448
All Organisations	102	6,242	83,484	58,619	107,976

* Total Cash Value of Remuneration Package = Annual Rate of Pay + Employer Pension Contribution + any other cash payment (e.g. the value of the employer contribution to health insurance in the current year; the annual car allowance for the current year or the cost to the organisation of a company car for the current year; any Christmas or other bonus payment paid at year end 2016).

Level 1: Chief Executive Officer Annual Basic Pay

Level 1: CEO (126 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	10	42,392	34,000	51,000	4	33,737	47,565
3 - 5 employees	15	55,358	41,250	64,000	3	57,858	71,657
6 - 9 employees	15	65,353	51,000	80,000	5	49,536	62,320
10 - 19 employees	25	70,533	60,000	81,000	8	67,906	82,537
20 - 99 employees	39	84,972	75,000	100,000	9	72,342	97,352
100 or more employees	22	101,587	91,822	113,009	8	83,775	103,631
Sector							
Arts, Culture and Heritage	10	50,004	35,000	50,000	1	31,821	50,837
Housing & Homelessness	7	93,574	76,790	120,000	4	71,772	88,016
International Development	16	78,559	62,000	99,250	3	68,704	80,376
Education & Training	20	72,767	54,267	85,754	6	62,863	86,374
Health	28	79,946	59,798	99,438	7	68,027	86,447
Social services	30	75,123	54,547	97,992	9	59,956	78,274
Other	15	79,147	55,800	89,250	7	71,818	87,209
Income (€)							
Less than 100, 000	8	40,125	32,000	50,675	4	33,737	47,565
100,001 - 250,000	10	56,149	44,459	64,000	2	45,910	70,575
250,001 - 500,000	13	54,677	51,000	59,595	5	49,001	60,782
500,001 - 1,000,000	18	64,102	50,000	75,619	6	67,604	82,549
1,000,001 - 5,000,000	40	84,165	76,857	92,874	11	69,774	88,699
More than 5,000,000	23	102,560	98,500	115,000	7	89,247	113,863
All Organisations	126	75,767	54,910	95,447	37	65,425	83,306

Level 1: Chief Executive Officer Pension and Total Remuneration

Where details were provided of employer pension contribution + other cash payments only

Level 1: CEO (77 Cases)	No. of Cases	Employer Pension Contribution	* Total Cash Value of Remuneration Package €		
		Average €	Average €	Lower Quartile €	Upper Quartile €
Size of Organisation					
1 - 2 employees	4	3,971	52,815	37,768	67,863
3 – 5 employees	4	5,516	73,061	61,846	84,275
6 – 9 employees	11	6,235	74,660	56,192	88,900
10 – 19 employees	12	5,704	78,028	65,450	91,131
20 - 99 employees	28	7,353	97,557	87,623	112,931
100 or more employees	18	8,605	117,519	106,425	129,600
Sector					
Arts, Culture and Heritage	4	6,079	72,264	44,650	99,879
Housing & Homelessness	7	6,393	102,687	88,325	129,600
International Development	12	8,716	96,184	81,750	110,535
Education & Training	11	6,075	82,757	58,300	93,347
Health	13	7,298	101,707	78,750	117,600
Social services	18	6,817	93,259	77,000	113,248
Other	12	6,473	86,231	62,400	97,776
Income (euros)					
Less than 100, 000	2	3,500	48,263	.	.
100,001 - 250,000	2	4,420	59,670	.	.
250,001 - 500,000	9	4,470	59,009	55,852	62,575
500,001 - 1,000,000	7	4,564	71,856	64,900	85,325
1,000,001 - 5,000,000	31	7,265	94,094	84,000	110,250
More than 5,000,000	21	8,843	116,221	107,852	120,448
All Organisations	77	6,958	92,312	68,782	112,931

* Total Cash Value of Remuneration Package = Annual Rate of Pay + Employer Pension Contribution + any other cash payment (e.g. the value of the employer contribution to health insurance in the current year; the annual car allowance for the current year or the cost to the organisation of a company car for the current year; any Christmas or other bonus payment paid at year end 2016).

Level 1: Manager Annual Basic Pay

Level 1: Manager/General Manager (36 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	4	35,921	27,000	44,842	0	.	.
3 - 5 employees	12	40,224	33,790	46,645	2	45,724	53,668
6 - 9 employees	11	41,433	32,000	55,000	1	.	.
10 - 19 employees	6	45,454	40,000	46,000	0	.	.
20 - 99 employees	3	51,947	.	.	0	.	.
100 or more employees	0	.	.	.	0	.	.
Sector							
Arts, Culture and Heritage	1	.	.	.	0	.	.
Housing & Homelessness	1	.	.	.	0	.	.
International Development	0	.	.	.	0	.	.
Education & Training	4	46,118	34,362	57,875	0	.	.
Health	7	38,200	27,750	48,000	0	.	.
Social services	16	41,841	34,750	47,421	2	43,842	53,123
Other	7	43,481	31,434	58,429	1	.	.
Income (€)							
Less than 100, 000	7	31,971	26,250	39,112	0	.	.
100,001 - 250,000	13	38,252	32,000	45,000	2	45,724	53,668
250,001 - 500,000	8	48,692	41,337	57,688	1	.	.
500,001 - 1,000,000	3	51,280	.	.	0	.	.
1,000,001 - 5,000,000	3	53,272	.	.	0	.	.
More than 5,000,000	0	.	.	.	0	.	.
All Organisations	36	41,964	32,000	48,703	3	44,511	54,092

Data on Pension and Total Remuneration are not shown for this position, because there were fewer than 10 cases of pension details provided.

Level 1: Director Annual Basic Pay

Level 1: Director (18 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	2	33,791	.	.	0	.	.
3 - 5 employees	8	54,188	45,264	60,250	1	.	.
6 - 9 employees	5	51,347	45,858	55,375	2	55,000	59,000
10 - 19 employees	1	.	.	.	0	.	.
20 - 99 employees	2	69,250	.	.	0	.	.
100 or more employees	0	.	.	.	0	.	.
Sector							
Arts, Culture and Heritage	7	59,522	45,858	68,500	2	55,000	59,000
Housing & Homelessness	0	.	.	.	0	.	.
International Development	2	50,000	.	.	0	.	.
Education & Training	2	63,264	.	.	0	.	.
Health	0	.	.	.	0	.	.
Social services	5	47,895	39,945	58,000	1	.	.
Other	2	55,791	.	.	0	.	.
Income (€)							
Less than 100, 000	0	.	.	.	0	.	.
100,001 - 250,000	5	38,405	26,500	41,581	0	.	.
250,001 - 500,000	6	48,986	45,858	52,532	2	50,713	57,626
500,001 - 1,000,000	0	.	.	.	0	.	.
1,000,001 - 5,000,000	5	73,159	68,500	74,000	1	.	.
More than 5,000,000	0	.	.	.	0	.	.
All Organisations	18	55,235	43,395	68,875	3	52,142	58,417

Data on Pension and Total Remuneration are not shown for this position, because there were fewer than 10 cases of pension details provided.

Level 1: Coordinator Annual Basic Pay

Level 1: Coordinator (15 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	1	.	.	.	0	.	.
3 - 5 employees	7	45,338	40,149	49,978	5	39,525	52,015
6 - 9 employees	5	42,760	39,727	40,655	3	39,240	50,467
10 - 19 employees	2	52,156	.	.	2	37,711	55,399
20 - 99 employees	0	.	.	.	0	.	.
100 or more employees	0	.	.	.	0	.	.
Sector							
Arts, Culture and Heritage	0	.	.	.	0	.	.
Housing & Homelessness	0	.	.	.	0	.	.
International Development	0	.	.	.	0	.	.
Education & Training	0	.	.	.	0	.	.
Health	2	50,437	.	.	1	.	.
Social services	13	44,185	39,737	46,496	9	38,678	52,295
Other	0	.	.	.	0	.	.
Income (€)							
Less than 100, 000	1	.	.	.	0	.	.
100,001 - 250,000	9	42,326	39,737	45,458	7	38,954	50,399
250,001 - 500,000	2	52,589	.	.	2	40,096	55,832
500,001 - 1,000,000	0	.	.	.	0	.	.
1,000,001 - 5,000,000	2	54,356	.	.	1	.	.
More than 5,000,000	1	.	.	.	0	.	.
All Organisations	15	45,019	39,737	49,978	10	39,076	52,228

Data on Pension and Total Remuneration are not shown for this position, because there were fewer than 10 cases of pension details provided.

2.2 Level 2: Function Head / Senior Manager

A person at this level has overall responsibility for a function, regional area or for a particular activity. Their area of activity has an organisation-wide impact. Often this person has overall responsibility for policy development. A person in this role usually reports directly to the CEO.

All Level 2 Jobs: Annual Basic Pay

All Level 2 Jobs (269 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	3	39,831	.	.	0	.	.
3 - 5 employees	10	46,602	37,050	52,000	4	52,506	62,238
6 - 9 employees	19	51,794	41,000	60,000	2	43,676	53,082
10 - 19 employees	41	55,436	45,021	63,000	8	51,325	65,016
20 - 99 employees	100	60,120	47,000	70,000	24	55,395	72,091
100 or more employees	96	73,850	63,000	84,000	65	64,122	79,037
Sector							
Arts, Culture and Heritage	8	48,974	40,536	55,112	0	.	.
Housing & Homelessness	31	68,821	55,980	80,000	21	60,746	74,096
International Development	41	68,236	60,000	79,335	24	66,979	85,556
Education & Training	32	60,137	49,667	68,134	15	53,230	72,124
Health	59	64,288	46,516	79,673	20	61,593	75,007
Social services	66	61,222	45,864	70,589	16	51,638	61,283
Other	32	58,226	44,250	68,124	7	66,533	81,559
Income (€)							
Less than 100,000	2	34,580	.	.	0	.	.
100,001 - 250,000	8	50,146	40,000	64,167	2	39,176	65,153
250,001 - 500,000	10	42,129	37,510	48,442	3	38,910	47,905
500,001 - 1,000,000	26	52,064	40,824	63,000	7	56,556	70,909
1,000,001 - 5,000,000	108	59,078	48,000	65,201	21	53,434	66,955
More than 5,000,000	97	74,597	65,000	84,000	57	65,747	82,353
All Organisations	269	62,989	49,070	76,000	103	60,247	75,173

All Level 2 Jobs: Pension and Total Remuneration

Where details were provided of employer pension contribution + other cash payments only

All Level 2 Jobs (201 Cases)	No. of Cases	Employer Pension Contribution	* Total Cash Value of Remuneration Package €		
		Average €	Average €	Lower Quartile €	Upper Quartile €
Size of Organisation					
1 - 2 employees	0
3 – 5 employees	4	3,933	56,646	43,743	69,550
6 – 9 employees	12	2,948	55,776	49,400	63,000
10 – 19 employees	19	3,895	57,294	47,586	69,300
20 - 99 employees	78	4,043	65,564	53,127	75,900
100 or more employees	88	5,480	80,990	70,309	92,400
Sector					
Arts, Culture and Heritage	5	2,927	55,670	52,431	63,235
Housing & Homelessness	28	4,192	74,831	60,921	89,155
International Development	36	5,388	75,630	66,150	86,975
Education & Training	15	3,200	68,022	53,340	74,970
Health	40	5,540	75,123	59,125	87,640
Social services	51	3,864	66,629	50,790	79,800
Other	26	5,002	65,614	47,632	76,320
Income (€)					
Less than 100, 000	0
100,001 - 250,000	0
250,001 - 500,000	5	2,907	43,825	39,825	47,660
500,001 - 1,000,000	13	3,372	53,572	47,586	63,000
1,000,001 - 5,000,000	79	3,923	63,309	51,168	70,833
More than 5,000,000	91	5,400	81,320	69,441	92,400
All Organisations	201	4,590	70,774	56,707	83,925

* Total Cash Value of Remuneration Package = Annual Rate of Pay + Employer Pension Contribution + any other cash payment (e.g. the value of the employer contribution to health insurance in the current year; the annual car allowance for the current year or the cost to the organisation of a company car for the current year; any Christmas or other bonus payment paid at year end 2016).

Level 2: Deputy CEO Annual Basic Pay

Level 2: Deputy CEO (17 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	0	.	.	.	0	.	.
3 - 5 employees	0	.	.	.	0	.	.
6 - 9 employees	1	.	.	.	0	.	.
10 - 19 employees	3	46,527	.	.	0	.	.
20 - 99 employees	8	74,534	59,260	89,625	2	70,500	92,000
100 or more employees	5	82,390	74,551	93,000	5	77,186	92,661
Sector							
Arts, Culture and Heritage	0	.	.	.	0	.	.
Housing & Homelessness	1	.	.	.	1	.	.
International Development	4	88,450	82,900	94,000	3	84,877	104,122
Education & Training	3	76,833	.	.	2	70,500	92,000
Health	3	52,193	.	.	0	.	.
Social services	4	59,027	50,995	67,059	1	.	.
Other	2	76,625	.	.	0	.	.
Income (€)							
Less than 100, 000	1	.	.	.	0	.	.
100,001 - 250,000	1	.	.	.	1	.	.
250,001 - 500,000	0	.	.	.	0	.	.
500,001 - 1,000,000	0	.	.	.	0	.	.
1,000,001 - 5,000,000	10	69,682	54,000	86,000	2	79,906	89,776
More than 5,000,000	3	89,267	.	.	3	84,877	104,122
All Organisations	17	70,870	55,495	89,500	7	75,276	92,472

Level 2: Deputy CEO Pension and Total Remuneration

Where details were provided of employer pension contribution + other cash payments only

Level 2: Deputy CEO (13 Cases)	No. of Cases	Employer Pension Contribution	* Total Cash Value of Remuneration Package €		
		Average €	Average €	Lower Quartile €	Upper Quartile €
Size of Organisation					
1 - 2 employees	0
3 – 5 employees	0
6 – 9 employees	0
10 – 19 employees	1
20 - 99 employees	7	4,870	81,023	57,015	99,778
100 or more employees	5	6,641	89,031	78,279	99,975
Sector					
Arts, Culture and Heritage	0
Housing & Homelessness	1
International Development	4	7,611	96,061	88,934	103,188
Education & Training	2	2,358	86,008	.	.
Health	2	4,643	65,643	.	.
Social services	2	6,300	73,360	.	.
Other	2	9,264	85,889	.	.
Income (€)					
Less than 100, 000	0
100,001 - 250,000	0
250,001 - 500,000	0
500,001 - 1,000,000	0
1,000,001 - 5,000,000	9	5,536	79,716	71,204	92,880
More than 5,000,000	3	7,854	97,121	.	.
All Organisations	13	6,100	83,409	71,602	99,876

* Total Cash Value of Remuneration Package = Annual Rate of Pay + Employer Pension Contribution + any other cash payment (e.g. the value of the employer contribution to health insurance in the current year; the annual car allowance for the current year or the cost to the organisation of a company car for the current year; any Christmas or other bonus payment paid at year end 2016).

Level 2: Head of Finance Annual Basic Pay

Level 2: Head of Finance (59 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	1	.	.	.	0	.	.
3 - 5 employees	2	36,628	.	.	1	.	.
6 - 9 employees	3	49,850	.	.	0	.	.
10 - 19 employees	10	54,866	36,000	65,000	1	.	.
20 - 99 employees	24	59,744	46,328	68,143	7	57,295	72,517
100 or more employees	19	77,041	67,000	88,900	12	65,150	80,681
Sector							
Arts, Culture and Heritage	2	53,536	.	.	0	.	.
Housing & Homelessness	6	71,482	60,000	80,000	3	52,034	65,195
International Development	7	67,263	61,200	78,000	3	75,888	100,262
Education & Training	7	65,000	57,500	70,000	4	61,851	77,498
Health	13	63,433	44,676	79,481	4	61,349	74,674
Social services	16	60,811	45,579	77,839	5	50,103	60,700
Other	8	56,348	33,288	76,276	2	69,402	85,867
Income (€)							
Less than 100, 000	1	.	.	.	0	.	.
100,001 - 250,000	1	.	.	.	0	.	.
250,001 - 500,000	1	36,205	36,205	36,205	1	.	.
500,001 - 1,000,000	5	41,282	37,050	48,000	0	.	.
1,000,001 - 5,000,000	27	59,329	45,229	65,000	7	54,875	67,458
More than 5,000,000	20	77,612	67,581	86,450	10	68,410	86,805
All Organisations	59	62,884	46,140	78,000	21	60,281	75,252

Level 2: Head of Finance Pension and Total Remuneration

Where details were provided of employer pension contribution + other cash payments only

Level 2: Head of Finance (43 Cases)	No. of Cases	Employer Pension Contribution	* Total Cash Value of Remuneration Package €		
		Average €	Average €	Lower Quartile €	Upper Quartile €
Size of Organisation					
1 - 2 employees	0
3 – 5 employees	1
6 – 9 employees	2	2,780	58,380	.	.
10 – 19 employees	5	3,192	51,342	37,800	69,300
20 - 99 employees	19	3,890	63,828	50,940	72,893
100 or more employees	16	6,068	87,282	80,945	95,487
Sector					
Arts, Culture and Heritage	1	.	69,300	69,300	69,300
Housing & Homelessness	5	4,699	77,509	62,700	86,400
International Development	7	4,935	72,198	64,260	85,800
Education & Training	3	3,467	78,414	.	.
Health	8	5,683	74,455	51,834	88,722
Social services	11	3,762	67,066	50,790	83,661
Other	8	4,693	61,464	37,085	81,615
Income (€)					
Less than 100, 000	0
100,001 - 250,000	0
250,001 - 500,000	1
500,001 - 1,000,000	2	2,891	43,160	.	.
1,000,001 - 5,000,000	20	3,596	60,144	48,215	67,938
More than 5,000,000	17	5,923	87,515	79,800	95,123
All Organisations	43	4,561	70,291	51,168	85,344

* Total Cash Value of Remuneration Package = Annual Rate of Pay + Employer Pension Contribution + any other cash payment (e.g. the value of the employer contribution to health insurance in the current year; the annual car allowance for the current year or the cost to the organisation of a company car for the current year; any Christmas or other bonus payment paid at year end 2016).

Level 2: Head of Human Resources Annual Basic Pay

Level 2: Head of HR (19 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	0	.	.	.	0	.	.
3 - 5 employees	0	.	.	.	0	.	.
6 - 9 employees	0	.	.	.	0	.	.
10 - 19 employees	1	.	.	.	0	.	.
20 - 99 employees	6	61,117	48,000	65,000	1	.	.
100 or more employees	12	78,408	71,776	91,500	10	66,674	82,084
Sector							
Arts, Culture and Heritage	0	.	.	.	0	.	.
Housing & Homelessness	4	79,290	65,780	92,800	3	68,526	83,834
International Development	3	81,112	.	.	3	68,721	91,506
Education & Training	1	.	.	.	1	.	.
Health	4	73,193	60,526	85,860	2	65,312	75,636
Social services	4	62,099	50,882	73,317	1	.	.
Other	3	67,644	.	.	1	.	.
Income (€)							
Less than 100, 000	0	.	.	.	0	.	.
100,001 - 250,000	0	.	.	.	0	.	.
250,001 - 500,000	0	.	.	.	0	.	.
500,001 - 1,000,000	0	.	.	.	0	.	.
1,000,001 - 5,000,000	5	51,341	46,500	56,003	1	.	.
More than 5,000,000	12	81,118	71,776	92,500	8	69,654	87,163
All Organisations	19	71,189	56,003	88,000	11	64,613	80,767

Level 2: Head of Human Resources Pension and Total Remuneration

Where details were provided of employer pension contribution + other cash payments only

Level 2: Head of HR (17 Cases)	No. of Cases	Employer Pension Contribution	* Total Cash Value of Remuneration Package €		
		Average €	Average €	Lower Quartile €	Upper Quartile €
Size of Organisation					
1 - 2 employees	0
3 – 5 employees	0
6 – 9 employees	0
10 – 19 employees	0
20 - 99 employees	5	3,681	67,421	58,803	68,250
100 or more employees	12	5,943	84,531	76,110	98,924
Sector					
Arts, Culture and Heritage	0
Housing & Homelessness	4	5,357	85,187	70,151	100,224
International Development	3	6,452	87,564	.	.
Education & Training	0
Health	4	5,545	78,738	64,181	93,295
Social services	4	3,505	65,605	54,227	76,983
Other	2	6,367	85,333	.	.
Income (€)					
Less than 100, 000	0
100,001 - 250,000	0
250,001 - 500,000	0
500,001 - 1,000,000	0
1,000,001 - 5,000,000	3	2,651	57,219	48,593	64,260
More than 5,000,000	12	6,042	87,340	76,110	100,224
All Organisations	17	5,278	79,499	66,055	95,900

* Total Cash Value of Remuneration Package = Annual Rate of Pay + Employer Pension Contribution + any other cash payment (e.g. the value of the employer contribution to health insurance in the current year; the annual car allowance for the current year or the cost to the organisation of a company car for the current year; any Christmas or other bonus payment paid at year end 2016).

Level 2: Head of Fundraising Annual Basic Pay

Level 2: Head of Fundraising (25 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	0	.	.	.	0	.	.
3 - 5 employees	0	.	.	.	0	.	.
6 - 9 employees	0	.	.	.	0	.	.
10 - 19 employees	5	56,270	50,349	61,000	1	.	.
20 - 99 employees	12	59,030	47,000	70,000	3	53,833	74,200
100 or more employees	8	82,426	76,563	88,975	5	74,226	91,620
Sector							
Arts, Culture and Heritage	0	.	.	.	0	.	.
Housing & Homelessness	2	59,248	.	.	1	.	.
International Development	6	75,048	62,000	88,000	3	77,711	95,366
Education & Training	3	51,333	.	.	2	40,750	61,300
Health	5	74,800	70,000	84,000	2	70,000	86,500
Social services	5	67,148	59,264	76,125	1	.	.
Other	4	54,150	41,750	66,550	0	.	.
Income (€)							
Less than 100, 000	0	.	.	.	0	.	.
100,001 - 250,000	0	.	.	.	0	.	.
250,001 - 500,000	0	.	.	.	0	.	.
500,001 - 1,000,000	3	54,616	.	.	1	.	.
1,000,001 - 5,000,000	12	56,322	47,000	61,500	2	40,750	61,300
More than 5,000,000	10	80,941	76,125	88,000	6	75,189	93,016
All Organisations	25	65,965	52,675	78,167	9	66,404	84,522

Level 2: Head of Fundraising Pension and Total Remuneration

Where details were provided of employer pension contribution + other cash payments only

Level 2: Head of Fundraising (20 Cases)	No. of Cases	Employer Pension Contribution	* Total Cash Value of Remuneration Package €		
		Average €	Average €	Lower Quartile €	Upper Quartile €
Size of Organisation					
1 - 2 employees	0
3 – 5 employees	0
6 – 9 employees	0
10 – 19 employees	3	4,567	58,233	.	.
20 - 99 employees	9	4,368	66,786	60,500	77,000
100 or more employees	8	5,877	88,303	79,966	96,750
Sector					
Arts, Culture and Heritage	0
Housing & Homelessness	2	2,434	63,431	.	.
International Development	6	5,878	80,925	67,100	94,600
Education & Training	1
Health	4	7,125	83,125	68,750	97,500
Social services	4	3,567	74,915	67,864	81,966
Other	3	4,507	58,007	.	.
Income (€)					
Less than 100, 000	0
100,001 - 250,000	0
250,001 - 500,000	0
500,001 - 1,000,000	1
1,000,001 - 5,000,000	9	4,598	63,404	60,500	67,100
More than 5,000,000	10	5,451	86,392	79,931	94,600
All Organisations	20	5,001	74,110	62,570	84,368

* Total Cash Value of Remuneration Package = Annual Rate of Pay + Employer Pension Contribution + any other cash payment (e.g. the value of the employer contribution to health insurance in the current year; the annual car allowance for the current year or the cost to the organisation of a company car for the current year; any Christmas or other bonus payment paid at year end 2016).

Level 2: Head of Advocacy Annual Basic Pay

Level 2: Head of Advocacy (17 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	0	.	.	.	0	.	.
3 - 5 employees	0	.	.	.	0	.	.
6 - 9 employees	0	.	.	.	0	.	.
10 - 19 employees	5	62,696	62,000	63,401	1	.	.
20 - 99 employees	6	49,522	40,000	50,800	2	54,062	70,000
100 or more employees	6	65,799	55,980	70,000	4	53,835	67,216
Sector							
Arts, Culture and Heritage	0	.	.	.	0	.	.
Housing & Homelessness	1	.	.	.	1	.	.
International Development	3	58,401	.	.	2	57,831	77,697
Education & Training	2	62,941	.	.	1	.	.
Health	3	54,291	.	.	1	.	.
Social services	5	62,295	45,761	70,000	1	.	.
Other	3	58,000	.	.	1	.	.
Income (€)							
Less than 100, 000	0	.	.	.	0	.	.
100,001 - 250,000	0	.	.	.	0	.	.
250,001 - 500,000	0	.	.	.	0	.	.
500,001 - 1,000,000	3	55,467	.	.	1	.	.
1,000,001 - 5,000,000	6	53,724	47,000	62,000	1	.	.
More than 5,000,000	5	69,807	63,000	70,000	3	57,214	74,018
All Organisations	17	59,142	48,436	67,602	7	54,138	69,123

Level 2: Head of Advocacy Pension and Total Remuneration

Where details were provided of employer pension contribution + other cash payments only

Level 2: Head of Advocacy (13 Cases)	No. of Cases	Employer Pension Contribution	* Total Cash Value of Remuneration Package €		
		Average €	Average €	Lower Quartile €	Upper Quartile €
Size of Organisation					
1 - 2 employees	0
3 – 5 employees	0
6 – 9 employees	0
10 – 19 employees	2	3,802	73,183	.	.
20 - 99 employees	5	3,219	52,671	43,600	53,340
100 or more employees	6	4,245	70,405	60,942	73,500
Sector					
Arts, Culture and Heritage	0
Housing & Homelessness	1
International Development	3	4,766	63,167	.	.
Education & Training	2	3,522	67,303	.	.
Health	0
Social services	4	3,501	65,520	44,493	86,548
Other	3	3,673	61,673	.	.
Income (€)					
Less than 100, 000	0
100,001 - 250,000	0
250,001 - 500,000	0
500,001 - 1,000,000	1
1,000,001 - 5,000,000	5	3,156	57,960	50,760	65,100
More than 5,000,000	5	4,316	74,556	69,300	73,500
All Organisations	13	3,782	64,012	50,205	74,910

* Total Cash Value of Remuneration Package = Annual Rate of Pay + Employer Pension Contribution + any other cash payment (e.g. the value of the employer contribution to health insurance in the current year; the annual car allowance for the current year or the cost to the organisation of a company car for the current year; any Christmas or other bonus payment paid at year end 2016).

Level 2: Head of Services Annual Basic Pay

Level 2: Head of Services (35 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	2	39,211	.	.	0	.	.
3 - 5 employees	1	.	.	.	1	.	.
6 - 9 employees	5	52,645	47,000	60,000	0	.	.
10 - 19 employees	5	56,590	45,320	65,000	2	47,229	63,750
20 - 99 employees	11	62,861	59,000	70,499	5	57,447	73,017
100 or more employees	11	74,990	66,660	86,275	6	64,078	75,910
Sector							
Arts, Culture and Heritage	1	.	.	.	0	.	.
Housing & Homelessness	3	74,897	.	.	3	62,129	77,765
International Development	1	.	.	.	0	.	.
Education & Training	4	57,942	50,950	64,935	2	52,048	69,690
Health	12	63,666	51,711	80,613	4	66,461	81,568
Social services	9	67,839	60,000	76,000	3	50,571	58,032
Other	5	53,545	48,000	65,000	2	61,562	75,612
Income (€)							
Less than 100, 000	0	.	.	.	0	.	.
100,001 - 250,000	1	.	.	.	0	.	.
250,001 - 500,000	3	39,684	.	.	0	.	.
500,001 - 1,000,000	7	57,635	52,000	65,000	3	53,152	67,908
1,000,001 - 5,000,000	11	64,756	59,000	72,705	3	58,339	71,901
More than 5,000,000	10	75,054	66,660	86,275	5	65,811	81,261
All Organisations	35	63,027	48,422	76,000	14	59,369	73,162

Level 2: Head of Services Pension and Total Remuneration

Where details were provided of employer pension contribution + other cash payments only

Level 2: Head of Services (25 Cases)	No. of Cases	Employer Pension Contribution	* Total Cash Value of Remuneration Package €		
		Average €	Average €	Lower Quartile €	Upper Quartile €
Size of Organisation					
1 - 2 employees	0
3 – 5 employees	1
6 – 9 employees	5	2,808	55,453	49,400	63,000
10 – 19 employees	2	3,533	50,193	.	.
20 - 99 employees	8	4,207	68,775	62,475	73,799
100 or more employees	9	5,046	82,331	79,800	91,910
Sector					
Arts, Culture and Heritage	1
Housing & Homelessness	3	3,745	79,363	.	.
International Development	1
Education & Training	2	2,996	54,621	.	.
Health	7	5,164	76,013	61,950	87,640
Social services	7	3,820	70,571	49,651	90,589
Other	4	4,800	63,081	54,600	71,562
Income (€)					
Less than 100, 000	0
100,001 - 250,000	0
250,001 - 500,000	1
500,001 - 1,000,000	5	3,395	58,904	56,400	63,235
1,000,001 - 5,000,000	7	4,051	66,825	61,950	74,024
More than 5,000,000	9	4,645	80,765	72,156	91,910
All Organisations	25	4,189	69,535	57,075	84,675

* Total Cash Value of Remuneration Package = Annual Rate of Pay + Employer Pension Contribution + any other cash payment (e.g. the value of the employer contribution to health insurance in the current year; the annual car allowance for the current year or the cost to the organisation of a company car for the current year; any Christmas or other bonus payment paid at year end 2016).

Level 2: Head of Operations / Development / Programmes Annual Basic Pay

Level 2: Head of Operations/ Development/ Programmes (16 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	0	.	.	.	0	.	.
3 - 5 employees	3	51,667	.	.	1	.	.
6 - 9 employees	2	51,000	.	.	1	.	54,857
10 - 19 employees	5	55,277	48,982	58,000	0	.	.
20 - 99 employees	5	64,459	58,295	76,000	1	.	.
100 or more employees	1	.	.	.	0	.	.
Sector							
Arts, Culture and Heritage	1	.	.	.	0	.	.
Housing & Homelessness	2	67,000	.	.	0	.	.
International Development	6	56,667	47,000	63,000	1	.	.
Education & Training	2	61,201	.	.	0	.	.
Health	1	.	.	.	0	.	.
Social services	1	.	.	.	1	.	.
Other	3	56,667	.	.	1	.	.
Income (€)							
Less than 100, 000	0	.	.	.	0	.	.
100,001 - 250,000	1	.	.	.	0	.	.
250,001 - 500,000	1	.	.	.	0	.	.
500,001 - 1,000,000	2	52,500	.	.	1	.	.
1,000,001 - 5,000,000	8	59,710	52,991	61,849	1	.	.
More than 5,000,000	4	60,250	51,000	69,500	1	.	.
All Organisations	16	57,105	47,495	64,500	3	55,819	63,125

Level 2: Head of Operations / Development / Programmes Pension and Total Remuneration

Where details were provided of employer pension contribution + other cash payments only

Level 2: Head of Operations/ Development/Programmes (11 Cases)	No. of Cases	Employer Pension Contribution	* Total Cash Value of Remuneration Package €		
		Average €	Average €	Lower Quartile €	Upper Quartile €
Size of Organisation					
1 - 2 employees	0
3 – 5 employees	1
6 – 9 employees	2	3,950	54,950	.	.
10 – 19 employees	3	3,264	61,097	.	.
20 - 99 employees	4	5,465	76,039	65,137	86,940
100 or more employees	1
Sector					
Arts, Culture and Heritage	1
Housing & Homelessness	1
International Development	4	4,463	66,963	54,950	78,975
Education & Training	2	3,672	65,430	.	.
Health	0
Social services	1
Other	1
Income (€)					
Less than 100, 000	0
100,001 - 250,000	0
250,001 - 500,000	0
500,001 - 1,000,000	1
1,000,001 - 5,000,000	6	4,220	66,686	60,420	70,440
More than 5,000,000	4	4,283	64,533	54,950	74,115
All Organisations	11	4,273	66,163	60,420	70,440

* Total Cash Value of Remuneration Package = Annual Rate of Pay + Employer Pension Contribution + any other cash payment (e.g. the value of the employer contribution to health insurance in the current year; the annual car allowance for the current year or the cost to the organisation of a company car for the current year; any Christmas or other bonus payment paid at year end 2016).

Level 2: Other Head of Function¹⁰ / Senior Manager (not elsewhere specified)
Annual Basic Pay

Level 2: Other Head of Function /Senior Manager (n.e.s.) (81 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	0	.	.	.	0	.	.
3 – 5 employees	4	43,191	38,881	47,500	1	.	.
6 – 9 employees	8	51,540	39,250	60,000	1	.	.
10 – 19 employees	7	55,069	45,021	60,816	3	47,547	58,210
20 - 99 employees	28	56,997	45,432	68,055	3	46,366	61,661
100 or more employees	34	68,703	59,000	76,720	23	59,241	74,028
Sector							
Arts, Culture and Heritage	4	43,878	38,755	49,000	0	.	.
Housing & Homelessness	12	64,973	53,102	79,967	9	60,424	72,825
International Development	11	65,202	59,000	71,000	9	57,250	74,371
Education & Training	10	55,685	43,000	68,649	3	43,482	64,429
Health	18	65,452	51,295	79,673	7	56,356	67,985
Social services	22	57,595	45,021	67,460	3	47,547	58,210
Other	4	56,983	44,500	69,465	0	.	.
Income (€)							
Less than 100, 000	0	.	.	.	0	.	.
100,001 - 250,000	4	52,774	41,381	64,167	1	32,351	51,306
250,001 - 500,000	5	43,206	38,500	45,021	2	43,354	51,106
500,001 - 1,000,000	6	51,425	35,000	60,000	1	50,935	61,418
1,000,001 - 5,000,000	29	56,441	48,000	60,816	4	45,053	56,275
More than 5,000,000	33	69,470	60,000	76,688	21	59,277	75,005
All Organisations	81	60,523	48,916	71,025	31	55,698	69,954

¹⁰ This includes: Head of Housing (8 cases); Senior Financial Accountant (7 cases); Senior Communications Manager (7 cases); Senior Fundraising Manager (5 cases); Senior HR Manager (5 cases); plus a range of other senior managers/heads of function. For details of pay rates for job categories with between 5 and 10 cases, please see Appendix A.

Level 2: Other Head of Function / Senior Manager (not elsewhere specified)

Pension and Total Remuneration

Where details were provided of employer pension contribution + other cash payments only

Level 2: Senior Manager/ Other Head of Function (n.e.s.) (59 Cases)	No. of Cases	Employer Pension Contribution	* Total Cash Value of Remuneration Package €		
		Average €	Average €	Lower Quartile €	Upper Quartile €
Size of Organisation					
1 - 2 employees	0
3 – 5 employees	1
6 – 9 employees	3	2,625	55,129	.	.
10 – 19 employees	3	2,629	51,709	.	.
20 - 99 employees	21	3,716	60,868	47,897	70,833
100 or more employees	31	5,155	75,494	64,900	88,150
Sector					
Arts, Culture and Heritage	2	2,938	46,693	.	.
Housing & Homelessness	10	4,086	71,983	55,650	91,910
International Development	8	4,976	72,256	67,171	75,068
Education & Training	3	2,966	58,256	.	.
Health	15	5,335	73,230	57,750	87,640
Social services	18	3,789	62,853	48,372	73,855
Other	3	4,317	63,627	.	.
Income (€)					
Less than 100, 000	0
100,001 - 250,000	0
250,001 - 500,000	3	2,679	45,139	.	.
500,001 - 1,000,000	3	2,933	51,606	.	.
1,000,001 - 5,000,000	20	3,470	59,055	47,574	66,113
More than 5,000,000	31	5,150	75,845	66,076	88,150
All Organisations	59	4,349	67,571	54,619	80,523

* Total Cash Value of Remuneration Package = Annual Rate of Pay + Employer Pension Contribution + any other cash payment (e.g. the value of the employer contribution to health insurance in the current year; the annual car allowance for the current year or the cost to the organisation of a company car for the current year; any Christmas or other bonus payment paid at year end 2016).

2.3 Level 3: Middle Manager

A person at this level manages a small department/specialist function and has line management responsibilities. They report to a Senior Manager or, in a smaller organisation, the CEO.

Please note: information on pensions and total remuneration was not collected for employees at level 3-7. Only data on Annual Basic Pay is provided.

All Level 3 Jobs: Annual Basic Pay

All Level 3 Jobs (255 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	9	32,048	28,636	36,500	2	26,600	35,816
3 - 5 employees	27	33,631	27,838	37,820	7	31,998	42,421
6 - 9 employees	29	37,592	32,250	40,213	6	36,278	45,329
10 - 19 employees	44	40,872	35,000	45,863	14	37,169	51,537
20 - 99 employees	82	46,825	39,422	55,000	23	42,666	54,656
100 or more employees	64	54,284	45,900	62,150	46	47,580	58,907
Sector							
Arts, Culture and Heritage	17	36,046	32,000	37,275	1	.	.
Housing & Homelessness	20	55,430	46,538	61,875	17	51,103	60,332
International Development	24	47,219	39,785	55,556	9	46,889	58,203
Education & Training	27	42,882	37,500	46,666	13	37,872	49,643
Health	51	47,413	36,771	55,000	20	44,850	56,777
Social services	85	42,893	34,936	50,100	28	37,972	50,689
Other	31	42,657	35,000	50,000	10	41,089	54,524
Income (€)							
Less than 100,000	10	32,938	25,240	34,580	2	26,600	35,816
100,001 - 250,000	17	35,403	29,000	38,000	4	30,744	42,140
250,001 - 500,000	21	34,524	32,000	38,087	7	30,889	44,306
500,001 - 1,000,000	34	40,865	35,560	45,826	9	37,418	53,287
1,000,001 - 5,000,000	88	43,536	35,000	50,000	25	40,469	52,331
More than 5,000,000	73	54,639	47,500	62,000	45	48,909	59,998
All Organisations	255	44,701	35,306	52,867	98	42,706	54,376

Level 3: Administration Manager / Administrator Annual Basic Pay

Level 3: Administration Manager/Administrator (36 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	1	.	.	.	0	.	.
3 - 5 employees	8	34,516	32,384	36,571	4	31,660	42,102
6 - 9 employees	8	35,856	33,000	39,000	2	28,167	42,445
10 - 19 employees	5	36,225	34,580	38,804	1	.	.
20 - 99 employees	8	42,211	34,082	50,459	1	.	.
100 or more employees	6	48,147	35,000	55,825	4	38,715	51,997
Sector							
Arts, Culture and Heritage	1	.	.	.	0	.	.
Housing & Homelessness	0	.	.	.	0	.	.
International Development	2	34,000	.	.	0	.	.
Education & Training	3	35,846	.	.	1	.	.
Health	11	38,417	32,979	43,806	2	37,876	51,446
Social services	15	38,022	31,789	40,332	7	33,493	45,244
Other	4	48,931	36,166	61,695	2	41,473	58,107
Income (€)							
Less than 100, 000	2	31,608	.	.	0	.	.
100,001 - 250,000	5	35,573	34,936	37,820	3	30,101	41,470
250,001 - 500,000	4	35,534	33,000	38,068	2	28,167	42,445
500,001 - 1,000,000	7	38,062	32,979	45,918	1	.	.
1,000,001 - 5,000,000	10	39,907	33,387	43,806	2	42,671	53,104
More than 5,000,000	7	45,545	35,000	55,825	3	43,455	58,739
All Organisations	36	38,870	33,081	42,883	12	35,096	48,151

Level 3: Project / Programme Manager / Coordinator Annual Basic Pay

Level 3: Project/Programme Manager/Coordinator (49 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	1	.	.	.	0	.	.
3 - 5 employees	2	25,586	.	.	0	.	.
6 - 9 employees	6	37,940	35,900	40,213	1	.	.
10 - 19 employees	12	43,254	38,829	48,450	4	37,466	48,085
20 - 99 employees	17	49,275	41,442	55,640	9	47,268	58,570
100 or more employees	11	54,991	44,146	65,975	8	45,162	54,659
Sector							
Arts, Culture and Heritage	2	35,138	.	.	0	.	.
Housing & Homelessness	3	54,869	.	.	3	51,317	59,706
International Development	7	50,266	40,000	57,500	2	49,048	60,976
Education & Training	5	41,544	40,000	42,750	3	34,696	42,166
Health	7	52,083	44,146	65,000	3	53,336	64,432
Social services	19	46,413	37,657	55,000	8	42,516	53,234
Other	6	38,099	25,480	45,900	3	36,211	50,963
Income (€)							
Less than 100, 000	3	35,639	.	.	0	.	.
100,001 - 250,000	2	31,036	.	.	0	.	.
250,001 - 500,000	5	34,105	32,250	37,275	2	29,795	40,206
500,001 - 1,000,000	7	43,749	41,366	45,900	3	37,049	50,561
1,000,001 - 5,000,000	18	48,171	40,000	55,640	7	46,467	59,119
More than 5,000,000	13	54,843	47,363	63,908	9	47,956	56,666
All Organisations	49	46,316	38,442	53,668	22	43,859	54,528

Level 3: Finance Manager Annual Basic Pay

Level 3: Finance Manager (19 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	0	.	.	.	0	.	.
3 - 5 employees	2	37,125	.	.	1	.	.
6 - 9 employees	1	.	.	.	0	.	.
10 - 19 employees	0	.	.	.	0	.	.
20 - 99 employees	7	50,836	45,000	57,000	1	.	.
100 or more employees	9	60,532	57,234	65,000	6	55,110	70,569
Sector							
Arts, Culture and Heritage	1	.	.	.	0	.	.
Housing & Homelessness	3	61,613	.	.	2	58,887	71,279
International Development	3	50,750	.	.	2	45,467	60,252
Education & Training	3	46,783	.	.	1	.	.
Health	3	59,411	.	.	2	51,008	65,709
Social services	3	51,942	.	.	0	.	.
Other	3	52,797	.	.	1	.	.
Income (€)							
Less than 100, 000	0	.	.	.	0	.	.
100,001 - 250,000	0	.	.	.	0	.	.
250,001 - 500,000	1	.	.	.	1	.	.
500,001 - 1,000,000	1	.	.	.	0	.	.
1,000,001 - 5,000,000	6	46,225	45,000	50,000	1	.	.
More than 5,000,000	10	62,029	57,234	65,000	6	55,110	70,569
All Organisations	19	53,678	45,000	62,500	8	49,717	64,625

Level 3: Communications Manager Annual Basic Pay

Level 3: Communications Manager (16 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	1	.	.	.	1	.	.
3 - 5 employees	0	.	.	.	0	.	.
6 - 9 employees	0	.	.	.	0	.	.
10 - 19 employees	4	41,746	37,000	46,491	1	.	.
20 - 99 employees	6	44,237	37,740	55,000	1	.	.
100 or more employees	5	52,290	50,750	55,000	3	48,897	62,276
Sector							
Arts, Culture and Heritage	1	.	.	.	0	.	.
Housing & Homelessness	2	57,905	.	.	1	.	.
International Development	2	47,500	.	.	1	.	.
Education & Training	3	40,719	.	.	1	.	.
Health	2	38,539	.	.	2	35,600	45,816
Social services	4	50,614	48,288	52,941	1	.	.
Other	2	35,870	.	.	0	.	.
Income (€)							
Less than 100, 000	1	.	.	.	1	.	.
100,001 - 250,000	0	.	.	.	0	.	.
250,001 - 500,000	0	.	.	.	0	.	.
500,001 - 1,000,000	1	.	.	.	1	.	.
1,000,001 - 5,000,000	7	39,370	35,000	41,690	1	.	.
More than 5,000,000	7	53,206	50,750	55,992	3	48,897	62,276
All Organisations	16	45,371	38,305	53,971	6	40,767	55,330

Level 3: Services Manager / Centre Manager Annual Basic Pay

Level 3: Services Manager/ Centre Manager (40 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	3	25,413	.	.	1	.	.
3 - 5 employees	2	37,219	.	.	1	.	.
6 - 9 employees	4	33,466	30,388	36,544	0	.	.
10 - 19 employees	4	40,818	34,867	46,770	1	.	.
20 - 99 employees	14	42,342	35,000	50,000	1	.	.
100 or more employees	13	54,407	49,496	61,417	9	48,245	59,008
Sector							
Arts, Culture and Heritage	1	.	.	.	0	.	.
Housing & Homelessness	4	51,792	45,812	57,772	4	46,007	54,210
International Development	1	.	.	.	0	.	.
Education & Training	5	45,339	35,000	58,725	1	.	.
Health	10	45,425	38,000	54,000	3	44,741	57,638
Social services	18	42,199	29,734	50,000	5	38,436	50,360
Other	1	.	.	.	0	.	.
Income (€)							
Less than 100, 000	2	23,620	.	.	1	.	.
100,001 - 250,000	2	31,719	.	.	1	.	.
250,001 - 500,000	3	36,288	.	.	0	.	.
500,001 - 1,000,000	8	42,003	36,500	46,770	1	.	.
1,000,001 - 5,000,000	12	42,156	30,867	50,215	2	44,590	52,215
More than 5,000,000	11	55,250	48,294	62,300	7	50,039	61,400
All Organisations	40	43,697	34,578	52,540	13	44,293	55,464

Level 3: Business Development Manager Annual Basic Pay

Level 3: Business Development Manager (11 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	0	.	.	.	0	.	.
3 - 5 employees	0	.	.	.	0	.	.
6 - 9 employees	0	.	.	.	0	.	.
10 - 19 employees	1	.	.	.	0	.	.
20 - 99 employees	6	53,644	50,000	61,450	2	38,700	52,127
100 or more employees	4	56,725	50,450	63,000	3	51,139	62,541
Sector							
Arts, Culture and Heritage	0	.	.	.	0	.	.
Housing & Homelessness	2	62,725	.	.	1	.	.
International Development	1	.	.	.	1	.	.
Education & Training	1	.	.	.	1	.	.
Health	2	60,000	.	.	1	.	.
Social services	2	56,000	.	.	0	.	.
Other	3	50,920	.	.	1	.	.
Income (€)							
Less than 100, 000	0	.	.	.	0	.	.
100,001 - 250,000	0	.	.	.	0	.	.
250,001 - 500,000	0	.	.	.	0	.	.
500,001 - 1,000,000	0	.	.	.	0	.	.
1,000,001 - 5,000,000	4	52,087	46,500	57,674	1	.	.
More than 5,000,000	6	56,392	50,000	62,000	3	51,139	62,541
All Organisations	11	54,465	50,000	62,000	5	46,163	58,375

Level 3: Other Middle Manager¹¹ (not elsewhere specified) Annual Basic Pay

Level 3: Other Middle Manager (n.e.s.) (84 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	3	40,810	.	.	0	.	.
3 - 5 employees	13	33,234	26,000	35,560	1	.	.
6 - 9 employees	10	39,683	31,800	46,473	3	44,333	48,066
10 - 19 employees	18	39,865	35,000	45,000	7	36,785	50,228
20 - 99 employees	24	47,017	40,000	54,383	8	40,270	52,279
100 or more employees	16	52,496	45,150	57,709	13	46,733	56,580
Sector							
Arts, Culture and Heritage	11	33,755	31,800	35,000	1	.	.
Housing & Homelessness	6	51,789	44,400	53,963	6	49,660	57,755
International Development	8	48,684	42,285	56,000	3	45,967	52,507
Education & Training	7	44,335	37,500	47,000	5	39,534	49,957
Health	16	50,082	37,841	58,457	7	43,400	54,769
Social services	24	40,162	30,698	48,760	7	37,451	52,941
Other	12	40,847	35,332	46,756	3	39,900	49,251
Income (€)							
Less than 100, 000	2	39,963	.	.	0	.	.
100,001 - 250,000	8	37,310	26,600	48,141	0	.	.
250,001 - 500,000	8	32,654	29,396	36,250	2	32,814	50,227
500,001 - 1,000,000	10	39,490	35,560	45,826	3	37,536	50,106
1,000,001 - 5,000,000	31	41,866	33,500	50,000	11	37,703	48,745
More than 5,000,000	19	53,582	45,900	61,417	14	46,992	56,146
All Organisations	84	43,300	35,000	50,000	32	42,193	52,799

¹¹ Includes CE manager

2.4 Level 4: Junior Manager/Assistant Manager/Team Leader/ Senior Professional

A person at this level assists with the management of a department/specialist function. They are likely to have some supervisory responsibilities and report to Middle or Senior Manager.

Please note: information on pensions and total remuneration was not collected for employees at level 3-7. Only data on Annual Basic Pay is provided.

All Level 4 Jobs: Annual Basic Pay

All Level 4 Jobs (81 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	1	.	.	.	0	.	.
3 - 5 employees	3	31,121	.	.	0	.	.
6 - 9 employees	9	31,466	25,632	36,163	2	33,676	43,863
10 - 19 employees	22	36,587	29,000	40,677	9	34,683	48,788
20 - 99 employees	24	35,806	31,000	40,085	10	33,332	42,924
100 or more employees	22	42,905	38,117	48,856	15	39,653	48,812
Sector							
Arts, Culture and Heritage	5	30,993	25,632	38,158	0	.	.
Housing & Homelessness	9	41,073	38,117	41,978	8	37,878	44,670
International Development	5	35,000	33,000	36,000	3	32,641	38,223
Education & Training	9	37,044	29,000	44,254	6	32,767	48,071
Health	10	45,981	37,000	51,335	7	43,218	54,273
Social services	32	35,541	29,591	40,424	8	32,465	44,533
Other	11	34,462	25,893	41,650	4	36,953	47,902
Income (€)							
Less than 100, 000	3	26,913	.	.	0	.	.
100,001 - 250,000	4	33,242	26,357	40,127	1	.	.
250,001 - 500,000	5	35,181	34,998	38,600	1	.	.
500,001 - 1,000,000	13	35,982	29,570	40,000	6	33,168	46,402
1,000,001 - 5,000,000	30	36,403	30,000	41,250	10	35,668	44,831
More than 5,000,000	20	40,935	36,270	41,987	13	37,696	47,109
All Organisations	81	37,151	29,806	41,814	36	36,322	46,896

Level 4: Team Leader/Senior or Lead Professional Annual Basic Pay

Level 4: Team Leader/ Senior or Lead Professional (46 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 – 2 employees	0	.	.	.	0	.	.
3 – 5 employees	1	.	.	.	0	.	.
6 – 9 employees	3	36,289	.	.	2	33,676	43,863
10 – 19 employees	14	38,290	29,570	43,349	7	34,736	49,740
20 – 99 employees	14	38,896	37,000	42,000	6	35,150	45,641
100 or more employees	14	41,814	38,117	45,000	10	37,800	46,286
Sector							
Arts, Culture and Heritage	0	.	.	.	0	.	.
Housing & Homelessness	6	42,892	38,232	46,125	5	39,827	47,407
International Development	4	35,500	33,000	38,000	3	32,641	38,223
Education & Training	7	39,368	29,000	45,308	6	32,767	48,071
Health	8	43,435	36,960	46,928	5	40,688	50,865
Social services	19	37,998	31,000	42,000	6	33,717	46,359
Other	2	33,250	.	.	0	.	.
Income (€)							
Less than 100, 000	1	.	.	.	0	.	.
100,001 – 250,000	1	.	.	.	1	.	.
250,001 – 500,000	3	38,426	.	.	1	.	.
500,001 – 1,000,000	7	38,350	29,570	50,304	4	32,502	46,874
1,000,001 – 5,000,000	18	40,039	36,919	43,254	8	36,460	46,377
More than 5,000,000	12	40,266	36,559	43,500	8	38,372	47,643
All Organisations	46	39,367	34,515	43,575	25	35,976	46,904

Level 4: Assistant Manager Annual Basic Pay

Level 4: Assistant Manager (11 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 – 2 employees	1	.	.	.	0	.	.
3 – 5 employees	0	.	.	.	0	.	.
6 – 9 employees	1	.	.	.	0	.	.
10 – 19 employees	2	39,129	.	.	1	.	.
20 – 99 employees	5	27,772	24,717	30,000	1	.	.
100 or more employees	2	35,559			1	.	.
Sector							
Arts, Culture and Heritage	1	.	.	.	0	.	.
Housing & Homelessness	2	37,381	.	.	2	34,440	39,319
International Development	0	.	.	.	0	.	.
Education & Training	1	.	.	.	0	.	.
Health	0	.	.	.	0	.	.
Social services	4	30,679	27,359	33,999	0	.	.
Other	3	30,253	.	.	1	.	.
Income (€)							
Less than 100, 000	2	23,079	.	.	0	.	.
100,001 – 250,000	0	.	.	.	0	.	.
250,001 – 500,000	1	.	.	.	0	.	.
500,001 – 1,000,000	2	32,276	.	.	1	.	.
1,000,001 – 5,000,000	4	29,392	25,463	33,322	1	.	.
More than 5,000,000	2	35,559	.	.	1	.	.
All Organisations	11	30,399	24,500	36,644	3	34,460	41,365

Level 4: Other Junior Manager (not elsewhere specified) Annual Basic Pay

Level 4: Other Junior Manager (24 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	0	.	.	.	0	.	.
3 - 5 employees	2	28,682	.	.	0	.	.
6 - 9 employees	5	30,533	25,632	36,163	0	.	.
10 - 19 employees	6	31,768	27,300	36,144	1	.	.
20 - 99 employees	5	35,187	34,597	39,056	3	29,139	39,037
100 or more employees	6	47,898	40,000	57,510	4	45,728	57,241
Sector							
Arts, Culture and Heritage	4	32,616	26,466	38,767	0	.	.
Housing & Homelessness	1	.	.	.	1	.	.
International Development	1	.	.	.	0	.	.
Education & Training	1	.	.	.	0	.	.
Health	2	56,168	.	.	2	49,545	62,791
Social services	9	32,514	27,300	39,056	2	28,709	39,056
Other	6	36,971	25,893	41,650	3	37,771	48,717
Income (€)							
Less than 100, 000	0	.	.	.	0	.	.
100,001 - 250,000	3	29,571	.	.	0	.	.
250,001 - 500,000	1	.	.	.	0	.	.
500,001 - 1,000,000	4	33,691	30,221	37,161	1	.	.
1,000,001 - 5,000,000	8	31,726	26,597	37,854	1	.	.
More than 5,000,000	7	44,243	37,540	57,510	5	38,648	50,299
All Organisations	24	35,998	27,300	39,844	8	38,104	48,942

2.5 Level 5: Specialist/Professional Staff

A person at level 5 delivers specialist function or role and reports to a Senior or Middle Manager. They have a professional knowledge/ understanding of the sector, work independently and/as part of a team, and generally has a third level qualification – degree and/or Hetac L7/8 or 9 (where a professional staff member also has line management responsibility, details were entered under level 3 or 4 as appropriate, rather than level 5).

Please note: information on pensions and total remuneration was not collected for employees at level 3 -7. Only data on Annual Basic Pay is provided.

All Level 5 Jobs: Annual Basic Pay

All Level 5 Jobs (406 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	6	28,024	25,000	30,940	0	.	.
3 - 5 employees	39	33,410	30,000	38,021	14	28,612	40,110
6 - 9 employees	42	33,549	28,599	36,561	15	30,829	40,175
10 - 19 employees	75	33,715	28,574	38,121	38	30,214	42,353
20 - 99 employees	121	37,174	32,000	42,500	56	30,480	41,466
100 or more employees	123	39,388	34,338	45,000	89	34,600	45,778
Sector							
Arts, Culture and Heritage	17	30,659	27,300	35,000	1	32,485	33,996
Housing & Homelessness	30	38,215	34,520	43,211	24	34,310	41,907
International Development	39	39,263	31,000	48,000	27	37,532	48,909
Education & Training	60	36,838	32,083	42,684	35	30,433	42,116
Health	84	38,146	32,000	42,891	39	33,781	46,806
Social services	129	35,378	30,450	40,000	64	28,733	40,342
Other	47	33,502	25,616	40,000	22	32,117	42,192
Income (€)							
Less than 100, 000	7	30,521	27,090	35,000	0	.	.
100,001 - 250,000	37	34,234	29,046	38,411	15	29,220	39,998
250,001 - 500,000	39	31,915	25,480	36,561	15	31,409	42,595
500,001 - 1,000,000	55	33,319	26,500	36,996	30	28,909	41,003
1,000,001 - 5,000,000	123	36,885	31,671	41,151	48	30,142	41,997
More than 5,000,000	122	39,341	34,500	44,029	87	34,958	45,865
All Organisations	406	36,408	30,749	41,850	211	32,120	43,353

Level 5: Development Worker/Officer Annual Basic Pay

Level 5: Development Worker/Officer (44 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	2	30,181	.	.	0	.	.
3 - 5 employees	12	35,051	32,309	38,399	6	30,849	43,783
6 - 9 employees	8	35,224	30,000	41,901	4	36,389	43,907
10 - 19 employees	8	36,333	32,185	41,590	8	31,111	43,477
20 - 99 employees	9	41,621	35,300	47,717	6	32,611	48,283
100 or more employees	5	41,093	34,550	43,211	3	37,058	49,198
Sector							
Arts, Culture and Heritage	1	.	.	.	0	.	.
Housing & Homelessness	1	.	.	.	1	.	.
International Development	2	43,081	.	.	1	.	.
Education & Training	7	37,233	32,750	42,368	3	33,407	42,199
Health	4	37,270	31,334	43,207	1	.	.
Social services	21	36,719	33,619	41,776	14	30,329	43,085
Other	8	36,661	31,786	41,938	7	33,783	45,056
Income (€)							
Less than 100, 000	2	30,181	.	.	0	.	.
100,001 - 250,000	11	35,116	31,951	38,411	6	31,457	41,928
250,001 - 500,000	6	37,034	32,679	48,495	4	35,477	46,691
500,001 - 1,000,000	7	34,463	28,000	42,368	4	28,284	41,600
1,000,001 - 5,000,000	14	40,021	34,050	46,081	10	33,142	47,111
More than 5,000,000	3	42,920	.	.	2	42,537	56,629
All Organisations	44	37,124	32,670	42,977	27	32,829	45,312

Level 5: Fundraising Officer Annual Basic Pay

Level 5: Fundraising Officer (25 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	1	.	.	.	0	.	.
3 - 5 employees	1	.	.	.	0	.	.
6 - 9 employees	0	.	.	.	0	.	.
10 - 19 employees	4	28,473	22,447	34,500	1	.	.
20 - 99 employees	11	34,197	30,000	38,000	6	31,349	37,376
100 or more employees	8	37,713	31,320	42,782	6	34,781	45,729
Sector							
Arts, Culture and Heritage	0	.	.	.	0	.	.
Housing & Homelessness	3	33,500	.	.	2	31,000	37,500
International Development	6	36,523	30,000	44,500	4	37,671	47,344
Education & Training	2	39,900	.	.	1	.	.
Health	8	32,584	27,500	35,250	3	30,000	40,000
Social services	3	34,354	.	.	1	.	.
Other	3	27,865	.	.	2	28,100	33,350
Income (€)							
Less than 100, 000	0	.	.	.	0	.	.
100,001 - 250,000	1	.	.	.	0	.	.
250,001 - 500,000	1	.	.	.	0	.	.
500,001 - 1,000,000	3	28,667	.	.	1	.	.
1,000,001 - 5,000,000	11	33,288	27,999	38,000	5	28,240	35,340
More than 5,000,000	9	38,745	32,640	44,500	7	36,511	45,990
All Organisations							
	25	33,871	29,000	38,000	13	32,060	40,664

Level 5: Human Resources Executive/Officer Annual Basic Pay

Level 5: HR Executive / Officer (19 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	0	.	.	.	0	.	.
3 - 5 employees	0	.	.	.	0	.	.
6 - 9 employees	0	.	.	.	0	.	.
10 - 19 employees	1	.	.	.	0	.	.
20 - 99 employees	5	35,087	28,571	38,866	2	35,403	44,304
100 or more employees	13	42,171	37,500	48,496	11	35,932	46,536
Sector							
Arts, Culture and Heritage	1	.	.	.	0	.	.
Housing & Homelessness	2	44,728	.	.	2	39,489	48,153
International Development	5	40,862	38,000	43,311	4	36,675	45,594
Education & Training	2	40,250	.	.	2	35,554	48,484
Health	3	42,129	.	.	3	31,987	43,796
Social services	4	37,067	33,387	40,748	1	.	.
Other	2	40,080	.	.	1	.	.
Income (€)							
Less than 100, 000	0	.	.	.	0	.	.
100,001 - 250,000	0	.	.	.	0	.	.
250,001 - 500,000	0	.	.	.	0	.	.
500,001 - 1,000,000	0	.	.	.	0	.	.
1,000,001 - 5,000,000	4	31,893	27,786	36,000	1	.	.
More than 5,000,000	13	42,293	38,000	43,311	10	36,735	48,223
All Organisations	19	39,877	35,000	43,311	13	35,851	46,192

Level 5: Project/Programme Worker/Officer Annual Basic Pay

Level 5: Project/Programme Worker/Officer (48 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	1	.	.	.	0	.	.
3 - 5 employees	10	33,037	24,000	38,021	3	29,320	37,196
6 - 9 employees	10	36,274	32,200	43,600	2	33,500	47,798
10 - 19 employees	10	33,287	29,391	36,416	4	34,010	45,500
20 - 99 employees	8	38,814	34,123	43,733	6	32,924	44,078
100 or more employees	9	37,310	33,457	42,000	6	32,317	41,028
Sector							
Arts, Culture and Heritage	1	.	.	.	0	.	.
Housing & Homelessness	3	35,211	.	.	3	31,028	38,544
International Development	8	33,464	23,200	42,656	5	34,355	45,052
Education & Training	6	40,145	33,047	45,466	3	32,658	44,499
Health	8	36,062	32,350	36,511	2	40,640	52,279
Social services	15	37,024	30,940	43,600	5	29,217	39,574
Other	7	30,565	21,294	38,800	3	30,750	41,000
Income (€)							
Less than 100, 000	2	30,597	.	.	0	.	.
100,001 - 250,000	7	34,784	24,000	46,126	1	.	.
250,001 - 500,000	8	32,676	30,000	35,958	2	32,340	42,313
500,001 - 1,000,000	6	37,819	29,391	45,466	4	33,584	46,617
1,000,001 - 5,000,000	13	34,269	32,325	38,000	7	31,422	41,103
More than 5,000,000	8	39,749	35,557	42,656	5	34,831	45,434
All Organisations	48	35,484	31,005	41,500	21	32,498	42,848

Level 5: Childcare Worker (3rd level/Hetac L7+) Annual Basic Pay

Level 5: Childcare Worker (11 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	0	.	.	.	0	.	.
3 - 5 employees	0	.	.	.	0	.	.
6 - 9 employees	1	.	.	.	1	.	.
10 - 19 employees	3	29,903	.	.	3	26,100	39,024
20 - 99 employees	4	28,866	22,881	34,852	2	24,619	31,845
100 or more employees	3	34,275	.	.	3	32,267	42,558
Sector							
Arts, Culture and Heritage	0	.	.	.	0	.	.
Housing & Homelessness	2	35,033	.	.	2	33,254	41,684
International Development	0	.	.	.	0	.	.
Education & Training	2	27,560	.	.	2	24,765	34,896
Health	1	.	.	.	0	.	.
Social services	6	30,235	23,552	36,730	5	27,333	37,421
Other	0	.	.	.	0	.	.
Income (€)							
Less than 100, 000	0	.	.	.	0	.	.
100,001 - 250,000	1	.	.	.	1	.	.
250,001 - 500,000	2	26,489	.	.	2	25,941	37,379
500,001 - 1,000,000	3	27,497	.	.	2	22,828	33,900
1,000,001 - 5,000,000	2	33,025	.	.	1	.	.
More than 5,000,000	3	35,492	.	.	3	31,158	40,809
All Organisations	11	30,736	23,552	35,516	9	28,078	37,807

Level 5: Information Officer Annual Basic Pay

Level 5: Information Officer (11 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	0	.	.	.	0	.	.
3 - 5 employees	0	.	.	.	0	.	.
6 - 9 employees	0	.	.	.	0	.	.
10 - 19 employees	2	29,962	.	.	2	25,408	39,925
20 - 99 employees	7	41,103	37,296	45,498	3	26,264	43,417
100 or more employees	2	31,725	.	.	0	.	.
Sector							
Arts, Culture and Heritage	0	.	.	.	0	.	.
Housing & Homelessness	0	.	.	.	0	.	.
International Development	0	.	.	.	0	.	.
Education & Training	1	.	.	.	1	.	.
Health	2	43,325	.	.	0	.	.
Social services	8	35,056	31,725	37,416	4	24,902	41,275
Other	0	.	.	.	0	.	.
Income (€)							
Less than 100, 000	0	.	.	.	0	.	.
100,001 - 250,000	0	.	.	.	0	.	.
250,001 - 500,000	0	.	.	.	0	.	.
500,001 - 1,000,000	2	31,858	.	.	1	.	.
1,000,001 - 5,000,000	7	40,562	34,527	45,498	4	25,798	41,947
More than 5,000,000	2	31,725	.	.	0	.	.
All Organisations	11	37,373	33,000	44,000	5	25,922	42,020

Level 5: Administrative Officer/Administrator Annual Basic Pay

Level 5: Administrative Officer/Administrator (42 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	0	.	.	.	0	.	.
3 - 5 employees	1	.	.	.	0	.	.
6 - 9 employees	3	28,565	.	.	2	28,012	33,395
10 - 19 employees	7	28,047	25,000	32,166	4	26,000	35,726
20 - 99 employees	20	33,584	27,771	38,983	10	28,847	39,029
100 or more employees	11	35,293	27,040	44,787	9	30,975	38,847
Sector							
Arts, Culture and Heritage	2	30,500	.	.	0	.	.
Housing & Homelessness	3	37,634	.	.	3	35,109	41,507
International Development	2	32,619	.	.	1	.	.
Education & Training	7	32,493	23,000	43,500	7	26,275	35,577
Health	9	36,444	32,000	38,799	5	32,973	42,191
Social services	14	31,237	25,274	35,000	8	27,271	36,722
Other	5	27,203	25,000	29,120	1	.	.
Income (€)							
Less than 100, 000	0	.	.	.	0	.	.
100,001 - 250,000	1	.	.	.	1	.	.
250,001 - 500,000	3	25,508	.	.	1	.	.
500,001 - 1,000,000	9	29,141	23,275	33,520	6	23,828	32,178
1,000,001 - 5,000,000	17	34,402	29,120	38,799	8	29,613	41,594
More than 5,000,000	9	34,959	30,450	39,237	7	32,209	39,531
All Organisations	42	32,570	26,000	37,389	25	29,091	37,984

Level 5: Family Support Worker/Support Worker Annual Basic Pay

Level 5: Family Support Worker/Support Worker (11 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	0	.	.	.	0	.	.
3 - 5 employees	3	31,743	.	.	1	.	.
6 - 9 employees	0	.	.	.	0	.	.
10 - 19 employees	2	26,285	.	.	1	.	.
20 - 99 employees	4	36,705	35,492	37,918	2	30,877	41,671
100 or more employees	2	37,275	.	.	0	.	.
Sector							
Arts, Culture and Heritage	0	.	.	.	0	.	.
Housing & Homelessness	0	.	.	.	0	.	.
International Development	0	.	.	.	0	.	.
Education & Training	1	.	.	.	1	.	.
Health	2	31,295	.	.	0	.	.
Social services	8	33,887	30,115	37,918	3	30,030	42,587
Other	0	.	.	.	0	.	.
Income (€)							
Less than 100, 000	2	31,045	.	.	0	.	.
100,001 - 250,000	2	30,115	.	.	1	.	.
250,001 - 500,000	1	.	.	.	1	.	.
500,001 - 1,000,000	2	36,248	.	.	0	.	.
1,000,001 - 5,000,000	1	.	.	.	1	.	.
More than 5,000,000	3	36,678	.	.	1	.	.
All Organisations	11	33,561	27,802	36,996	4	29,619	41,698

Level 5: Training Officer/Teacher/Instructor Annual Basic Pay

Level 5: Training Officer/ Teacher/Instructor (19 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	0	.	.	.	0	.	.
3 - 5 employees	1	.	.	.	0	.	.
6 - 9 employees	2	32,245	.	.	2	25,243	33,498
10 - 19 employees	2	33,750	.	.	0	.	.
20 - 99 employees	7	41,984	32,200	46,800	3	30,078	48,268
100 or more employees	7	36,258	32,000	38,636	5	35,962	45,876
Sector							
Arts, Culture and Heritage	1	.	.	.	1	.	.
Housing & Homelessness	1	.	.	.	1	.	.
International Development	0	.	.	.	0	.	.
Education & Training	5	39,197	36,937	40,500	2	30,117	51,291
Health	7	39,319	31,250	49,940	5	32,362	43,527
Social services	3	34,276	.	.	1	.	.
Other	2	36,900	.	.	0	.	.
Income (€)							
Less than 100, 000	0	.	.	.	0	.	.
100,001 - 250,000	2	43,173	.	.	1	.	.
250,001 - 500,000	1	.	.	.	1	.	.
500,001 - 1,000,000	0	.	.	.	0	.	.
1,000,001 - 5,000,000	7	38,430	29,208	46,800	1	.	.
More than 5,000,000	7	35,217	32,000	38,636	5	33,782	42,696
All Organisations	19	37,880	32,000	40,500	10	32,053	44,118

Level 5: Nurse Annual Basic Pay

Level 5: Nurse (11 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	0	.	.	.	0	.	.
3 - 5 employees	0	.	.	.	0	.	.
6 - 9 employees	0	.	.	.	0	.	.
10 - 19 employees	3	37,949	.	.	2	28,365	37,437
20 - 99 employees	3	43,316	.	.	0	.	.
100 or more employees	5	40,823	38,616	45,260	5	30,868	45,437
Sector							
Arts, Culture and Heritage	0	.	.	.	0	.	.
Housing & Homelessness	1	.	.	.	1	.	.
International Development	0	.	.	.	0	.	.
Education & Training	1	.	.	.	1	.	.
Health	5	42,034	38,616	45,500	3	31,452	47,629
Social services	2	42,637	.	.	1	.	.
Other	2	34,287	.	.	1	.	.
Income (€)							
Less than 100, 000	0	.	.	.	0	.	.
100,001 - 250,000	0	.	.	.	0	.	.
250,001 - 500,000	1	.	.	.	1	.	.
500,001 - 1,000,000	0	.	.	.	0	.	.
1,000,001 - 5,000,000	4	39,631	33,762	45,500	1	.	.
More than 5,000,000	5	42,851	38,636	45,500	4	31,554	45,775
All Organisations	11	40,719	38,616	45,500	7	30,153	43,151

Level 5: Information Technology Executive Annual Basic Pay

Level 5: IT Executive (13 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	0	.	.	.	0	.	.
3 - 5 employees	0	.	.	.	0	.	.
6 - 9 employees	0	.	.	.	0	.	.
10 - 19 employees	2	36,500	.	.	0	.	.
20 - 99 employees	3	35,346	.	.	2	29,194	42,016
100 or more employees	8	42,378	35,000	48,962	6	35,090	46,729
Sector							
Arts, Culture and Heritage	0	.	.	.	0	.	.
Housing & Homelessness	0	.	.	.	0	.	.
International Development	2	49,975	.	.	2	39,010	54,601
Education & Training	3	34,180	.	.	2	29,194	42,016
Health	3	44,308	.	.	3	34,200	45,308
Social services	3	35,384	.	.	1	.	.
Other	2	38,250	.	.	0	.	.
Income (€)							
Less than 100, 000	0	.	.	.	0	.	.
100,001 - 250,000	0	.	.	.	0	.	.
250,001 - 500,000	0	.	.	.	0	.	.
500,001 - 1,000,000	0	.	.	.	0	.	.
1,000,001 - 5,000,000	4	37,888	36,025	39,750	1	.	.
More than 5,000,000	7	39,843	35,000	42,891	5	32,832	45,825
All Organisations							
	13	39,851	35,000	42,196	8	33,616	45,550

Level 5: Accountant Annual Basic Pay

Level 5: Accountant (11 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	0	.	.	.	0	.	.
3 - 5 employees	0	.	.	.	0	.	.
6 - 9 employees	0	.	.	.	0	.	.
10 - 19 employees	0	.	.	.	0	.	.
20 - 99 employees	4	47,609	41,469	53,750	2	35,775	45,316
100 or more employees	7	49,439	43,657	60,000	6	44,560	57,589
Sector							
Arts, Culture and Heritage	0	.	.	.	0	.	.
Housing & Homelessness	2	46,829	.	.	1	.	.
International Development	4	52,875	47,000	58,750	3	42,281	56,144
Education & Training	2	36,219	.	.	2	36,538	50,004
Health	1	.	.	.	1	.	.
Social services	2	48,750	.	.	1	.	.
Other	0	.	.	.	0	.	.
Income (€)							
Less than 100, 000	0	.	.	.	0	.	.
100,001 - 250,000	0	.	.	.	0	.	.
250,001 - 500,000	0	.	.	.	0	.	.
500,001 - 1,000,000	0	.	.	.	0	.	.
1,000,001 - 5,000,000	1	.	.	.	0	.	.
More than 5,000,000	9	46,399	43,657	50,000	7	41,699	53,535
All Organisations	11	48,774	43,657	57,500	8	42,364	54,520

Level 5: Finance Officer Annual Basic Pay

Level 5: Finance Officer (22 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	0	.	.	.	0	.	.
3 - 5 employees	2	32,422	.	.	0	.	.
6 - 9 employees	2	34,178	.	.	0	.	.
10 - 19 employees	3	35,718	.	.	0	.	.
20 - 99 employees	7	33,252	30,000	40,197	2	32,853	37,186
100 or more employees	8	34,653	30,725	35,000	4	31,848	42,931
Sector							
Arts, Culture and Heritage	0	.	.	.	0	.	.
Housing & Homelessness	1	.	.	.	1	.	.
International Development	1	.	.	.	1	.	.
Education & Training	6	34,154	30,000	34,511	1	.	.
Health	4	32,836	30,417	35,255	1	.	.
Social services	8	33,164	30,225	35,000	2	26,195	32,164
Other	2	29,785	.	.	0	.	.
Income (€)							
Less than 100, 000	0	.	.	.	0	.	.
100,001 - 250,000	1	.	.	.	0	.	.
250,001 - 500,000	2	33,679	.	.	0	.	.
500,001 - 1,000,000	3	28,357	.	.	0	.	.
1,000,001 - 5,000,000	7	35,738	30,000	42,500	0	.	.
More than 5,000,000	8	35,706	30,725	37,599	5	33,720	42,864
All Organisations	22	34,107	30,250	35,128	6	32,183	41,016

Level 5: Communications/Media Officer Annual Basic Pay

Level 5: Communications/ Media Officer (28 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	0	.	.	.	0	.	.
3 - 5 employees	0	.	.	.	0	.	.
6 - 9 employees	0	.	.	.	0	.	.
10 - 19 employees	7	30,964	25,000	36,500	4	28,115	39,828
20 - 99 employees	10	34,945	28,947	40,000	2	34,946	37,278
100 or more employees	11	38,462	35,000	37,347	8	34,114	45,626
Sector							
Arts, Culture and Heritage	2	34,000	.	.	0	.	.
Housing & Homelessness	2	35,280	.	.	1	.	.
International Development	4	41,587	37,174	46,000	4	38,675	48,628
Education & Training	2	33,250	.	.	0	.	.
Health	6	34,383	32,000	35,000	2	25,946	38,671
Social services	7	31,687	28,947	36,540	5	26,970	36,728
Other	5	37,952	25,000	46,000	2	39,406	50,847
Income (€)							
Less than 100, 000	0	.	.	.	0	.	.
100,001 - 250,000	0	.	.	.	0	.	.
250,001 - 500,000	0	.	.	.	0	.	.
500,001 - 1,000,000	4	29,813	24,276	35,350	3	26,820	39,438
1,000,001 - 5,000,000	11	35,091	30,000	40,000	1	.	.
More than 5,000,000	11	38,841	35,000	42,000	9	35,367	45,310
All Organisations	28	35,331	30,443	37,462	14	32,519	42,777

Level 5: Psychologist/Counsellor Annual Basic Pay

Level 5: Psychologist/ Counsellor (12 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	0	.	.	.	0	.	.
3 - 5 employees	2	40,900	.	.	0	.	.
6 - 9 employees	1	.	.	.	0	.	.
10 - 19 employees	3	44,217	.	.	2	42,155	59,659
20 - 99 employees	2	52,000	.	.	0	.	.
100 or more employees	4	44,807	34,829	54,785	3	43,307	57,082
Sector							
Arts, Culture and Heritage	0	.	.	.	0	.	.
Housing & Homelessness	1	.	.	.	1	33,937	41,377
International Development	0	.	.	.	0	.	.
Education & Training	1	.	.	.	1	.	.
Health	6	48,791	35,000	55,000	2	51,992	74,597
Social services	4	39,150	33,500	44,799	1	.	.
Other	0	.	.	.	0	.	.
Income (€)							
Less than 100, 000	0	.	.	.	0	.	.
100,001 - 250,000	1	.	.	.	0	.	.
250,001 - 500,000	1	.	.	.	0	.	.
500,001 - 1,000,000	4	44,618	38,899	50,338	3	42,103	54,997
1,000,001 - 5,000,000	2	52,000	.	.	0	.	.
More than 5,000,000	3	44,517	.	.	2	43,960	62,786
All Organisations	12	44,390	35,000	53,500	5	42,846	58,113

Level 5: Youth Worker (3rd level/Hetac L7+) Annual Basic Pay

Level 5: Youth Worker (14 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	0	.	.	.	0	.	.
3 - 5 employees	2	38,799	.	.	1	.	.
6 - 9 employees	3	33,198	.	.	1	.	.
10 - 19 employees	4	34,499	29,500	39,498	2	27,938	41,652
20 - 99 employees	2	38,921	.	.	2	25,539	40,690
100 or more employees	3	34,585	.	.	2	27,750	38,970
Sector							
Arts, Culture and Heritage	1	.	.	.	0	.	.
Housing & Homelessness	1	.	.	.	1	.	.
International Development	1	.	.	.	0	.	.
Education & Training	2	31,122	.	.	2	24,800	32,037
Health	2	32,250	.	.	1	.	.
Social services	7	37,956	32,000	44,598	4	28,280	44,052
Other	0	.	.	.	0	.	.
Income (€)							
Less than 100,000	1	.	.	.	0	.	.
100,001 - 250,000	3	34,866	.	.	2	27,882	37,799
250,001 - 500,000	1	.	.	.	0	.	.
500,001 - 1,000,000	3	35,998	.	.	2	27,938	41,652
1,000,001 - 5,000,000	1	.	.	.	1	.	.
More than 5,000,000	5	34,918	33,243	37,500	3	26,033	36,338
All Organisations							
	14	35,484	31,316	38,990	8	27,277	39,778

Level 5: Other Specialist/Professional Staff (not elsewhere specified) Annual Basic Pay

Level 5: Other Specialist/ Professional Staff (n.e.s.) (65 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	2	25,920	.	.	0	.	.
3 - 5 employees	5	27,300	25,616	30,000	3	23,142	32,924
6 - 9 employees	12	31,776	26,900	37,330	3	29,669	45,259
10 - 19 employees	14	36,412	33,000	45,245	5	34,468	46,481
20 - 99 employees	16	37,990	31,902	44,511	6	28,279	39,618
100 or more employees	16	42,237	36,823	46,850	11	34,260	47,827
Sector							
Arts, Culture and Heritage	8	29,274	24,148	36,014	0	.	.
Housing & Homelessness	7	39,082	33,595	44,502	4	32,455	40,564
International Development	4	31,073	26,645	35,500	2	31,882	42,084
Education & Training	10	39,085	32,000	46,000	4	33,361	47,744
Health	14	39,197	32,500	45,245	7	32,387	46,734
Social services	13	37,849	30,804	47,700	6	29,373	44,177
Other	9	33,263	25,616	41,213	5	29,466	40,233
Income (€)							
Less than 100,000	0	.	.	.	0	.	.
100,001 - 250,000	7	31,796	21,840	31,279	2	22,557	32,393
250,001 - 500,000	12	31,309	24,793	37,803	3	30,476	44,141
500,001 - 1,000,000	9	34,071	26,500	35,158	4	30,528	44,359
1,000,001 - 5,000,000	18	38,603	33,000	44,520	6	29,765	42,354
More than 5,000,000	17	40,086	33,595	45,500	12	33,976	45,859
All Organisations	65	36,355	29,690	44,166	28	31,332	43,955

2.6 Level 6: Semi-Professional & Administrative Staff

This is a promotional grade from entry level administration (Level 7) or similar, with the exception of the semi-professional grades (marked as Fetac L5/6).

Please note: information on pensions and total remuneration was not collected for employees at level 3 -7. Only data on Annual Basic Pay is provided.

All Level 6 Jobs: Annual Basic Pay

All Level 6 Titles (162 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	2	22,644	.	.	0	.	.
3 – 5 employees	17	26,703	23,333	29,000	6	22,331	35,186
6 – 9 employees	29	26,213	20,696	30,000	5	24,747	32,273
10 – 19 employees	33	27,673	21,419	33,142	6	24,334	34,845
20 - 99 employees	39	30,213	25,500	33,500	18	25,283	32,645
100 or more employees	42	33,670	30,000	37,299	25	28,641	37,848
Sector							
Arts, Culture and Heritage	8	26,816	23,970	29,445	0	.	.
Housing & Homelessness	11	32,253	26,999	35,322	9	29,546	36,580
International Development	15	30,857	28,000	35,000	8	26,034	35,805
Education & Training	24	28,164	22,181	32,857	8	23,086	33,644
Health	28	32,839	28,320	36,125	13	29,059	36,721
Social services	62	27,681	21,840	32,412	18	23,294	33,026
Other	14	30,090	25,000	35,061	4	29,728	39,678
Income (€)							
Less than 100, 000	3	21,965	.	.	0	.	.
100,001 - 250,000	21	26,761	21,294	32,780	5	23,034	34,223
250,001 - 500,000	19	26,041	20,894	30,622	4	22,513	31,741
500,001 - 1,000,000	18	29,555	25,000	34,000	6	24,443	38,883
1,000,001 - 5,000,000	49	30,118	26,500	32,412	15	25,818	32,534
More than 5,000,000	41	31,520	29,212	35,800	21	28,251	36,915
All Organisations	162	29,414	24,188	33,676	60	26,247	35,256

Level 6: Care Worker (with Fetac L5/L6) Annual Basic Pay

Level 6: Care Worker (12 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	0	.	.	.	0	.	.
3 - 5 employees	1	.	.	.	0	.	.
6 - 9 employees	1	.	.	.	0	.	.
10 - 19 employees	3	24,125	.	.	1	.	.
20 - 99 employees	2	28,521	.	.	2	24,119	31,883
100 or more employees	5	31,119	.	.	4	26,841	36,956
Sector							
Arts, Culture and Heritage	0	.	.	.	0	.	.
Housing & Homelessness	1	.	.	.	1	.	.
International Development	0	.	.	.	0	.	.
Education & Training	2	20,333	.	.	1	.	.
Health	4	30,457	26,958	33,957	3	26,948	37,605
Social services	5	26,228	20,475	30,766	2	26,471	38,661
Other	0	.	.	.	0	.	.
Income (€)							
Less than 100, 000	0	.	.	.	0	.	.
100,001 - 250,000	0	.	.	.	0	.	.
250,001 - 500,000	1	.	.	.	0	.	.
500,001 - 1,000,000	4	25,245	21,419	29,071	2	22,829	33,900
1,000,001 - 5,000,000	2	31,798	.	.	2	27,501	35,055
More than 5,000,000	4	28,706	23,380	34,032	2	28,408	39,658
All Organisations	12	27,360	20,947	32,548	7	26,003	36,272

Level 6: Childcare/Youth Worker (with Fetac L5/L6) Annual Basic Pay

Level 6: Childcare/ Youth Worker (18 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	0	.	.	.	0	.	.
3 - 5 employees	1	.	.	.	0	.	.
6 - 9 employees	6	22,451	20,020	24,250	2	20,743	24,204
10 - 19 employees	4	25,656	22,311	29,000	1	.	.
20 - 99 employees	5	26,141	22,440	33,500	3	21,060	27,225
100 or more employees	2	23,959	.	.	2	20,432	26,992
Sector							
Arts, Culture and Heritage	1	.	.	.	0	.	.
Housing & Homelessness	1	.	.	.	1	.	.
International Development	0	.	.	.	0	.	.
Education & Training	4	24,969	21,010	28,927	2	21,355	30,132
Health	2	32,057	.	.	1	.	.
Social services	10	22,476	19,481	23,660	4	19,859	21,578
Other	0	.	.	.	0	.	.
Income (€)							
Less than 100, 000	1	.	.	.	0	.	.
100,001 - 250,000	3	25,987	.	.	2	20,257	27,676
250,001 - 500,000	3	26,487	.	.	0	.	.
500,001 - 1,000,000	1	.	.	.	0	.	.
1,000,001 - 5,000,000	4	26,690	23,330	30,050	2	21,739	23,630
More than 5,000,000	2	20,961	.	.	1	.	.
All Organisations	18	24,322	20,527	27,604	8	20,896	25,958

Level 6: Senior Secretary Annual Basic Pay

Level 6: Senior Secretary (13 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	0	.	.	.	0	.	.
3 - 5 employees	0	.	.	.	0	.	.
6 - 9 employees	0	.	.	.	0	.	.
10 - 19 employees	3	27,709	.	.	0	.	.
20 - 99 employees	3	34,312	.	.	1	.	.
100 or more employees	7	35,825	30,000	40,769	4	27,778	38,958
Sector							
Arts, Culture and Heritage	0	.	.	.	0	.	.
Housing & Homelessness	0	.	.	.	0	.	.
International Development	1	.	.	.	1	.	.
Education & Training	0	.	.	.	0	.	.
Health	4	36,549	33,427	39,671	2	29,126	41,646
Social services	5	30,187	24,498	36,664	1	.	.
Other	3	32,979	.	.	1	.	.
Income (€)							
Less than 100, 000	0	.	.	.	0	.	.
100,001 - 250,000	0	.	.	.	0	.	.
250,001 - 500,000	1	.	.	.	0	.	.
500,001 - 1,000,000	0	.	.	.	0	.	.
1,000,001 - 5,000,000	3	32,667	.	.	0	.	.
More than 5,000,000	7	33,799	30,000	39,500	3	31,266	40,012
All Organisations	13	33,603	29,000	38,750	5	28,810	38,940

Level 6: Office Supervisor Annual Basic Pay

Level 6: Office Supervisor (11 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	0	.	.	.	0	.	.
3 - 5 employees	2	24,726	.	.	2	20,946	33,671
6 - 9 employees	2	28,453	.	.	0	.	.
10 - 19 employees	2	32,811	.	.	0	.	.
20 - 99 employees	3	28,856	.	.	1	.	.
100 or more employees	2	34,887	.	.	2	26,430	36,271
Sector							
Arts, Culture and Heritage	0	.	.	.	0	.	.
Housing & Homelessness	0	.	.	.	0	.	.
International Development	2	29,800	.	.	2	24,181	35,385
Education & Training	2	30,306	.	.	1	.	.
Health	2	32,811	.	.	0	.	.
Social services	2	31,071	.	.	1	.	.
Other	3	26,782	.	.	1	.	.
Income (€)							
Less than 100, 000	0	.	.	.	0	.	.
100,001 - 250,000	2	28,453	.	.	0	.	.
250,001 - 500,000	2	26,111	.	.	1	.	.
500,001 - 1,000,000	2	31,426	.	.	1	.	.
1,000,001 - 5,000,000	3	28,856	.	.	1	.	.
More than 5,000,000	1	.	.	.	1	.	.
All Organisations	11	29,847	25,500	35,000	5	23,430	34,816

Level 6: Senior Accounts Officer Annual Basic Pay

Level 6: Senior Accounts Officer (14 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	0	.	.	.	0	.	.
3 - 5 employees	0	.	.	.	0	.	.
6 - 9 employees	1	.	.	.	0	.	.
10 - 19 employees	2	29,600	.	.	0	.	.
20 - 99 employees	4	36,142	28,500	43,784	1	.	.
100 or more employees	7	37,150	32,412	40,000	3	33,149	42,335
Sector							
Arts, Culture and Heritage	1	.	.	.	0	.	.
Housing & Homelessness	2	44,045	.	.	2	35,597	44,045
International Development	3	34,200	.	.	1	.	.
Education & Training	1	.	.	.	0	.	.
Health	3	40,505	.	.	1	.	.
Social services	3	30,304	.	.	0	.	.
Other	1	.	.	.	0	.	.
Income (€)							
Less than 100, 000	0	.	.	.	0	.	.
100,001 - 250,000	1	.	.	.	0	.	.
250,001 - 500,000	0	.	.	.	0	.	.
500,001 - 1,000,000	0	.	.	.	0	.	.
1,000,001 - 5,000,000	7	33,740	28,000	37,219	1	.	.
More than 5,000,000	5	35,828	35,000	37,740	2	29,620	39,255
All Organisations	14	34,808	29,950	38,305	4	34,941	44,339

Level 6: Senior Clerical Annual Basic Pay

Level 6: Senior Clerical (13 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	0	.	.	.	0	.	.
3 - 5 employees	1	.	.	.	1	.	.
6 - 9 employees	0	.	.	.	0	.	.
10 - 19 employees	3	27,129	.	.	0	.	.
20 - 99 employees	3	30,295	.	.	2	28,594	33,204
100 or more employees	6	36,924	32,000	44,835	5	31,369	42,201
Sector							
Arts, Culture and Heritage	0	.	.	.	0	.	.
Housing & Homelessness	2	33,661	.	.	2	30,018	37,115
International Development	1	.	.	.	1	.	.
Education & Training	1	.	.	.	0	.	.
Health	2	37,030	.	.	2	32,699	37,470
Social services	5	28,853	29,212	32,000	2	22,125	36,994
Other	2	39,363	.	.	1	.	.
Income (€)							
Less than 100, 000	0	.	.	.	0	.	.
100,001 - 250,000	1	.	.	.	1	.	.
250,001 - 500,000	0	.	.	.	0	.	.
500,001 - 1,000,000	0	.	.	.	0	.	.
1,000,001 - 5,000,000	4	30,500	26,393	34,607	2	28,594	33,204
More than 5,000,000	7	31,903	29,212	35,000	4	29,159	40,627
All Organisations	13	32,815	28,217	35,161	8	29,616	39,291

Level 6: Senior Administrative Assistant/ Administrator Annual Basic Pay

Level 6: Senior Administrative Assistant/ Administrator (51 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	2	22,644	.	.	0	.	.
3 - 5 employees	11	27,262	23,333	32,018	3	23,067	35,619
6 - 9 employees	12	27,723	22,920	31,845	2	28,210	41,298
10 - 19 employees	10	27,319	21,000	31,000	3	22,649	32,720
20 - 99 employees	10	28,487	26,500	32,110	7	24,034	31,611
100 or more employees	6	31,579	29,500	33,500	3	30,119	36,022
Sector							
Arts, Culture and Heritage	4	24,460	21,170	27,750	0	.	.
Housing & Homelessness	2	26,750	.	.	1	.	.
International Development	5	26,867	25,000	29,000	2	24,500	31,500
Education & Training	7	27,753	21,419	32,110	2	23,871	36,563
Health	8	28,395	27,091	30,844	4	27,128	30,289
Social services	22	28,784	23,660	33,500	8	24,209	36,663
Other	3	28,341	.	.	1	.	.
Income (€)							
Less than 100, 000	2	22,938	.	.	0	.	.
100,001 - 250,000	11	27,002	21,294	32,067	2	25,882	39,422
250,001 - 500,000	10	27,290	21,340	28,628	3	23,351	32,321
500,001 - 1,000,000	6	30,514	27,500	36,692	2	24,555	41,579
1,000,001 - 5,000,000	15	28,585	26,500	31,000	7	24,127	31,384
More than 5,000,000	6	29,384	26,000	33,500	4	28,086	34,575
All Organisations	51	27,948	23,660	32,110	18	25,120	34,275

Level 6: Other Semi-Professional/Administration Staff (not elsewhere specified)
Annual Basic Pay

Level 6: Other Semi-Professional /Administration Staff (n.e.s.) (30 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	0	.	.	.	0	.	.
3 - 5 employees	1	.	.	.	0	.	.
6 - 9 employees	7	27,728	20,447	37,090	1	.	.
10 - 19 employees	6	29,279	28,228	34,000	1	.	.
20 - 99 employees	9	31,192	26,000	32,000	1	.	.
100 or more employees	7	31,291	28,559	32,500	2	28,589	34,970
Sector							
Arts, Culture and Heritage	2	29,445	.	.	0	.	.
Housing & Homelessness	3	29,583	.	.	2	28,589	34,970
International Development	3	30,186	.	.	1	.	.
Education & Training	7	32,186	26,000	38,300	2	26,300	38,037
Health	3	33,000	.	.	0	.	.
Social services	10	27,880	20,894	31,000	0	.	.
Other	2	26,618	.	.	0	.	.
Income (€)							
Less than 100, 000	0	.	.	.	0	.	.
100,001 - 250,000	3	24,604	.	.	0	.	.
250,001 - 500,000	2	18,520	.	.	0	.	.
500,001 - 1,000,000	5	33,514	30,229	34,000	1	.	.
1,000,001 - 5,000,000	11	30,353	25,000	38,300	0	.	.
More than 5,000,000	9	31,359	29,250	32,000	4	26,401	32,844
All Organisations	30	29,818	25,750	32,875	5	27,121	35,275

2.7 Level 7: Entry Level – Non-Professional Staff

Please note: information on pensions and total remuneration was not collected for employees at level 3 -7. Only data on Annual Basic Pay is provided.

All Level 7 Jobs: Annual Basic Pay

All Level 7 Jobs (166 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	4	18,672	17,535	19,808	0	.	.
3 - 5 employees	11	20,420	18,667	21,338	0	.	.
6 - 9 employees	14	22,368	20,000	25,000	2	21,594	31,200
10 - 19 employees	33	24,594	20,294	28,288	7	25,846	30,819
20 - 99 employees	53	25,619	20,072	30,000	13	25,251	34,658
100 or more employees	51	26,616	23,695	29,617	39	22,891	30,570
Sector							
Arts, Culture and Heritage	6	21,895	18,200	27,300	0	.	.
Housing & Homelessness	11	28,108	24,000	32,188	11	25,554	31,242
International Development	10	25,805	23,170	25,477	5	22,115	29,901
Education & Training	25	26,425	19,110	30,000	9	25,938	34,978
Health	32	27,288	24,604	30,469	15	23,245	33,105
Social services	65	22,827	19,654	25,094	17	22,253	28,314
Other	17	24,892	20,072	28,083	4	23,260	33,760
Income (€)							
Less than 100, 000	6	18,562	18,018	19,500	0	.	.
100,001 - 250,000	12	23,170	19,639	25,648	0	.	.
250,001 - 500,000	20	23,238	19,827	26,422	5	25,329	30,654
500,001 - 1,000,000	21	24,427	20,475	27,300	4	25,466	37,637
1,000,001 - 5,000,000	49	25,094	21,000	28,288	12	25,234	33,905
More than 5,000,000	47	27,159	24,000	30,000	31	23,624	30,863
All Organisations	166	24,936	20,294	28,134	61	23,691	31,491

Level 7: Junior Receptionist Annual Basic Pay

Level 7: Junior Receptionist (26 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	0	.	.	.	0	.	.
3 - 5 employees	1	.	.	.	0	.	.
6 - 9 employees	3	22,252	.	.	1	.	.
10 - 19 employees	5	20,186	20,294	21,485	1	.	.
20 - 99 employees	8	26,567	20,966	30,750	0	.	.
100 or more employees	9	27,626	23,170	34,798	7	21,774	30,882
Sector							
Arts, Culture and Heritage	0	.	.	.	0	.	.
Housing & Homelessness	0	.	.	.	0	.	.
International Development	3	27,966	.	.	3	21,885	29,592
Education & Training	4	27,189	20,378	34,000	0	.	.
Health	4	26,254	22,547	29,961	2	21,746	32,671
Social services	9	22,267	20,475	23,544	2	22,442	32,388
Other	6	24,713	20,000	31,500	2	22,401	32,297
Income (€)							
Less than 100,000	0	.	.	.	0	.	.
100,001 - 250,000	3	28,500	.	.	0	.	.
250,001 - 500,000	3	19,043	.	.	1	.	.
500,001 - 1,000,000	4	22,177	21,116	23,238	1	.	.
1,000,001 - 5,000,000	6	22,731	19,000	25,000	0	.	.
More than 5,000,000	8	27,656	23,985	32,399	5	22,411	31,274
All Organisations							
	26	24,860	20,430	30,000	9	22,092	31,498

Level 7: Junior Administrative Assistant/Clerical Worker

Level 7: Junior Administrative Assistant /Clerical Worker (29 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	1	.	.	.	0	.	.
3 - 5 employees	2	19,549	.	.	0	.	.
6 - 9 employees	3	23,537	.	.	1	.	.
10 - 19 employees	5	29,185	26,750	32,760	1	.	.
20 - 99 employees	8	25,503	22,000	30,315	2	23,627	32,018
100 or more employees	10	27,757	25,257	29,617	10	22,216	31,934
Sector							
Arts, Culture and Heritage	1	.	.	.	0	.	.
Housing & Homelessness	2	28,046	.	.	2	24,781	31,122
International Development	5	25,584	25,000	25,477	2	22,462	30,365
Education & Training	4	24,563	20,750	28,375	2	22,500	29,250
Health	8	29,699	27,500	31,780	5	22,655	34,405
Social services	5	22,122	19,654	22,750	2	20,828	29,191
Other	4	24,417	20,839	27,996	1	.	.
Income (€)							
Less than 100, 000	1	.	.	.	0	.	.
100,001 - 250,000	1	.	.	.	0	.	.
250,001 - 500,000	4	22,567	21,077	24,056	1	.	.
500,001 - 1,000,000	2	30,500	.	.	0	.	.
1,000,001 - 5,000,000	11	26,499	24,115	30,629	4	23,860	32,114
More than 5,000,000	7	27,619	25,000	30,800	6	22,787	31,046
All Organisations	29	26,049	22,625	29,808	14	22,686	32,091

Level 7: Driver Annual Basic Pay

Level 7: Driver (13 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	0	.	.	.	0	.	.
3 - 5 employees	2	24,669	.	.	0	.	.
6 - 9 employees	1	.	.	.	0	.	.
10 - 19 employees	3	23,810	.	.	2	26,696	31,322
20 - 99 employees	3	26,183	.	.	0	.	.
100 or more employees	4	24,797	19,864	29,730	1	.	.
Sector							
Arts, Culture and Heritage	0	.	.	.	0	.	.
Housing & Homelessness	0	.	.	.	0	.	.
International Development	0	.	.	.	0	.	.
Education & Training	0	.	.	.	0	.	.
Health	2	29,897	.	.	1	.	.
Social services	9	23,085	20,930	24,201	1	.	.
Other	2	25,937	24,297	27,577	1	.	.
Income (€)							
Less than 100, 000	0	.	.	.	0	.	.
100,001 - 250,000	1	.	.	.	0	.	.
250,001 - 500,000	3	24,513	.	.	1	.	.
500,001 - 1,000,000	1	.	.	.	0	.	.
1,000,001 - 5,000,000	3	27,277	.	.	1	.	.
More than 5,000,000	4	25,384	21,038	29,730	1	.	.
All Organisations	13	24,572	21,134	28,730	3	26,131	31,158

Level 7: General Operative Annual Basic Pay

Level 7: General Operative (10 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	0	.	.	.	0	.	.
3 - 5 employees	0	.	.	.	0	.	.
6 - 9 employees	0	.	.	.	0	.	.
10 - 19 employees	2	23,229	.	.	0	.	.
20 - 99 employees	4	25,225	21,094	29,356	2	22,094	34,670
100 or more employees	4	25,557	23,340	27,774	2	23,066	28,329
Sector							
Arts, Culture and Heritage	0	.	.	.	0	.	.
Housing & Homelessness	1	.	.	.	1	.	.
International Development	0	.	.	.	0	.	.
Education & Training	2	23,500	.	.	1	.	.
Health	2	25,995	.	.	1	.	.
Social services	4	23,971	22,006	25,936	1	.	.
Other	1	.	.	.	0	.	.
Income (€)							
Less than 100, 000	0	.	.	.	0	.	.
100,001 - 250,000	0	.	.	.	0	.	.
250,001 - 500,000	1	.	.	.	0	.	.
500,001 - 1,000,000	0	.	.	.	0	.	.
1,000,001 - 5,000,000	5	24,446	21,332	28,000	2	22,094	34,670
More than 5,000,000	4	25,557	23,340	27,774	2	23,066	28,329
All Organisations	10	24,959	22,343	28,171	4	22,580	31,499

Level 7: Care Assistant Annual Basic Pay

Level 7: Care Assistant (10 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	0	.	.	.	0	.	.
3 - 5 employees	0	.	.	.	0	.	.
6 - 9 employees	0	.	.	.	0	.	.
10 - 19 employees	1	.	.	.	0	.	.
20 - 99 employees	5	25,044	21,840	27,308	2	23,508	30,906
100 or more employees	4	26,901	25,204	28,598	3	25,216	36,680
Sector							
Arts, Culture and Heritage	0	.	.	.	0	.	.
Housing & Homelessness	0	.	.	.	0	.	.
International Development	0	.	.	.	0	.	.
Education & Training	1	.	.	.	1	.	.
Health	5	27,267	24,408	30,605	2	24,529	36,680
Social services	3	25,530	.	.	2	23,781	31,989
Other	1	.	.	.	0	.	.
Income (€)							
Less than 100, 000	0	.	.	.	0	.	.
100,001 - 250,000	0	.	.	.	0	.	.
250,001 - 500,000	1	.	.	.	0	.	.
500,001 - 1,000,000	2	24,574	.	.	1	.	.
1,000,001 - 5,000,000	3	26,221	.	.	1	.	.
More than 5,000,000	3	24,803	.	.	2	22,751	31,989
All Organisations	10	26,031	23,460	28,263	5	24,533	34,370

Level 7: Cleaner/Housekeeper Annual Basic Pay

Level 7: Cleaner/ Housekeeper (26 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	0	.	.	.	0	.	.
3 - 5 employees	1	.	.	.	0	.	.
6 - 9 employees	1	.	.	.	0	.	.
10 - 19 employees	6	22,964	19,285	29,167	0	.	.
20 - 99 employees	10	21,395	19,000	24,000	3	21,067	29,454
100 or more employees	8	23,418	22,154	25,527	6	21,579	26,323
Sector							
Arts, Culture and Heritage	1	.	.	.	0	.	.
Housing & Homelessness	3	24,128	.	.	3	22,617	26,427
International Development	1	.	.	.	0	.	.
Education & Training	7	24,041	19,110	27,779	3	22,410	30,632
Health	4	21,784	18,837	24,730	0	.	.
Social services	10	21,269	19,654	22,308	3	19,198	25,042
Other	0	.	.	.	0	.	.
Income (€)							
Less than 100, 000	1	.	.	.	0	.	.
100,001 - 250,000	1	.	.	.	0	.	.
250,001 - 500,000	2	19,974	.	.	0	.	.
500,001 - 1,000,000	5	23,365	19,656	27,779	1	.	.
1,000,001 - 5,000,000	7	21,358	19,000	22,308	1	.	.
More than 5,000,000	8	24,731	23,848	26,238	6	22,636	27,941
All Organisations	26	22,252	19,241	25,046	9	21,408	27,367

Level 7: Cook/Chef¹² Annual Basic Pay

Level 7: Cook/Chef (18 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	2	18,493	.	.	0	.	.
3 - 5 employees	1	.	.	.	0	.	.
6 - 9 employees	1	.	.	.	0	.	.
10 - 19 employees	2	27,542	.	.	1	.	.
20 - 99 employees	6	32,071	20,693	45,466	2	37,082	48,946
100 or more employees	6	28,003	24,843	32,545	4	25,871	31,230
Sector							
Arts, Culture and Heritage	1	.	.	.	0	.	.
Housing & Homelessness	3	31,109	.	.	3	29,056	35,872
International Development	0	.	.	.	0	.	.
Education & Training	3	42,670	.	.	2	37,082	48,946
Health	0	.	.	.	0	.	.
Social services	11	22,203	18,000	24,843	2	18,657	19,152
Other	0	.	.	.	0	.	.
Income (€)							
Less than 100, 000	2	18,493	.	.	0	.	.
100,001 - 250,000	1	.	.	.	0	.	.
250,001 - 500,000	1	.	.	.	0	.	.
500,001 - 1,000,000	4	28,456	20,529	36,383	1	.	.
1,000,001 - 5,000,000	4	31,200	23,100	39,300	3	30,419	36,272
More than 5,000,000	5	31,920	32,188	34,084	2	30,955	37,400
All Organisations	18	27,454	20,302	32,930	7	28,378	34,830

¹²It is possible that some of the employees holding the position of Cook or Chef detailed above, are professionally qualified.

Level 7: Other Entry Level/Non-Professional Staff (not elsewhere specified)
Annual Basic Pay

Level 7: Other Entry Level/ Non-Professional Staff (n.e.s.) (34 Cases)	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
Size of Organisation							
1 - 2 employees	1	.	.	.	0	.	.
3 - 5 employees	4	20,258	19,334	21,182	0	.	.
6 - 9 employees	5	22,273	18,594	25,094	0	.	.
10 - 19 employees	9	25,169	19,651	29,745	2	27,557	30,638
20 - 99 employees	9	25,580	19,000	26,744	2	26,220	34,557
100 or more employees	6	27,809	24,353	35,084	6	23,073	29,391
Sector							
Arts, Culture and Heritage	3	19,545	.	.	0	.	.
Housing & Homelessness	2	31,694	.	.	2	27,694	34,346
International Development	1	.	.	.	0	.	.
Education & Training	4	20,751	18,800	22,701	0	.	.
Health	7	27,907	20,000	35,084	4	23,211	31,049
Social services	14	23,968	19,500	26,744	4	24,440	28,462
Other	3	24,852	.	.	0	.	.
Income (€)							
Less than 100,000	2	19,084	.	.	0	.	.
100,001 - 250,000	5	21,735	20,000	21,840	0	.	.
250,001 - 500,000	5	26,654	25,094	29,758	2	27,557	30,638
500,001 - 1,000,000	3	19,719	.	.	0	.	.
1,000,001 - 5,000,000	10	24,467	19,000	28,083	0	.	.
More than 5,000,000	8	28,283	22,177	36,213	7	24,172	31,455
All Organisations	34	24,573	19,375	28,134	10	24,599	30,674

3 Other Pay Information

3.1 Pay Policy

Organisations were invited to indicate how they make decisions on rates of pay. It should be noted that many organisations combined a range of policy approaches when setting pay/pay scales.

Table 14: How decisions on pay rates are made (N = 207)

Align Our Rates With HSE Rates	As Recommended by Funders	Negotiate With the Individual	Minimum Wage	Market Rate	Depends on Ability to Pay	CFI National Pay & Benefits Survey	*Other
10%	17%	24%	4%	28%	42%	9%	15%

***Other details included:** (N= 31)

- Own salary scales/historic rates
- Aligned with civil service rates
- Varies with qualifications and experience
- Decided by the Board
- Local Authority alignment
- Dept. of Education & Skill
- Living Wage policy
- Different policies for different staff (e.g. a mixture of individual fixed salaries for some staff + salary scales for others)
- Previously aligned with HSE rates but now out of sync
- No pay policy/pay scales

Organisations were also asked to identify the factors on which decisions on pay increases were based and results are shown in Table 15. In many instances decisions are based on more than one factor.

Table 15: Factors on which pay increases are based, when applied (N = 205)

Cost of Living Increase	Performance-Related (For Outstanding Performer)	Linked to Public Sector/HSE Pay Increases	Ability to Pay	CFI National Pay & Benefits Survey	*Other
18%	20%	14%	67%	7%	12%

***Other details included:** (N=25)

- External benchmarking
- Funder dependent
- Increments
- Market rate
- Increase in Minimum Wage
- No pay increases since 2008

3.2 Increments

Organisations were asked whether their organisations pay automatic increments to employees and 213 organisations answered this:

- **Yes, currently:** 12%
- **Yes, previously but not currently:** 25%
- **No:** 63%

3.3 Pay Increases

Organisations were asked if they had given pay increases in the last 12 months, and just over a third (34%) of 214 organisations responding to this question had done so. Pay increases by level are shown in Table 17. The total number exceeds the 34% because a number of organisations gave pay increases at a number of levels.

Table 16: Details of pay increases, where given, in last 12 months¹³

	(N=)	Average	Median	Lower Quartile	Upper Quartile
Level 1: CEO/General Manager	16	3.6%	2.5%	1.5%	5.0%
Level 2: Head of Function/Snr. Manager	22	3.6%	2.7%	2.0%	5.0%
Level 3: Middle Managers	20	3.5%	2.3%	2.0%	4.8%
Level 4: Junior/Assistant Managers	18	3.1%	2.3%	2.0%	3.3%
Level 5: Specialist/Professional Staff	24	3.8%	3.0%	2.0%	5.0%
Level 6: Semi-Professional/Administration	16	3.1%	2.3%	2.0%	3.8%
Level 7: Entry Level - Non-Professional Staff	17	2.8%	2.0%	1.7%	3.5%

Organisations were also asked whether they intend to give any pay increases in the next 12 months. In total 211 organisations answered this question as follows:

- **Yes:** 27%
- **Not sure:** 32%
- **No:** 41%

Table 17: Expected pay increases in next 12 months

	(N=)	Average	Median	Lower Quartile	Upper Quartile
Level 1: CEO/General Manager	14	2.6%	2.5%	1.6%	3.1%
Level 2: Head of Function/Snr. Manager	17	3.0%	2.8%	2.0%	3.0%
Level 3: Middle Managers	18	2.6%	2.5%	1.9%	3.0%
Level 4: Junior/Assistant Managers	14	2.7%	2.5%	2.0%	3.0%
Level 5: Specialist/Professional Staff	18	3.4%	2.8%	2.0%	3.3%
Level 6: Semi-Professional/Administration	15	3.6%	2.5%	2.0%	4.0%
Level 7: Entry Level - Non-Professional Staff	16	3.5%	2.5%	2.0%	3.8%

3.4 Pay Increases in the Private Sector

In a survey conducted by IBEC of 392 companies in September 2016¹⁴, approximately seven out of ten (71%) companies stated that they planned to increase basic pay in 2017. The median pay increase was set to be 2%, similar to 2016, 2015 and 2014. As was the case in 2016, increases in basic pay are most likely to occur in the high-tech sector (88% of high-tech manufacturing firms plan to increase basic pay in 2017, as opposed to 63% of service companies) and in larger companies.

¹³ This question (i.e. the details of any pay increases given) was not asked in the shorter version of the questionnaire

¹⁴ For further details see: <https://www.ibec.ie/IBEC/Press/PressPublicationsdoclib3.nsf/vPages/Newsroom~71-of-companies-to-award-modest-pay-rises-in-2017-27-10-2016?OpenDocument>

3.5 Comparator Rates

Method for Establishing Comparator Rates

The report used to present comparator rates of pay for the private sector is the Ibec Manufacturing & Wholesale Distribution Sectors Pay Survey, 2017¹⁵. This report includes pay data for 175 companies covering almost 40,000 employees. The report was recently published (August, 2017) and the rates of pay are effective as of March 2017. This report is useful for comparison purposes, because it represents a broad range of companies in the private sector. Many of the other private sector pay reports relate to just specific industries (e.g. food production, or engineering), or specific service areas (e.g. retail, banking or insurance). The report also presents a timely comparison with this Community & Voluntary sector report, as the rates of pay are effective as of the May 2017.

Comparator pay rates for a sample of job titles are shown. Pay rates are displayed firstly for companies in the private sector and then for the Community, Voluntary and Charities sector organisations (see a tables). A second table is shown for the same sample of job titles, comparing pay rates in the two sectors in large organisations i.e. those with 100 or more employees (see b tables). For the private sector survey, this size grouping i.e. 100 or more employees, is further broken down into a larger size grouping i.e. 250 or more employees (this data was not available for the Community, Voluntary and Charities sector survey), and so 2 rates of pay are shown for private sector organisations in the tables that compare pay rates in large organisations.

When making pay comparisons between the private sector and the community, voluntary and charity sector, the data in this section should be read with caution as there are only a small number of cases for a number of the job titles shown. It is also not clear that 'like' is being compared with 'like' when looking at these groups of figures as there is no data available outlining the responsibilities, qualifications, etc. for each job type. Please also note that Annual Basic Pay only is being compared. Finally, there is no way of knowing how representative the data is in terms of the wider sectors. For these reasons, the comparative data should be viewed as illustrative only.

Annual Basic Pay Compared with Private Sector: Management Grades

The tables below compare data from two reports:

- **IBEC:** IBEC Pay Survey for the Manufacturing & Wholesale Distribution Sector, 2017
- **CFI:** CFI National Survey on Pay & Conditions of Employment in the Community, Voluntary and Charities Sector, 2017

SURVEY	ANNUAL BASIC PAY FOR JOB				WHERE A PAY SCALE EXISTS			Average Total Remuneration €
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €	

1(a): CHIEF EXECUTIVE OFFICER (CEO) (CFI – L1)

IBEC	99	152,887	99,840	185,900	17	136,500	193,847	173,031
CFI	126	75,767	54,910	95,447	37	65,425	83,306	92,312

¹⁵ The comparator reports used in the 2015 survey were the Ibec Management Salaries Report, 2014 and the Ibec Survey on Pay and Conditions of Employment in the Manufacturing & Wholesale Distribution Sector, 2014. The two reports have now been merged into this one report, for 2017.

1(b): CHIEF EXECUTIVE OFFICER (CEO) - in organisations with 100 or more employees

IBEC	22 ¹⁶	159,116	not available	not available	6	113,692	149,042	184,426
	16 ¹⁷	181,926			2	131,625	238,375	221,702
CFI	22	101,587	91,822	113,009	8	83,775	103,631	117,519

2(a): HEAD OF FINANCE (CFI – L2)

IBEC	23	106,681	80,000	123,268	9	100,714	140,372	121,993
CFI	59	62,884	46,140	78,000	21	60,281	75,252	70,291

2(b): HEAD OF FINANCE – in organisations with 100 or more employees

IBEC	6	95,127	-	-	3	84,560	94,533	101,535
	11	121,370			5	107,150	164,750	146,232
CFI	19	77,041	67,000	88,900	12	65,150	80,681	87,282

3(a): HEAD OF HUMAN RESOURCES (CFI – L2)

IBEC	28	113,916	95,375	132,146	9	88,561	133,143	131,438
CFI	19	71,189	56,003	88,000	11	64,613	80,767	79,499

3(b): HEAD OF HUMAN RESOURCES – in organisations with 100 or more employees

IBEC	9	98,277	-	-	2	84,000	95,750	117,500
	16	128,263			7	89,864	143,827	149,768
CFI	12	78,408	71,776	91,500	10	66,674	82,084	84,531

Please note that from this section onwards, the 'average total remuneration' was not requested in the CFI survey

SURVEY	ANNUAL BASIC PAY FOR JOB				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €

4(a): ADMINISTRATION MANAGER (CFI –L3)

IBEC	31	46,107	34,000	50,000	5	45,811	70,786
CFI	36	38,870	33,081	42,883	12	35,096	48,151

4(b): ADMINISTRATION MANAGER – in organisations with 100 or more employees

IBEC	3	48,640	-	-	0	-	-
	6	56,631			2	36,908	71,065
CFI	6	48,147	35,000	55,825	4	38,715	51,997

¹⁶ 100 – 249 employees – this applies to all further tables from this survey - for this section of the report

¹⁷ 250 or more employees - this applies to all further tables from this survey - for this section of the report

Annual Basic Pay Compared with Private Sector: Non Management Grades

5(a): ACCOUNTANT (CFI – L 5)/FINANCIAL ACCOUNTANT (Ibec)

IBEC	54	58,119	50,000	62,000	17	49,267	65,255
CFI	11	48,774	43,657	57,500	8	42,364	54,520

5(b): ACCOUNTANT – in organisations with 100 or more employees

IBEC	17	55,125	-	-	7	49,527	63,790
	22	61,572	-	-	8	50,506	68,076
CFI	7	49,439	43,657	60,000	6	44,560	57,589

6(a): HR EXECUTIVE (CFI – L5)

IBEC	30	50,074	41,702	57,920	10	43,250	70,239
CFI	19	39,877	35,000	43,311	13	35,851	46,192

6(b): HR EXECUTIVE – in organisations with 100 or more employees

IBEC	6	49,854	-	-	1	-	-
	21	50,263	-	-	9	40,149	64,866
CFI	13	42,171	37,500	48,496	11	35,932	46,536

7(a): IT EXECUTIVE (CFI – L5)/Internal IT & Tech Support (Ibec)

IBEC	26	44,043	34,274	50,173	9	36,724	52,173
CFI	13	39,851	35,000	42,196	8	33,616	45,550

7(b):IT EXECUTIVE – in organisations with 100 or more employees

IBEC	7	41,356	-	-	2	43,109	61,663
	12	48,877	-	-	5	36,997	53,343
CFI	8	42,378	35,000	48,962	6	35,000	46,729

8(a): SENIOR SECRETARY (CFI – L6) / PA to Management (Ibec)

IBEC	23	39,939	35,305	45,589	9	36,997	47,528
CFI	13	33,603	29,000	38,750	5	28,810	38,940

8(b): SENIOR SECRETARY (CFI – L6) – in organisations with 100 or more employees

IBEC	9	40,400	-	-	4	38,470	45,016
	9	41,792	-	-	4	37,224	50,623
CFI	7	35,825	30,000	40,769	4	27,778	38,958

9(a): SENIOR ADMINISTRATIVE ASSISTANT/ADMINISTRATOR (CFI – L6) /Office Administrator (Ibec)

IBEC	41	31,622	24,760	36,000	17	29,278	39,409
CFI	51	27,948	23,660	32,110	18	25,120	34,275

9(b): SENIOR ADMINISTRATIVE ASST/ADMINISTRATOR – in organisations with 100 or more employees

IBEC	11	31,225	-	-	5	29,941	41,571
	7	39,396	-	-	4	28,939	41,534
CFI	6	31,579	29,500	33,500	3	31,119	36,022

10(a): SENIOR ACCOUNTS OFFICER (CFI – L6) /Accounts Clerk (Ibec)

IBEC	43	34,826	29,942	38,760	13	32,644	43,581
CFI	14	34,808	29,950	38,305	4	34,941	44,339

10(b): SENIOR ACCOUNTS OFFICER – in organisations with 100 or more employees

IBEC	9	33,771	-	-	2	37,548	44,923
	10	36,465			5	30,008	46,068
CFI	7	37,150	32,412	40,000	3	33,149	42,335

11(a): JUNIOR RECEPTIONIST (CFI – L7) /Receptionist (Ibec)

IBEC	39	31,000	27,900	33,712	10	30,300	39,772
CFI	26	24,860	20,430	30,000	9	22,092	31,498

11(b): JUNIOR RECEPTIONIST – in organisations with 100 or more employees

IBEC	12	30,369	-	-	5	26,740	33,880
	13	32,101			4	30,625	40,019
CFI	9	27,626	23,170	34,498	7	21,774	30,882

12(a): GENERAL OPERATIVE (CFI – L7) / Unskilled Operative (Ibec)

IBEC	25	24,634	21,904	26,536	15	21,287	26,487
CFI	10	24,959	22,343	28,171	4	22,580	31,499

12(b): GENERAL OPERATIVE – in organisations with 100 or more employees

IBEC	7	25,949	-	-	3	24,525	30,221
	6	22,147			3	19,742	22,913
CFI	4	25,557	23,340	27,774	2	23,066	28,329

13(a): DRIVER (CFI – L7) / Van Driver (Ibec)

IBEC	21	30,418	27,000	31,297	5	30,352	39,764
CFI	13	24,572	21,134	28,730	3	26,131	31,158

13(b): DRIVER – in organisations with 100 or more employees

IBEC	4	26,783	-	-	2	27,502	31,562
	2	29,776			1	-	-
CFI	4	24,797	19,864	29,730	1	-	-

Comparator Pay Rates in the Public Sector

The data for this section is a sample of pay scales drawn from the HSE Consolidated Salary Scales as of April, 2017. Full details are available at <http://www.hse.ie/eng/staff/benefitservices/pay/Consolidated-Payscales-1st-April-2017.pdf>

Table 18: Sample of comparator pay rates in public sector

Job Title	Min and Max Salary Points
Care Assistant – (intellectual Disability Agencies)	25,529 – 36,977
Care Officer – Basic rate	31,088 – 42,421
Caretakers	26,001 – 31,830
Catering Officer III	26,753 – 43,891
Catering Manager	48,015 – 62,417
Catering Supervisor	32,125 – 38,216
Childcare Manager	67,279 – 81,850
Cleaner	26,001 – 31,830
Cleaners (Non-Dublin)	26,347 – 30,400
Clerical Officer Grade	22,892 – 38,341
Community Welfare Officer	27,560 – 58,246
Chef/Cook Grade II	24,209 – 28,932
Chef/Cook Grade I	26,722 – 37,028
Domestics	26,001 – 31,830
Driver – Mini-bus	26,001 – 31,830
Driver - Van	26,001 – 31,830
Driver (whose duties involve the transfer of patients and clients)	26,834 – 33,906
Family Support Worker	27,044 – 35,514
General Labourer	26,001 – 31,860
Home Helps	26,001 – 31,830
Nurse's Aides	26,276 – 30,374
Nursery Nurse	28,019 – 38,432
Nurse - Staff	28,483 – 44,800
Psychologist – Clinical	49,585 – 81,826
Psychologist – Senior Clinical	76,189 – 88,983
Physiotherapist	34,969 – 51,033
Physiotherapist - Senior	51,134 – 60,208
Social Care Worker	31,293 – 44,451
Social Care Leader	45,063 – 52,650
Social Worker	33,351 – 52,680
Social Worker – Professionally Qualified	39,819 – 57,889
Social Worker – Team Leader	56,789 – 65,253
Workshop Instructor	40,098 – 42,367

3.6 Pay Ratios

General

There has been much attention in the media recently, particularly in the UK, but also in Ireland on the issue of pay ratios and on ways of tackling the disparities between the lowest and highest paid employees in an organisation/sector. Pay ratios are the difference between the highest paid staff member in an organisation compared to either the lowest paid member in that organisation, or the median or average pay rate in that organisation. In the UK, publicly listed companies will shortly be required to publish the pay ratio between their chief executive and the average worker in their organisation.

A recent report on Executive Pay brought out by CIPD UK in conjunction with the High Pay Centre (5) showed that it would take an average UK full-time worker 160 years to earn what an average FTSE 100 CEO could earn in a year. A report by the London Voluntary Services Council (6) provides a perspective on pay ratios in local authorities and charities:

- FTSE 100 companies 232:1
- Local authorities 15:1
- Charities with income over £50m 10:1

Given that the annual income in charities involved in this survey is generally significantly lower than the £50m, it is conceivable that the ratio would be lower again for smaller charities. The UK Equality Trust also put the pay ratio figure for what they term as the 'third' sector at 10:1 (262: 1 in the FTSE 100 and 15:1 for the public sector) (7).

Pay Ratios in the Community, Voluntary and Charities Sector in Ireland

An approximate calculation for the Community, Voluntary and Charities sector taken from this survey shows a 3:1 pay ratio (taking the median highest rate of pay in organisations together i.e. the CEO /Head of Organisation rate of pay of €75,830, along with the lowest median rate of pay for level 7 employees, of €24,325). Please note that this ratio does not take into account any additional payments made to employees, such as pensions or other payments, as this information was not collected for all employees. However, it is unlikely that if the additional elements were included, the ratio would be more than 4:1 for any organisation, in this survey.

The report by the London Voluntary Services Council shows that, apart from benefits to the organisation itself of low pay ratios (more engaged and productive staff, high morale, etc.), the Community and Voluntary sector have an opportunity to offset some of the negative publicity of recent years by providing a good example by adopting what is called a 'Fair Pay Code'. The LCSV report provides guidance on how to introduce such a policy.

4 Conditions of Employment

4.1 Pension Schemes

Employers contribute to a pension scheme, either for all employees in 25% of organisations, or for some employees in 28% of organisations. No pension contribution is made in just under half (47%) of the organisations in the survey. Table 20 shows the level of the employer contribution where this was uniform across the organisation. Where the contribution differs for different levels of employee, Table 21 shows the average employer pension contribution for the different levels.

Does the organisation contribute to a pension scheme for any employees? (N=224)

- **Yes, for all employees:** 27%
- **Yes for some:** 26%
- **No:** 47%

Is the contribution the same for all employees? (N = 114)

- **Yes:** 64%
- **No:** 36%

Table 19: Organisation contribution to pension where all employees receive the same contribution (where the scheme is available to all employees or some employees)

Organisation's Contribution to Pension	(%) of Organisations
3% - 4.9%	(4)
5%	(27)
5.1 – 6.9%	(5)
7%	(11)
7.1 – 9.9%	(12)
10%	(20)
More than 10%	(1)
Other	(3)
Not stated	(17)
Total (N=73)	(100)
Average: 7.1% Median: 7.0% Lower Quartile: 5.0% Upper Quartile: 10.0%	

Table 20: Organisation contribution to pension where it is different for different levels

Level	(N)	Average %	Median %	Lower Quartile %	Upper Quartile %
Level 1: CEO/General Manager	(43)	8.6	10.0	5.2	10
Level 2: Head of Function/Senior Managers	(12)	5.4	5.0	4.6	6.7
Level 3: Middle Managers	(11)	4.6	5.0	3.0	5.0
Level 4: Junior/Assistant Managers	(11)	4.8	5.0	4.5	5.0
Level 5: Specialist/Professional Staff	(10)	4.5	5.0	4.0	5.0
Level 6: Semi-Professional/ Administration Staff	(9)	4.7	5.0	4.7	5.0
Level 7: Entry Level/Non-Professional Staff	(8)	4.7	5.0	4.6	5.0

Where a range of contribution levels was provided, the maximum figure was used in the above table. Some 21% of organisations that make a contribution to a pension scheme do so for Level 1 only.

4.2 Overtime

It is not uncommon for organisations in the private and public sectors and particularly for certain grades of employee, to pay employees an overtime premium for working more than the contractual hours for the job. Premiums vary depending on the *number* of hours worked and *when* the hours are worked. In some instance, a salary is set to include an element of overtime working.

Organisations in the survey were asked whether they paid for overtime working, or operated time in lieu policies. The survey found that a significant majority did not pay overtime, but where they did, the majority paid an equivalent rate to all employees. Some 85% of organisations, who did not pay for overtime working, operated a time in lieu policy.

Are employees paid for overtime working? (N = 222)

- **Yes, all employees:** 1%
- **Yes, some employees:** 7%
- **No:** 92%

Where employees are not paid overtime, does your organisation operate a 'time in lieu' overtime policy? (N = 199)

- **Yes, all employees:** 77%
- **Yes, some employees:** 8%
- **No:** 15%

4.3 Paid Leave

Employees in Ireland are legally entitled to 4 weeks annual leave and 9 public holidays. For part-time workers annual leave is often calculated on the basis of 8% of hours worked in a leave year, subject to a maximum of 4 weeks. Many organisations, however, grant annual leave above the legal entitlement. Organisations were asked to provide details of their basic annual leave entitlement, any additional service leave days or additional paid days off at holiday periods, and compassionate leave. While most organisations paid the same basic leave to all employees (58%), many did not (42%). Just over a quarter of organisations (26%) provided any additional days service leave, and more than half (53%) provide additional days at holidays (e.g. Christmas or Easter).

Basic Annual Leave:

Is the basic annual leave entitlement the same for all employees? N = (191)

- **Yes:** 58%
- **No:** 42%

Table 21: Number of annual leave days where all employees receive the same

No. of Days	(%) of Organisations
20	(29)
21	(14)
22 – 24	(26)
25	(24)
26 – 28	(5)
More than 28	(2)
Total (N = 111)	100%
Average: 22.6 days / Median: 22 days / Lower Quartile: 20 days / Upper Quartile: 25 days	

Table 22: Average number of basic annual leave days where entitlements vary across levels in the organisation

Level	(N=)	Average	Median	Lower Q/tile	Upper Q/tile	Range
Days						
Level 1: CEO/General Manager	(38)	27.4	27.0	25.0	30.0	20 – 40
Level 2: Head of Function/Snr. Manager	(50)	25.0	25.0	22.0	26.3	20 – 32
Level 3: Middle Managers	(43)	23.9	25.0	21.0	25.0	20 – 32
Level 4: Junior/Assistant Managers	(38)	23.3	23.0	21.0	25.0	20 – 29
Level 5: Specialist/Professional Staff	(53)	23.5	23.0	21.0	25.0	20 – 32
Level 6: Semi-Professional/Administration	(39)	23.0	22.0	21.0	25.0	20 – 29
Level 7: Entry Level - Non-Professional Staff	(36)	22.3	22.0	21.0	23.8	20 – 26

Additional Service Leave:

Additional service leave days can be granted on completion of a specified number of years' service with an organisation. The number of additional days can vary depending on the number of years of service, for example, a typical service leave entitlement could be 2 additional days after 5 years' service, followed by an additional 3 days after 10 years' service. Organisations were asked whether they provided any additional service leave days and as can be seen below around a quarter of organisations do so (N = 196).

- **Yes, additional service leave days granted:** 26%
- **No additional leave days granted for service:** 74%

Table 23: Additional maximum days granted for length of service

Maximum Additional Days ¹⁸	(%) of Organisations
1 – 2 days	(10)
3	(29)
4	(6)
5	(29)
6 – 8 days	(17)
9 – 10 days	(8)
Total (N = 48)	(100)
<i>Average: 4.5 days/ Median: 5 days/Lower Quartile: 3 days/ Upper Quartile: 5 days</i>	

Christmas/Easter Leave:

A number of organisations shut down over the Christmas and/or Easter holiday periods. In some of these organisations employees are required to keep some of their annual leave entitlement to cover the shut-down period. In others, the leave is in addition to their annual leave entitlement. Details as to how organisations in the survey (N = 218), address this are shown below.

- **Yes, additional leave granted:** 53%;
- **Days taken as part of annual leave:** 27%
- **No additional days granted:** 20%

¹⁸ The maximum additional days are shown in this table i.e. the maximum number of additional days paid for maximum service.

Table 24: Additional paid leave related to Christmas/Easter break

Additional Paid Days	(%) of Organisations
1-2 days (generally Christmas Eve & /or Good Friday)	(46)
Christmas Period (generally from Christmas Eve to 2 nd January)	(15)
Christmas + Easter Period (generally Good Friday)	(13)
3 days	(10)
3.5 – 4 days	(9)
Days before Christmas + Christmas Period + Easter Period	(3)
*Other	(4)
Total (N=113)	(100)

***Other includes:**

- December 22 - January 2 + half day on Holy Thursday and full day on Good Friday
- Good Friday is discretionary
- Good Friday given at management discretion
- Half day on Christmas Eve - both are in addition to annual leave
- All staff hold two annual leave days for over Christmas and office shuts from afternoon of Christmas eve until Jan 2. Good Friday also off as of this year

Compassionate Paid Leave

Compassionate leave is generally granted on the death of a family member. Bereavement leave tends to be different depending on the closeness of the family relationship, in that more time tends to be given for immediate family members (mother, father, spouse, brother, sister, daughter or son) as opposed to extended family members (uncles, aunts, cousins, grandparents). Leave can be formal or discretionary. Survey respondents were asked to indicate whether a formal or discretionary approach is taken to compassionate leave (N = 215).

- **A formal approach to compassionate leave is taken: 39%**
- **A discretionary approach is taken: 61%**

Table 25: Number of paid days¹⁹ where a formal approach is taken to special/compassionate leave

No. of Days ²⁰	Bereavement – immediate family members (N=79)	Bereavement – extended family members (N=74)	Marriage – an employee's own marriage (N=55)
Percentage of Organisations			
0	-	10%	64%
1	-	50%	6%
2	1%	19%	4%
3	51%	20%	11%
4	3%	-	-
5	44%	1%	14%
7	-	-	2%
10	1%	-	-

¹⁹ In some instances, organisations provided details of a range of days, e.g. 3 – 5 days. Where this was the case the maximum number of days was included in this table.

²⁰ Where respondents stated that 1 or 2 weeks were provided, this was translated as 5 or 10 days respectively.

4.4 Sick Leave

While an employee may not have a right under employment law to be paid while on sick leave, in practice, many employers do cover such leave, albeit for varying periods of time. It is up to the employer to decide their own policy on sick pay and sick leave, subject to the employee's contract or terms of employment. Organisations were invited to provide details of their sick leave schemes, including whether they took a formal or discretionary approach to the provisions of paid sick leave. Details are shown below.

Is a formal or discretionary approach taken to sick leave? (N = 215)

- **Formal:** 66%
- **Discretionary:** 34%

Where formal, does the organisation follow the Public Service Sick Leave Scheme²¹? (N = 136)

- **Yes:** 24%
- **No, we have another scheme:** 76%

The following table details formal sick pay schemes that are different to the public sector pay scheme. Please note:

- The sick pay for maximum service is shown (when a scheme is service-related)
- The sick pay is for certified leave only
- Where the respondent indicated a specific number of sick pay days, and did not specify if the days were for certified or un-certified leave, the data was included in this table
- The sick leave granted varied depending on service in some cases, or could be taken in a rolling 12 month period in other cases, or be subject to a max of 12 months in a rolling 4 year period, or be subject to the Board's discretion.

Table 26: Formal sick leave schemes (where not in line with public sector scheme)

Sick Leave Scheme Details	(%) of Organisations
Full pay for 6 months	(6)
Full pay for 12/13 weeks/3 months	(15)
Full pay for 6 weeks	(6)
Full pay for 4 weeks/20 days/1 month	(11)
Full pay for a specified number of days – 10 or less	(19)
Full pay for 6 months followed by half pay for 6 months	(8)
Full pay for 12/13 weeks/3 months followed by half pay for 12/13 weeks/3 months	(3)
Full pay for 2 months followed by half pay for 2 months	(2)
Full pay for 6 weeks followed by half pay for 6 weeks	(5)
Full pay for 2 weeks followed by half pay for 2 weeks	(3)
Full pay for 3 weeks followed by half pay for 3 weeks	(2)
Full pay for 3 weeks followed by half pay for 2 weeks	(2)
*Full pay followed by a proportion of pay – other (details following)	(5)
**Other sick leave scheme (details following)	(13)
Total (N=100)	(100)

²¹ i.e. a maximum of 3 months on full pay followed by 3 months on half pay in a rolling 4 year period

***Full pay followed by a proportion of pay - other:**

- Full pay for up to 10 weeks followed by 10 weeks at half pay depending on length of service
- Dependent on service and up to 4 weeks fully paid continuous sick leave or 25 days over a 2 month period followed by 8 weeks of 2/3rds pay, followed by 2 months of half pay. These times are cumulative and the 24 month period begins on the first day of cumulative illness
- Staff who transferred have 26 weeks full pay then 26 weeks half pay in a rolling 12 month period. Staff recruited after 2011 have 4 weeks full pay followed by 4 weeks half pay in any one year
- Weeks 1 - 8: 100% of salary; Weeks 9 - 12: 66% of salary
- Full pay up to 9 weeks and a further 9 weeks at half pay depending on length of service. Pro rata entitlement to part-time workers

****Other Sick Leave Schemes:**

- Full pay for up to 16 weeks depending on length of service
- 3 days full pay over 2 years for employees employed before 1 January 2016 No paid sick leave for other employees
- Full pay for up to 14 days
- As per contract
- Full pay for up to 40 days dependent on length of service
- Full pay for up to 4 weeks rolling over two years
- Full pay for up to 18 days
- Full pay for up to 24 months dependent on length of service
- Full pay for up to two months
- Same as public sector but no rolling 12 month period
- Full pay for up to three weeks
- Full pay for up to 8 weeks dependent on length of service
- We pay 6 months full pay then a PHI kicks in

Organisations were also asked whether the scheme was the same for all employees (N = 139), with answers detailed as follows:

- **Same for all employees:** 94%
- **Not same for all employees:** 6%

4.5 Health Insurance

An employer may contribute in part or in full to the cost of health insurance. The employer may provide this benefit to the employee only or to both the employee and his/her family. Participants were asked to provide information on whether their organisation contributes to a health insurance scheme. The vast majority of organisations did not provide health insurance schemes for their employees as can be seen below.

Does the organisation contribute to a Health Insurance Scheme for employees? (N = 101)

- **Yes:** 8%
- **No:** 92%

If yes, is the organisation contribution the same for all employees? (N = 8)

- **Yes:** 25%
- **No:** 75%

Details of employer contribution (where provided): (N = 8)

Where the contribution is the same for all employees:

- All employees join a basic scheme after probationary period in one case
- All employees are covered by a company health insurance plan (Aviva Business Plan Plus) in one case

Where the contribution differs for different groups of employees:

- 100% of cost paid for CEO + Senior Managers only, in 3 cases
- Organisation contributes to health insurance for overseas-based staff only in one case
- Scheme only applies to CEO in one case (€3,688 contribution to cost)
- At CEO level, insurance covers staff member + dependents; for all other staff only the staff member is covered, in one organisation

4.6 Educational Assistance²²

A number of organisations facilitate employee requests for assistance with attending course and attaining further qualifications and skills. Many organisations address such a request on a case-by-case basis, while others develop specific policies related to the level of financial support, time off to attend courses/study leave and whether there will be a requirement to stay with the organisation for a specified period of time after a course is completed. Organisations were invited to comment on the type of educational assistance they provided to employees, if any. Table 28 outlines the form of educational assistance provided and states whether a discretionary or formal approach was taken. Details of the contribution where the cost of fees was provided are shown (Table 29), along with details of the type or amount of study leave provided (Table 30), and finally details on time off to attend courses (Table 31) where this was provided.

Table 27: Types of educational assistance and approach taken

Types of Educational Assistance:	Yes – Is Provided	Approach Taken	
		Formal	Discretionary
Financial support (N = 194)	57%	24%	76%
Study leave (N = 182)	58%	22%	78%
Time off to attend courses (N = 191)	78%	18%	82%

Table 28: Details of organisations' contributions towards the cost of fees, where financial support is provided

Financial Assistance	(%) of Organisations
Addressed on a case by case basis, or varies based on available funding and relevance to job	(49)
Course fees paid (generally specified short courses and where relevant to role)	(13)
Up to 50% of fees (usually with a capped maximum amount)	(12)
Up to 100% of fees	(3)
Up to 500	(4)
*Other	(18)
Total (N=67)	(100)

²² Details for this section were not asked in the shorter questionnaire

***Other includes:**

- 25% of fees where the course of study is deemed to be of value to the individual in their role in the organization
- Up to 3% of annual Salary
- Up to 80% of fees will be paid by the organisation

Table 29: Study leave arrangements

Study Leave	(%) of Organisations
Offered on a case by case basis / allowance unspecified	(40)
Up to 5 days per year	(23)
1 day per exam (generally with an annual limit)	(10)
1/2 day per exam	(8)
*Other	(19)
Total (N=48)	(100)

***Other includes:**

- 1 day exam leave or 1/2 day to max 5 days per annum
- 1 day for 3 modules
- A day per exam plus 2 for a dissertation
- A half day's study leave per exam to a max of 4 day's per academic year + a half day's paid leave per exam to do exams up to a max of 4 days per academic year
- Cert: 2 days; Dip: 3 days; degree: 5 days. Time off for duration of exams
- Certificate course – 3 days leave, Diploma course – 4 days leave per college year, Degree course - 5 days leave per college year, Masters – 6 days leave per college year
- A day off per exam but must be matched by an annual leave day
- A maximum of 6 days per annum

Time off to attend courses

The majority of survey participants who answered this question stated that the availability of time off to attend courses was discretionary, depending on the type of course, the relevance to the role, the availability of cover, etc. The responses in Table 31 below are those supplied by organisations who said they provided time off to attend courses.

Table 30: Time off to attend course

Study Leave	(%) of Organisations
Time off is provided to attend courses where course is relevant to role	(47)
Time as needed (not specified)	(21)
5 days per annum/1 week	(7)
2 days per annum	(7)
1 day per annum	(3)
1 – 2 days per annum	(3)
2 – 3 days per annum	(3)
1 full day per month or half day per week depending on duration of course	(3)
Time in lieu is provided	(7)
Total (N=30)	(100)

Commitment to organisation following completion of course

Organisations were also asked to state whether or not recipients of financial support were required to stay with the organisation for a specified period, on completion of their studies (111 organisations answered this question):

- **Yes:** 30%
- **No/Not Applicable:** 70%

For those who did require a specific commitment, details in 33 organisations are shown below:

Table 31: Duration of commitment post study

Duration	Number of Organisations
6 months	1
12 months	10
24 months	6
36 months	2
Sliding scale*	6
Duration depends on level of assistance provided**	5
Case by case basis	2
Same duration as period of study	1

*For example, if a staff member leaves within 3 months then 100% refunded; if leaves within 3 – 6 months then 75% refunded; if leaves within 6 – 9 months then 50% refunded; if leaves 9 – 12 months then 25% refunded. In another organisation, staff must stay for 2 years. If they leave between 1 and 2 years they must return half the training fund. If they leave within than 1 year, they must return all the fund

** For example, if the cost was €2,000, then 1 year's commitment to the organisation would be required

4.7 Maternity & Paternity Leave

Maternity Leave

Currently, employees are entitled to 26 weeks' maternity leave together with 16 weeks additional unpaid maternity leave, which begins immediately after the end of maternity leave. Employees are entitled to Maternity Benefit if they have sufficient PRSI contributions. Some organisations provide additional payments to employees who are on Maternity Leave, for example, the topping-up to full pay for a specified period. Organisations were invited to provide information on whether they make payments to employees during maternity and paternity leave, on top of the statutory entitlement. More than four out of ten organisations answering this question (43%), paid over the statutory entitlement, and of these, some 63% had a minimum service requirement to be eligible for this payment.

Does the organisation pay employees when they are out on Maternity Leave, over and above the statutory entitlement? (N = 212)

- **Yes:** 43%
- **No:** 57%

If yes, is there a minimum service requirement for employees to avail of Maternity Leave? (N = 90)

- **Yes:** 63%
- **No:** 37%

Table 32: Minimum service requirement for maternity leave payment

Minimum Service Requirement	(%) of Organisations
6 months	(16)
1 year	(58)
18 months	(5)
2 years	(12)
4 years	(2)
Other	(7)
Total (N=57)	(100)

Paternity Leave

The Paternity Leave and Benefit Act 2016 provides for statutory paternity leave of 2 weeks. Similar to Maternity Benefit, employees may qualify for Paternity Benefit if they have sufficient PRSI contributions. Organisations in the survey were asked to state whether they pay over and above the statutory entitlement for Paternity Leave (N = 199). Results are shown below. Details of any additional payments made are shown in Table 33.

- **Yes, we pay over the statutory entitlement: 21%**
- **No, we don't pay over the statutory entitlement: 79%**

Table 33: Paternity leave payments, over and above the statutory payment

Paternity Leave Payment	(%) of Organisations
Employees remain on full pay/ pay is topped up to full pay for the 2 weeks	(41)
Full pay for 1 of the 2 weeks	(10)
A percentage of pay (80% in 2 cases, 2/3rds in 1 case)	(7)
As per Maternity Leave (albeit for 2 weeks)	(10)
4 week's pay	(5)
Under review currently – moving from 100% to 50% of full pay	(2)
A matching of the social welfare amount	(2)
Extra paid time off – no details	(2)
Not stated	(21)
Total (N=41)	(100)

4.8 Flexible Working Arrangements

Flexible working arrangements were available in eight out of ten organisations in the survey. This section details the type of flexible working arrangements available among participating organisations. Please note in table 34 - many organisations have more than one form of flexible working arrangement.

Does the organisation operate flexible working arrangements? (N = 215)

- **Yes: 80%**
- **No: 20%**

Table 34: Type of flexible working arrangement in operation

Type of Arrangement	(%) of Organisations
Flexitime	(63)
Part-time work (such as half time, or a 2/3/4 day week)	(67)
Personalised hours (individually negotiated)	(58)
Working from home (1 or 2 days per week)	(53)
Job sharing	(18)
Career breaks	(22)
Term time-working (working only during school terms)	(12)
*Other	(9)
Total (N=172)	(100)

***Other types of flexible working arrangement include:**

- Working from home on an ad-hoc basis for family emergencies/exceptional circumstances
- Occasional working from home for CEO/Senior Managers
- 3 weeks unpaid leave
- Leave of absence
- Parental leave
- Work up ½ hour each day to take 2 hours off during the week. Cannot be carried forward

4.9 Bonus Schemes

This section looks at the payment of bonuses to employees in 2016. Fewer than one in seven organisations paid a bonus to all or any of their employees.

Did any employees receive a bonus in 2016? (N = 219)

- **Yes, one or some:** 8%
- **Yes, all:** 7%
- **No:** 85%

Table 35: Amount of bonus payment

Bonus	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7
	No. of Cases						
€100 - 249	2	-	1	-	2	2	2
€250	1	-	1	3	1	3	1
€320 - 499	1	2	3	2	2	1	1
€500	4	2	1	1	1	1	1
€1,000 – 3,500	-	2	3	-	1	-	-
€5,000	-	2	-	-	-	-	-
€7,000 – €10,000	2	-	-	-	-	-	-
€15,000	1	-	-	-	-	-	-
2% - 3%	-	1	-	-	1	-	-
10%	1	-	-	-	-	-	-
Total N	12	9	9	6	7	7	5

4.10 Canteen Facilities / Free Tea or Coffee / Mobile Phones

Few organisations had subsidised canteens (15%), but most had free tea and coffee (84%). In terms of covering the cost of mobile phones, the majority of organisations (63%) covered the cost of all work related calls. A further 13% of organisations covered all call costs.

Subsidised canteen facilities provided? (N = 220)

- **Yes:** 15%
- **No:** 85%

Free tea/coffee provided? (N = 218)

- **Yes:** 86%
- **No:** 14%

Mobile phone costs covered? (N=221)

- **All work related call costs are covered:** 63%
- **All call costs covered:** 13%
- **No calls covered:** 24%

4.11 Mileage Allowance

A mileage allowance was paid to employees using their own car when on the organisation's business in 87% of the organisations answering this question (N = 218). Of the 190 organisations who paid a mileage allowance, more than half (59%) paid the civil service mileage rate i.e.

Civil Service Mileage Rate²³ - Rates per kilometre - Effective from 5 March 2009

Engine Capacity	Up to 1,200 cc	1,201cc to 1,500 cc	1,501cc and Over
	Cent		
Up to 6,437km	39.12	46.25	59.07
6,438km and over	21.22	23.62	28.46

The table below (Table 36) details the mileage allowances paid where the civil service mileage rate is not paid.

Table 36: Mileage allowance where civil service rate does not apply

Rate per Kilometre (cents)	(%) of Organisations	Rate per Mile (cents)	(%) of Organisations
20 – 29	(10)	20 – 29	(8)
31 – 39	(43)	31 – 39	(8)
40 – 49	(33)	40 – 49	-
50 - 59	(13)	50 - 59	(40)
60 or more	-	60 or more	(44)
Total (N)	30	Total (N)	25

²³ Source: Revenue Commissioners <http://www.revenue.ie/en/tax/it/leaflets/it51.html>

Other (non-civil service) mileage allowance provisions (per organisation):

- Civil Service rate inside the assigned region. Reduced civil service rate outside assigned region
- First 90 km = .36 cents, balance at .26 cents
- For mileage up to 6,437 km - €0.4625 per km, then €0.2362 per km. Engine size below 1.2l, reduced rates: €0.3912 per km to 6,437 km and €0.2122 per km thereafter
- Lowest civil service rate paid regardless of engine size
- Up to 9,656 KM: Up to 12000cc:0.21; 1201cc - 1500cc: 0.24; 1501cc& over: 0.31
- Up to and including 1.6cc engine is .79 cent per mile– above that is .85 cent per mile
- 0.7 euro p.m. up to 5,431.06 miles. Reduces in line with civil service rates as per engine size
- 50 cents per km up to 172 km and 30 cents thereafter
- 50c per mile for first 50 miles and 30c thereafter
- 61 cents per mile up to 1,200 cc. 1501cc and over = .61 cents when under 500 miles on larger engine and .85 cents when over 500 miles on larger engine
- 65 cent per mile up to 5,400 miles and 40 cent thereafter
- 70 cents p.m. flat rate. Long journeys by agreement with manager. Public transport first option

4.12 Company Car/Car Allowance

Organisations were asked to indicate whether a company car or car allowance was provided and to state the value of the company car/car allowance. As can be seen from Table 37 below, the incidence of company cars or car allowances was extremely small in the organisations surveyed.

Table 37: Company car allowance by level in organisation

Level in Organisation	Company Car Available?	Value	Car Allowance Available?	Value
Level 1: CEO/General Manager	4 cases	€20,000; €26,000; €35,000; €7,000	4 cases	€80 every 2 months; €5,566; €7,000; €12,000
Level 2: Head of Function/Snr. Manager	1 case	€20,000	3 cases	€2,163; €3,000; €23,000
Level 3: Middle Managers	1 case	€24,000	2 cases	€1,350; €23,000
Level 4: Junior/Assistant Managers	-	-	1 case	€23,000
Level 5: Specialist/ Professional Staff	-	-	2 cases	€100 every 2 months; €23,000
Level 6: Semi-Professional/ Administration	-	-	1 case	€20,000
Level 7: Entry Level	-	-	-	-

4.13 Other Benefits

Sixty-eight organisation (27%) provided details of other benefits (not already mentioned) provided to employees. Some 28 organisations provided details of more than one benefit.

Table 38: Other benefits provided

Type of Other Benefit	(%) of Organisations
Christmas event (generally a party, lunch or dinner)	(56)
1-2 social events or team days (apart from Christmas events)	(21)
Broadband for staff working from home	(12)
Contribution towards a Christmas event	(9)
Flu shot or other work-related vaccination	(7)
Access to Bike to work Scheme	(6)
Access to Tax Saver Scheme (Bus, Luas, Rail ticket purchase scheme)	(4)
Company phone or laptop	(4)
Cash or voucher at Christmas	(3)
Annual Health Screening (for some employees)	(3)
Employee Assistance Programme (EAP)	(3)
*Other	(29)
Total (N=68)	(100)

***Other includes:**

- Lunch provided as part of in-service days
- 20% discount on artwork purchases
- Free fees for staff children attending our courses Free fees for staff attending our courses
- Training fund - part payment of relevant courses undertaken by staff
- One member of staff works from home and office costs contribution (to electricity and heating) is made
- Quarterly celebration based on KPIs
- Social club - EE €2/week ER€2/week
- Social club: 7euro matched by employee
- Staff get free use of the sporting facilities, discount on room hire
- Company bonus
- Uniforms
- Additional week of leave in August for all staff which is not part of annual leave
- All of our staff receive their breakfast and lunch free of charge
- Eye test for employees working more than five hours a day on a computer
- Group supervision: 2.5 hours per month or approx. €10,645 annually. This figure includes all counselling staff part time, volunteers and contracted
- Annual travel insurance
- We pay Permanent Health Insurance premium for employees
- 10% discount on sales of artworks from our galleries
- Laundry facilities
- Access to training courses provided through us if suitable to working hours

4.14 Spend on Training

Organisations were asked to provide details of the percentage of payroll spent on training in 2016. Table 39 presents the details. It can be seen from Table 39 that 63% of organisations spent less than 2% of payroll on training and that more than one in five organisations had a zero spend for training for 2016.

Table 39: Spending on training as a percentage of payroll for 2016

Spend on Training as a % of Payroll for 2016	(%) of Organisations
0%	(22)
0.1 – 0.91%	(15)
1%	(19)
1.1 – 1.9%	(7)
2%	(14)
2.1 – 4.9%	(10)
5%	(8)
More than 5%	(5)
Total (N=165)	(100)
Average: 2.1%/ Median: 1.0%/ Lower Quartile: 0.1%/ Upper Quartile: 2.0%	

4.15 Premia Payments

Premia payments can be made to employees working 'unsociable' hours i.e. hours they are contracted to work outside the more standard working hours of 9am to 5.30pm, Monday to Friday. Only a small number of organisations, 17, provided such premia payments. Details are shown in Table 41.

Table 40: Premia payments for Nights, Twilight, Saturday and Sunday

Time Period	(N=)	Number of Organisations Making Premia Payments	Number of Organisations Paying HSE Rates	Details of Non-HSE Rates Paid
Nights	(55)	11	4	<ul style="list-style-type: none"> - €70 - €9.25(some depts.); €1,000 for fixed term contract - 25% of hourly rate - T2 after 8.00 pm – 10.00 am - T+1/2 from midnight to 8.00 am - T+1/2 callout for trades - Not stated in 1 case
Twilight	(50)	4	2	<ul style="list-style-type: none"> - T +1/2 callout for trades - T+1/3 between 18.00 and 20.00 (if part of an hour shift or longer)
Saturday	(52)	11	3	<ul style="list-style-type: none"> - €13.81 per day - €25 add on per day - T2 - Flat rate €14.23 - T+1/2 before 1.00pm, then T2 – callout for trades - T+1/2 only for those on Minimum wage - Not stated in 2 cases
Sunday	(55)	16	4	<ul style="list-style-type: none"> - €25 add on per day - T2 (in 4 cases) - T + 1/2 (in cases – only for those on Minimum Wage in one of these cases) - T3 - T2 to Fundraising staff. Sunday rate built into salary for some other staff - Not stated in 1 case

4.16 Measuring the Cost of Benefits

In order to understand whether or not organisations are counting the full cost of benefits and conditions packages for employees, organisations were asked whether or not their organisation measured the cost of benefits (other than salary) to employees (i.e. the cost of pension; health insurance, above statutory annual leave, maternity leave, paternity leave; death in service benefit; cost of mobile phones/laptops, etc.). Of the 121 organisations who answered this question, one in six stated that they did measure the cost of benefits.

- **Yes:** 17%
- **No:** 83%

Bibliography

2. Whelan T, Nolan B, Maitre B. Economic Stress and the Great Recession in Ireland: The Erosion of Social Class Advantage. Dublin: Geary Institute, UCD;
3. Irish Charities Tax Research. Statement of Guiding Principles for Fundraising and the Governance Code. Dublin; 2008.
4. The Governance Code. Governance Code Register of Compliance [Internet]. 2014. Available from: <http://www.governancecode.ie/organisations.php>
5. Executive pay: review of FTSE 100 executive pay packages | Reports [Internet]. CIPD. [cited 2017 Sep 19]. Available from: <https://www.cipd.co.uk/knowledge/strategy/reward/executive-pay-ftse-100>
6. London Voluntary Service Council. Pay ratios and income inequality: Risks, opportunities and best practice for voluntary & community sector organisations. LVSC; 2011.
7. Why pay ratios are key to tackling UK inequality: five things worth knowing | The Equality Trust [Internet]. [cited 2017 Sep 26]. Available from: <https://www.equalitytrust.org.uk/why-pay-ratios-are-key-tackling-uk-inequality-five-things-worth-knowing>

Appendices

Appendix A: Summary of Pay Rates by Job Title within Level for all Positions – with Five or More Cases

The data in this section is organised alphabetically by job title. All rates of pay shown are for full-time hours.

Job Title: All Jobs	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €

LEVEL 1: Head of Organisation/Chief Executive

Chief Executive (CEO)	126	75,767	54,910	95,447	37	65,425	83,306
Coordinator	15	45,019	39,737	49,978	10	39,076	52,228
Director	18	55,235	43,395	68,875	3	52,142	58,417
General Manager	36	41,964	32,000	48,703	3	44,511	54,092

LEVEL 2: Head of Function/Senior Manager

Deputy CEO	17	70,870	55,495	89,500	7	75,276	92,472
Head of Advocacy	17	59,142	48,436	67,602	7	54,138	69,123
Head of Finance	59	62,884	46,140	78,000	21	60,281	75,252
Head of Fundraising	25	65,965	52,675	78,167	9	66,404	84,522
Head of Housing	8	69,410	55,765	81,355	4	63,310	70,604
Head of HR	19	71,189	56,003	88,000	11	64,613	80,767
Head of Operations/ Development/ Programmes	16	57,105	47,495	64,500	3	55,819	63,125
Head of Services	35	63,027	48,422	76,000	14	59,369	73,162
Senior Communications Manager	7	69,964	60,000	82,000	3	64,265	86,583
Senior Financial Accountant	7	62,214	53,000	66,833	3	49,575	63,308
Senior Fundraising Manager	5	55,851	48,760	62,601	3	49,575	63,308
Senior HR Manager	5	54,097	44,573	66,419	3	47,903	59,236

Job Title: All Jobs	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €

LEVEL 3: Middle Manager

Administration Manager/ Administrator	36	38,870	33,081	42,883	12	35,096	48,151
Business Development Manager	11	54,465	50,000	62,000	5	46,163	58,375
CE Manager	9	38,431	34,410	40,170	3	34,494	41,661
Communications Manager	16	45,371	38,305	53,971	6	40,767	55,330
Finance Manager	19	53,678	45,000	62,500	8	49,717	64,625
Project/Programme Manager/Coordinator	49	46,316	38,442	53,668	22	43,859	54,528
Services Manager/Centre Manager	40	43,697	34,578	52,540	13	44,293	55,464

LEVEL 4: Junior Manager/Assistant Manager

Assistant Manager	11	30,399	24,500	36,644	3	34,460	41,365
Junior Manager - Other	24	35,998	27,300	39,844	8	38,104	48,942
Team Leader/Senior Specialist/Professional staff	46	39,367	34,515	43,575	25	35,976	46,904

LEVEL 5: Specialist/Professional Staff

Accountant	11	48,774	43,657	57,500	8	42,364	54,520
Admin Officer/ Administrator	42	32,570	26,000	37,389	25	29,091	37,984
Childcare Worker	11	30,736	23,552	35,516	9	28,078	37,807
Communication/Media Officer	28	35,331	30,443	37,462	14	32,519	42,777
Development Worker/ Officer	44	37,124	32,670	42,977	27	32,829	45,312
Family Support Worker/ Support Worker	11	33,561	27,802	36,996	4	29,619	41,698
Finance Officer	22	34,107	30,250	35,128	6	32,183	41,016
Fundraising Officer	25	33,871	29,000	38,000	13	32,060	40,664
HR Executive	19	39,877	35,000	43,311	13	35,851	46,192
Information Officer	11	37,373	33,000	44,000	5	25,922	42,020
IT Executive	13	39,851	35,000	42,196	8	33,616	45,550

Job Title: All Jobs	ANNUAL BASIC PAY @ 1 st May 2017				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €

LEVEL 5: Specialist/Professional Staff (cont'd)

Nurse	11	40,719	38,616	45,500	7	30,153	43,151
Project/Programme Worker/Coordinator	48	35,484	31,005	41,500	21	32,498	42,848
Psychologist/Counsellor	12	44,390	35,000	53,500	5	42,846	58,113
Research Officer	6	37,833	34,375	42,525	2	29,962	43,625
Social Worker	7	46,916	44,304	49,411	4	37,155	53,575
Training Officer/ Instructor/Teacher	19	37,880	32,000	40,500	10	32,053	44,118
Youth Worker	14	35,484	31,316	38,990	8	27,277	39,778

LEVEL 6: Semi Professional & Administration staff

Care Workers (Fetac L5/6)	12	27,360	20,947	32,548	7	26,003	36,272
Childcare/Youth Worker (Fetac L5/6)	18	24,322	20,527	27,604	8	20,896	25,958
Office Supervisor	11	29,847	25,500	35,000	5	23,430	34,816
Senior Accounts Officer	14	34,808	29,950	38,305	4	34,941	44,339
Senior Administrative Assistant/Administrator	51	27,948	23,660	32,110	18	25,120	34,275
Senior Clerical	13	32,815	28,217	35,161	8	29,616	39,291
Senior Secretary	13	33,603	29,000	38,750	5	28,810	38,940

LEVEL 7: Entry Level – Non-Professional Staff

Care Assistant	10	26,031	23,460	28,263	5	24,533	34,370
Catering Assistant	6	21,298	17,860	25,701	2	25,739	28,757
Cleaner/Housekeeper	26	22,252	19,241	25,046	9	21,408	27,367
Cook/Chef	18	27,454	20,302	32,930	7	28,378	34,830
Driver	13	24,572	21,134	28,730	3	26,131	31,158
General Operative	10	24,959	22,343	28,171	4	22,580	31,499
Junior Accounts Officer	5	28,435	24,900	32,815	2	21,746	32,670
Jnr Admin/Jnr Clerical	29	26,049	22,625	29,808	14	22,686	32,091
Junior Receptionist	26	24,860	20,430	30,000	9	22,092	31,498
Maintenance/Caretaker	9	27,184	20,250	35,042	2	31,410	39,336

Appendix B: List of Job Titles within each Level

Overview

This appendix provides a breakdown of the various job titles applicable to each of the seven job levels outlined in the questionnaire. As stated earlier, in addition to the pre-set job titles in the original questionnaire, participants had the opportunity to add their own job titles through using the space provided under each level. These positions were then assigned to an appropriate level, which took into consideration the salary, combined with the positioning of the jobs within its own organisation. Where there were none or too few instances of the pre-set job titles, they were not included in the detailed analysis (i.e. with five or more cases (see Appendix A), or with 10 or more cases (see Section 2) All pay data has been included in the first table for each level as appropriate e.g. All Level 1 jobs, All Level 2 jobs, etc.

Level 1

Head of Organisation / Chief Executive Level – is the most senior paid position in the organisation. The person in this position has overall responsibility for the organisation and for the implementation of the organisation's operational strategy. Reports directly to the board.

Job titles included at this level in the questionnaire:

- Chief Executive

Other than the Chief Executive position, other job titles were assigned as follows:

- All other level 1 Directors were assigned to the category *Director*
- All other level 1 Managers were assigned to the category *Manager*
- All other level 1 Coordinators were assigned to the category *Coordinator*

Level 2

Head of Function/Senior Manager - has overall responsibility for a functional or regional area or for a particular activity. Area of activity has an organisation-wide impact. Often has overall responsibility for policy development

Job titles included at this level in the questionnaire were:

- | | |
|------------------------|---------------------------------|
| • Deputy CEO | • Head of Services |
| • Head of Finance | • Senior Financial Accountant |
| • Head of HR/Personnel | • Senior Communications Manager |
| • Head of Fundraising | • Senior Fundraising Manager |
| • Head of Advocacy | • Senior HR Manager |
| • Head of Housing | |

One new job title was created – *Head of Operations/Development/Programmes*. In addition to the job titles outlined above for this level, all other level 2 jobs were assigned to the category *Head of Function/Senior Manager (not elsewhere specified)*. As there were less than 10 cases for the positions of *Senior Financial Accountant*, *Senior Communications Manager*, *Senior Fundraising Manager*, *Senior HR Manager*, these were also added to the broad category *Head of Function/Senior Manager (not elsewhere specified)*.

Other job titles under Level 2 include:

Appeals Director, Chief Inspector, Chief Operations Officers (COO), Clinic Manager, Commercial Manager, Director Global Health Programmes Strategic Partnerships and Innovation, Director of

Finance, HR & Communications, Director of Retail, Director of Support Services, Early Years Manager, Head of Education, Head of ICT, Head of Management Information Systems and Continuous Improvement, Head of Membership Engagement, Head of Partnership/ Development, Head of Psychological and Educational Services, Head of Research, Head of Residential & Counselling Services, Head of Retail, Head of Training, Head of Volunteers and Training, Head of Youth and Volunteer Division, Head of Quality, Safety and Compliance, Irish Sign Language Academy Manager, Lead Developer, Marketing Manager, New Business Director, Pre-School Manager, President, Programme & Communications Manager, Programme and Training Manager, Quality and Compliance Manager, Quality Manager, Regional Manager, Regional Managers, Senior Project Specialist, Training Manager, Transport Manager

Level 3

Middle Manager – manages a small department/specialist function and has line management responsibilities. Is a highly experienced manager and reports to a Senior Manager or the CEO

Job titles included at this level in the questionnaire:

- Administration Manager
- Project/Programme Manager/Coordinator
- Finance Manager
- Communications Manager
- Services/Centre Manager
- Business Development Manager
- CE Manager

As there were less than 10 cases for *CE Manager*, the pay rates were added to the broad category *Other Middle Manager (not elsewhere specified)*. All other level 3 Managers were assigned to the category *Other Middle Manager (not elsewhere specified)*.

Other job titles under Level 3 include:

Account Manager, Assistant Director of HR, Cancer Support Manager, Care Manager, Clinical Nurse Manager, Company Secretary and Company Sales, Continuing Care Manager, Coordinator, Corporate and Programmes Manager, Corporate Fundraising Manager, Counselling Manager, Department Manager, Donor Acquisition and Experience Manager, Donor Development Manager, Education & Training Programme Manager, Education Manager, Employment Programme Coordinator, Family Support Team Manager, Front of House Manager, Fundraising Manager, General Manager, Head Nurse, Hostel Manager, Housing Manager, Information & Advocacy Coordinator, IT Manager, Logistics Manager, Major Donor /Head of Fundraising, Management Accountant, Medical Director, National Coordinator, National Housing Co-Ordinator, National Policy Manager, Operations Manager, Policy & Project Manager, Production Manager, Programme and Events Manager, Publications and Projects Manager, Regional Outreach Manager, Regional Retail Manager, Research and Evaluation Manager, Residential Services Manager, Sales and Marketing Manager, Senior Inspector, Support Manager, Technical Manager, Training & Education Development Manager, Training Coordinator, Youthreach Coordinator

Level 4

Junior/Assistant Managers/Team Leaders – assists with the management of a department/specialist function. Is likely to have supervisory responsibilities. Reports to Middle or Senior Manager.

Job titles included at this level in the questionnaire:

- Junior Manager
- Assistant Manager
- Team Leader/Senior or Lead Professional

As there were less than 10 cases for *Junior Manager*, the pay rates were added to the broad category *Other Junior Manager (not elsewhere specified)*. All other level 4 jobs were assigned to the category *Other Junior Manager (not elsewhere specified)*.

Other job titles under Level 4 include:

Assessment and Support Executive, Childcare Manager, Clinical Supervisor, Co-Ordinator, Dispatcher, Facilities Manager, First Line Manager, Front of House Coordinator, Networking Officer, Operations and Development Manager, Senior Development Officer, Senior Project Specialist, Senior Refugee Worker, Senior Youth Worker, Social Care Leader, Social Care Leaders, Used Furniture and Clothing Charity Enterprise Manager

Level 5

Specialist/Professional Staff - delivers specialist functional role and reports to a Head of Function. Generally has a third level qualification and professional knowledge/ understanding of the sector; works independently and/or as part of a team. May have responsibility for a small number of employees.

Job titles included at this level in the questionnaire:

- Development Worker/Officer
- Fundraising Officer
- HR/Personnel Officer
- Project/Programme Officer
- Social Worker
- Childcare Worker
- Information Officer
- Administrative Officer
- Family Support Worker
- Training Officer/Teacher/Instructor
- Finance Officer
- Research Officer
- Communications/Media Officer
- Research Officer
- Psychologist/Counsellor
- Youth Worker
- Nurse
- IT Executive/Officer
- Accountant

For purposes of analysis, changes were made to 2 of the above job titles, as follows: Family Support Worker was changed to *Family Support Worker/Support Worker*; and Administrative Officer was changed to *Administrator/Administrative Officer*.

As there were less than 10 cases for both *Social Workers* and *Research Officers*, the pay rates were added to the broad category *Other Specialist/Professional Staff (not elsewhere specified)*.

Other job titles under Level 5 include:

Advocacy Officer, Area Co-ordinators, Box Office Co-ordinator, Cinema Manager, Community Mother, Community Resource Officer, Corporate Accounts Officer, CR Advisor, Data Analyst, Deaf Adult Literacy Services supervisor, Domestic Violence Specialist, Donor Care Officer, Early dog trainers (ETU), Gallery Educator, Housing Officers, Inspector, Legal officer, Maintenance Manager, Marketing and Communications Officer, Mental Co-Ordinator, Migration Case Worker, Mission Support Officer, Money Advisers, Physiotherapist, Placement officer, Production Associate, Research & Policy Officer, Sales & Marketing Exec, Specialist Adult Literacy Tutor, Speech & Language Therapist, Support Worker, Technology Officer, Wellbeing cafe co-ordinator, Youthreach Resource Officer.

Level 6

Semi-Professional & Administration Staff – Apart from the 2 semi-professional grades (Fetac L5/L6), this is a promotional grade from Level 7 for Administrative workers. Promotion to this grade is generally based on seniority in terms of length of service and/or performance.

Job titles included at this level in the questionnaire:

- Care Worker (Fetac L5/L6)
- Senior Accounts Officer
- Senior Secretary
- Senior Admin Assistant
- Childcare/Youth Worker (with Fetac L5/L6)
- Office Supervisor
- Senior Clerical

For purposes of analysis, changes were made to 1 of the above job titles, as follows: Senior Admin. Assistant was changed to *Senior Admin Assistant/ Administrator*.

Other job titles under Level 6 include:

Accounts and Finance Admin, Assistant CE Supervisor (Finance & Administration), Book Keeper, Catering Supervisor, Childcare Assistant, Clerical & Financial Officer, Community Lead, Customer Service, Dispatch/Monitor, Donor Support, Event & Volunteer Coordinator, Events and Development Coordinator, Finance Assistant, Front of House Administrator, Head Housekeeper, Housing Officer, LTI Assistant Coordinator, Membership support officer, Older Person Housing Service, Outreach support officer, Programme Support Officers, Resource Centre Worker, Sales Assistant, Shop Manager, Support worker on term time contract, Supporter Care Administrator, Systems and Data Coordinator, Tenancy Sustainment/Night Safety Attendant

Level 7

Entry Level – Non-Professional Staff

Job titles included at this level in the report:

- Junior Receptionist
- Junior Admin Asst.
- Junior Secretary
- Junior Clerical
- Driver
- Junior Accounts Officer
- General Operative
- Care Assistant
- Cleaner/Housekeeper
- Catering Assistant

As there were less than 10 cases for both Junior Accounts Officers and *Catering Assistants*, the pay rates were added to the broad category *Other Entry Level/Non-Professional Staff (not elsewhere specified)*.

Other Job titles under Level 7 include:

Centre assistant, Customer Services, Day Centre Operative, Dispatcher, Dog Care and Welfare Assistant, Front of House Assistant, Garden Worker, General Kitchen staff, Part-time Fundraising assistant, Physio Assistant, Regional Support Officer, Shop Assistant/Asst. Shop Manager



National Survey on Pay and Conditions of Employment in the Community, Voluntary and Charities Sector - 2017

Questionnaire A: for Medium and Large Organisations (i.e. 10 paid employees or more)

PRIVATE AND CONFIDENTIAL

Name of organisation: Tel.: No.: Email address:
.....

Name of person completing questionnaire: Job Title:
.....

Please return your completed questionnaire -

By post: Anne Coughlan, HR Research Specialist, c/o Community Foundation for Ireland, 32 Lower O'Connell St., Dublin 1.

By email: acoughlan@foundation.ie

Please read the accompanying explanatory notes when completing this questionnaire

1: Main Activity of your organisation (Please tick one only - see Explanatory Notes):

Arts, Culture & Heritage ____ Advocacy, Law & Politics ____ Housing/Homelessness ____ Development – International ____
 Health ____ Education ____ Environment ____ Philanthropy ____
 Sports & Recreation ____ Research ____ Social Services ____ Other (please specify) _____

2: Area of operation: Does your organisation operate in – (please tick all that apply)

The Republic of Ireland? ____ Northern Ireland? ____ International? ____

3: Number of employees:

Please state the number of employees currently in your organisation

	Full-time	Part-time	CE Schemes
Males:			
Females:			
TOTAL:			

4: Number of Board members:

Please state the number of male and female board members
 (Please note that this relates to membership of the governing
 body of the organisation and may also be known as 'directors'
 or similar)

Males:	Females:	Total:

5: Please indicate the total number of volunteers (full-time and part-time) **in your organisation:** ____

6: Are any of your employees a member of a trade union? Yes ____ No ____

If yes, is the percentage unionised

0% ____ Less than 50% ____ Approximately 50% ____ More than 50% ____ Most or all employees ____

SECTION 1: RATES OF PAY – Pay Levels *(Please also read the Explanatory Notes provided)*

Please complete details on for the various levels of staff following (where applicable). If the job titles are different to those in your own organisation, please use the space provided at the end of each level to enter your own job titles.

Level 1: Chief Executive –Level 1 is the most senior paid position in the organisation. A wide range of job titles are relevant to this position, such as CEO, General Manager, Director, etc. The person in this position has overall responsibility for the organisation and for the implementation of the organisation's operational strategy. He/she reports directly to the Board.

Please provide details below of all aspects of remuneration for this level. **If not applicable, enter n/a**

	Job Title	Gender of job holder	If a pay scale exists, please enter -		Annual Rate of Pay for Current Job Holder @1 st May 2017 €	Employer Annual Pension Contribution €	Total Cash Value of Remuneration Package* €	Total Contracted Weekly Hours of Work
			Minimum Salary Point @1 st May 2017 €	Maximum Salary Point @1 st May 2017 €				
1	Chief Executive							
2	Other title - enter title							

* Total Cash Value of Remuneration Package = Annual Rate of Pay + employer Pension Contribution + any other cash payment (e.g. the value of the employer contribution to health insurance in the current year; the annual car allowance for the current year or the cost to the organisation of a company car for the current year; any Christmas or other bonus payment paid at year end 2016, etc.)

Level 2: Head of Function/Senior Manager – Has overall responsibility for a functional or regional area or for a particular activity. Area of activity has an organisation-wide impact. Often has overall responsibility for policy development. Reports to CEO

(For office use only)	Job Title	Gender of Job Holder	If a pay scale or a pay range exists please enter -		Annual Rate of Pay for Current Job Holder @1 st May 2017 €	Employer Annual Pension Contribution €	Total Cash Value of Remuneration Package* €	Total Contracted Weekly Hours of Work
			Minimum Salary Point @1 st May 2017 €	Maximum Salary Point @1 st May 2017 €				
3	Deputy CEO							
4	Head of Finance							
5	Head of HR/Personnel							
6	Head of Fundraising							
7	Head of Advocacy							
8	Head of Housing							
9	Head of Services							
10	Senior Financial Accountant							
11	Senior Communications Mgr.							
12	Senior Fundraising Manager							
13	Senior HR Manager							
14	Other Job Title (enter title):							

* Total Cash Value of Remuneration Package = Annual Rate of Pay + employer Pension Contribution + any other cash payment (e.g. the value of the employer contribution to health insurance in the current year; the annual car allowance for the current year or the cost to the organisation of a company car for the current year; any Christmas or other bonus payment paid at year end 2016, etc.)

Please note: Employer Pension Contributions and Total Cash Value of Remuneration Package data are only required for Levels 1 & 2

Level 3: Middle Manager – Manages a small department/specialist function and has line management responsibilities. Reports to a Senior Manager or CEO.

(For office use only)	Job Title	Gender of Job Holder	If a pay scale or a pay range exists enter -		Annual Rate of Pay for Current Job Holder @1 st May 2017 €	Total Contracted Weekly Hours of Work
			Minimum Salary Point @1 st May 2017 €	Maximum Salary Point @1 st May 2017 €		
15	Administration Manager					
16	Project/Programme Manager/ Co-ordinator					
17	Finance Manager					
18	Communications Manager					
19	Services/Centre Manager					
20	Business Development Manager					
21	CE Manager					
22	Other Job Title (enter title):					

Level 4: Junior Manager /Assistant Manager/Team Leader – Assists with the management of a department/specialist function. Is likely to have some supervisory responsibilities. Reports to Middle or Senior Manager.

(For office use only)	Job Title	Gender of Job Holder	If a pay scale or a pay range exists enter -		Annual Rate of Pay for Current Job Holder @1 st May 2017 €	Total Contracted Weekly Hours of Work
			Minimum Salary Point @1 st May 2017 €	Maximum Salary Point @1 st May 2017 €		
23	Junior Manager					
24	Assistant Manager					
25	Team Leader					
26	Other Job Title (enter title):					

Level 5: Specialist/Professional Staff – Delivers specialist functional role and reports to a Senior or Middle Manager. Has a professional knowledge/ understanding of the sector, works independently and/as part of a team, and generally has a third level qualification – degree and/or Hetac L7/8 or 9. **Where a professional staff member also has line management responsibility, please enter under level 3 or 4 as appropriate, rather than level 5.**

Please complete as for previous levels. However, if there is more than one person in any of the positions for this or for the following levels, and a pay scale exists, enter the Minimum and Maximum Scale points. An average rate of pay can then be entered under the Annual Rate of Pay. If there is more than one person in the position and no pay scale exists, enter the lowest rate for the job as the minimum rate and the highest rate as the maximum rate, and enter an average rate of pay under the Annual Rate of Pay. If there is only one person in the position, enter the pay scale (Minimum and Maximum scale points, if a scale exists) and also enter the rate of pay under Annual Rate of Pay.

(For office use only)	Job Title	If a pay scale or a pay range exists please enter -		Annual Rate of Pay for Current Job Holder € @1 st May 2017	Total Contracted Weekly Hours of Work
		Minimum Salary Point € @1 st May 2017	Maximum Salary Point € @1 st May 2017		
27	Development Worker/Officer				
28	Fundraising Officer				
29	HR Executive/Officer				
30	Project /Programme Worker/Officer				
31	Social Worker				
32	Childcare Worker				
33	Information Officer				
34	Administrative Officer				
35	Family Support Worker				
36	Training Officer/ Teacher				
37	Nurse				
38	IT Executive/Officer				
39	Accountant				
40	Finance Officer				
41	Communications /Media Officer				
42	Research Officer				
43	Psychologist/Counsellor				

Level 5: Specialist/Professional Staff – (cont'd)

(For office use only)	Job Title	If a pay scale or a pay range exists please enter -		Annual Rate of Pay for Current Job Holder € @1 st May 2017	Total Contracted Weekly Hours of Work
		Minimum Salary Point € @1 st May 2017	Maximum Salary Point € @1 st May 2017		
44	Youth Worker				
45	Other Job Title (enter title):				

Level 6: Semi-Professional & Administration Level – Apart from the semi-professional grades (marked as Fetac L5/6) this is a promotional grade from entry level administration or similar.

(For office use only)	Job Title	If a pay scale or a pay range exists please enter -		Annual Rate of Pay for Current Job Holder € @1 st May 2017	Total Contracted Weekly Hours of Work
		Minimum Salary Point € @1 st May 2017	Maximum Salary Point € @1 st May 2017		
46	Care workers (with Fetac L5/L6)				
47	Childcare/Youth Worker (with Fetac L5/L6)				
48	Senior Secretary				
49	Office Supervisor				
50	Senior Accounts Officer				
51	Senior Clerical				
52	Senior Administrative Assistant				
53	Other Job Title (enter title):				

Level 7: Entry Level – non-professional staff

(For office use only)	Job Title	If a pay scale or a pay range exists please enter -		Annual Rate of Pay for Current Job Holder € @1 st May 2017	Total Contracted Weekly Hours of Work
		Minimum Salary Point € @1 st May 2017	Maximum Salary Point € @1 st May 2017		
54	Junior Receptionist				
55	Junior Administrative Assistant				
56	Junior Secretary				
57	Junior Clerical				
58	Driver				
59	Junior Accounts Officer				
60	General Operative				
61	Care Assistant				
62	Cleaner/Housekeeper				
63	Catering Assistant				
64	Cook/Chef				
65	Other Job Title (<i>enter title</i>):				

Section 2: CONDITIONS OF EMPLOYMENT/BENEFITS

1: PENSION SCHEMES

(i) Does the organisation contribute to a pension scheme for any employees? Yes, for all employees ____ Yes, for some ____ No ____

If No, please go to section 2.

(ii) If yes, does the organisation contribute the same for all employees? Yes ____ No ____ If yes, please give details _____

(iii) If different for different levels of employee, please provide details below for each level:

	Level 1 Chief Executive	Level 2 Head of Function/ Senior Manager	Level 3 Middle Managers	Level 4 Junior/Assistant Managers	Level 5 Specialist/ Professional Staff	Level 6 Semi-Professional & Administration	Level 7 Entry Level – Non-Professional staff
Employer pension contribution %							

2: OVERTIME

(i) Are employees paid for working overtime? Yes, all employees ____ Yes, some employees ____ No ____

If No, skip to (iii) question.

(ii) If yes for some employees, please indicate below the employees for whom overtime working is paid (please tick if yes)

	Level 1 Chief Executive	Level 2 Head of Function/ Senior Manager	Level 3 Middle Managers	Level 4 Junior/Assistant Managers	Level 5 Specialist/ Professional Staff	Level 6 Semi-Professional & Administration	Level 7 Entry Level – Non-Professional staff
Paid Overtime							

(iii) Does your organisation operate a 'time in lieu' overtime policy? Yes, all employees ____ Yes some employees ____ No ____

If no, go to section 3.

(iv) If yes for some employees, please indicate below the levels of employee for whom a 'time in lieu' overtime policy operates (please enter 'X' if yes)

	Level 1 Chief Executive	Level 2 Head of Function/ Senior Manager	Level 3 Middle Managers	Level 4 Junior/Assistant Managers	Level 5 Specialist/ Professional Staff	Level 6 Semi-Professional & Administration	Level 7 Entry Level – Non-Professional staff
Time in lieu o/time policy applies							

3 PAID LEAVE

(i) Is the basic annual leave entitlement the same for all employees? Yes ____ No ____

If yes, please indicate the number of **basic annual leave days**, per annum, for full-time employees _____ days

If not the same for all employees, please indicate the number of days for each of the levels below

	Level 1 Chief Executive	Level 2 Head of Function/ Senior Manager	Level 3 Middle Managers	Level 4 Junior/Assistant Managers	Level 5 Specialist/ Professional Staff	Level 6 Semi- Professional & Administration	Level 7 Entry Level – Non- Professional staff
Basic annual leave days per year							

(ii) Does the organisation provide any **additional service leave days** (e.g. 3 days after 5 year' service, 5 days after 10 years' service, etc.)? If yes, please enter the maximum leave days for maximum service (e.g. up to 'X' number of days for 'X' number of years' service).

(iii) Does the organisation grant any other **additional paid leave** during the **Christmas/Easter holiday breaks**?

Yes ____ No ____ Taken as part of annual leave ____

If yes, please give details (e.g. 1 day - either Christmas Eve or Good Friday; 2 days – Christmas Eve & Good Friday; Christmas period – generally from Christmas Eve to 2nd Jan)

(iv) Does your organisation take a formal or discretionary approach to **other special leave** types e.g. **bereavement, employee's own marriage**?

Formal ____ Discretionary ____ If discretionary, please go to section 4

If formal, please indicate the number of paid days leave provided for the following:

	Bereavement – immediate family members (parents, spouse, children, siblings)	Bereavement – extended family members (grandparents, aunts, uncles, cousins, grandchildren)	Marriage –an employee's own marriage
Number of paid days leave			

4: SICK LEAVE

(i) Does your organisation take a formal or discretionary approach to **Sick Leave**? Formal (written policy) ____ Discretionary ____

If discretionary, go to Section 5

(ii) If formal, does your organisation follow the Public Service Sick Leave Scheme (i.e. a maximum of 3 months on full pay followed by 3 months on half pay in a rolling 4 year period)? Yes ____ No ____

(iii) If you have a formal sick pay scheme, other than the public service scheme, please provide details below (e.g. Full pay for 7 days; or 12 weeks in a rolling 12 months, or full pay for 'x' months/days followed by half pay for 'x' months/days, etc.):

--

(iv) Is the formal scheme the same for all employees Yes ____ No ____

(v) If different for different employee levels, please provide details below:

	Level 1 Chief Executive	Level 2 Head of Function/ Senior Manager	Level 3 Middle Managers	Level 4 Junior/Assistant Managers	Level 5 Specialist/ Professional Staff	Level 6 Semi-Professional & Administration	Level 7 Entry Level – Non-Professional staff
Sick Pay details							

5: HEALTH INSURANCE

(i) Does your organisation contribute to a **health insurance** scheme (e.g. VHI) for employees? Yes ____ No ____

If no, go to section 6

(ii) If yes, is the contribution the same for all employees? Yes ____ No ____

(iii) If yes, please provide details below:

--

(iv) If different for different role levels, please provide details below:

	Level 1 Chief Executive	Level 2 Head of Function/ Senior Manager	Level 3 Middle Managers	Level 4 Junior/Assistant Managers	Level 5 Specialist/ Professional Staff	Level 6 Semi-Professional & Administration	Level 7 Entry Level – Non-Professional staff
Health Insurance contribution: (e.g. 100% of cost, a financial contribution to the cost)							

6: EDUCATIONAL ASSISTANCE

(i) Please indicate whether your organisation provides any of the following and please also state if the provision is formal or discretionary (*please tick as appropriate*)

Educational Assistance	Yes	No	Formal	Discretionary	Please give details if assistance is provided
Financial support (e.g. a contribution to the cost of fees)					
Time off to attend courses					
Study Leave e.g. ½ day per exam					

(iv) Are recipients of financial support required to stay with the organisation for a specified period, on completion of their studies? If yes, *please*

7: MATERNITY LEAVE & PATERNITY LEAVE

(i) Does your organisation pay employees when they are out on **maternity leave** over and above any statutory entitlement? Yes ____ No ____

If no, go to (iv)

(ii) If yes, is there a minimum service requirement for employees to avail of this benefit Yes ____ No ____

(iii) If yes, please provide details

(iv) Does your organisation pay over and above the statutory entitlement for **paternity leave** Yes ____ No ____

If yes, please give details

8: FLEXIBLE WORKING ARRANGEMENTS

(i) Does your organisation operate flexible working arrangements (e.g. part-time, working from home, etc.)? Yes ____ No ____

If no, go to section 9

(ii) If yes, please indicate the flexible working arrangements that your organisation operates (tick all that apply)

Flexi-time (flexible start/finish times) ____

Working from home (for 1 – 2 days per week) ____

Job Sharing ____

Career breaks ____

Term-time (working only during school terms) ____

Part-time work (e.g. half-time, or 2/3/4 day week) ____

Personalised hours (individually negotiated) ____

Other (please specify _____)

9: Bonus Schemes

(i) Did any employees receive a bonus in 2016? Yes, 1 or more ____ Yes, all ____ No ____ If no, go to section 10

(ii) If yes, please enter the amount given for 2016 for each of the following levels. If none, enter 'N'

	Level 1 Chief Executive	Level 2 Head of Function/ Senior Manager	Level 3 Middle Managers	Level 4 Junior/Assistant Managers	Level 5 Specialist/ Professional Staff	Level 6 Semi-Professional & Administration	Level 7 Entry Level – Non-Professional staff
Bonus given for 2016							

10: Canteen facilities, Mobile Phones

(i) Does your organisation provide subsidised canteen facilities? Yes ____ No ____

(ii) Is free tea or coffee provided? Yes ____ No ____

(iii) Does your organisation cover mobile phone costs for any employees? Yes ____ No ____

If yes, to what extent (please tick)? All work-related call are covered ____ All calls are covered ____ No calls are covered ____

11: OTHER ISSUES – Mileage / Company Car or Car Allowance /Other Benefits /Training Spend/Employee Turnover/Premia Payments

(i) Is a **mileage allowance** paid to employees for using their own car when on the organisation's business?

Yes ____ No ____ If yes, is the civil service rate applied (see explanatory notes)? Yes ____ No ____

(ii) If not the civil service rate, please provide details of the allowance

--

(iii) Is a **company car/car allowance** provided for any of the following levels of employee? Please tick if yes and give details of the value of the company car/car allowance

	Company Car available?	Car Allowance available?	If yes, approximate value of car /car allowance €
Level 1 - Chief Executive/ General Manager			
Level 2 - Head of Function/ Director			
Level 3 - Senior Managers			
Level 4 - Middle Managers			
Level 5 - Specialist/ Professional Staff			
Level 6 - Semi-Professional & Administration Staff			
Level 7 - Entry Level – non-Professional Staff			

(iv) **Other Benefits** Are employees entitled to other benefits not already covered? If yes, please state the benefit type below and the organisation's contribution to the cost. (Examples include: *Christmas party; Broadband for staff working from home; annual health check-up, etc.* Do not include subsistence or travel allowances here.)

(v) Can you state your organisation's **spend on training** as a % of payroll for 2016 _____%

(vi) Please provide details of your **employee turnover rate** for 2016. _____% (To calculate this, take the number of permanent employees who left your organisation voluntarily in 2016 (excluding redundancies and dismissals) and express this as a percentage of the permanent employees you had working in your organisation as the start of 2016. If the majority of your employees are contract employees, please do not answer this question.)

(vii) Does your organisation **measure the cost of benefits** (other than salary) to employees (i.e. the cost of any pensions health insurance; above statutory – annual leave/ maternity leave/ paternity leave; death in service; cost of mobile phones/laptops etc.)? Yes _____ No _____

(viii) Please provide details of **premia payments** below

Premia Payments	We make premia payments?		We pay HSE Rates?		If not HSE, please give details
	Yes	No	Yes	No	
Nights					
Twilight					
Saturday					
Sunday					

12: Funding, Income, Expenditure, Pay Policy

(i) **Sources of funding:** Please indicate the percentage from each source below for 2016, adding to 100%

Government grants _____% Donations/Bequests _____% Membership _____% Deposit Interest _____%
 Fees _____% Other _____% (Other Specify) _____

(ii) Does your organisation receive funding from the HSE

a) Under Section 38? Yes _____ No _____ b) Under Section 39 – less than €250,000? Yes _____ No _____
 c) Under Section 39 – more than €250,000? Yes _____ No _____

(iii) **Income:** Please indicate your total income (*from any source*) for 2016:

Less than €100,000 _____ €100,001 - €250,000 _____ €250,001 - €500,000 _____ €500,001 - €1,000,000 _____
 €1,000,001 - €5,000,000 _____ €5,000,001 - €10,000,000 _____ More than €10,000,000 _____

(iv) **Pay Policy:** In general, how do you decide what salary to pay your employees? (*Please tick all that apply*)

Align Rates with HSE _____ As Recommended by Funders _____ Negotiate with the Individual _____ Minimum Wage paid _____ Market Rate _____ Depends on ability to pay _____ CFI National Pay & Benefits Survey _____
 Other _____ (please specify)

(v) **Pay Increases** - when applied, what are pay increases based on? (Please tick all that apply)

Cost of living increase? ____ Performance-related (for outstanding performer)? ____ Linked to Public Sector/HSE pay increases? ____
 Ability to Pay? ____ CFI National Pay & Benefits Survey ____ Other? ____ (please specify)

(vi) **Increments** - do employees in your organisation receive increments? Yes ____ Yes previously, but not currently ____ No ____

(vii) Did your organisation give any **pay increases** to staff in 2016? Yes ____ No ____

If yes, please enter the pay increase as appropriate, for the following levels of employee

	Level 1 Chief Executive	Level 2 Head of Function/ Senior Manager	Level 3 Middle Managers	Level 4 Junior/Assistant Managers	Level 5 Specialist/ Professional Staff	Level 6 Semi-Professional & Administration	Level 7 Entry Level – Non-Professional staff
Pay Increase details for 2016							

(viii) Does your organisation plan to give any **pay increases** to staff in 2017? Yes ____ No ____ Not sure ____

If yes, please enter the pay increase as appropriate, for the following levels of employee:

	Level 1 Chief Executive	Level 2 Head of Function/ Senior Manager	Level 3 Middle Managers	Level 4 Junior/Assistant Managers	Level 5 Specialist/ Professional Staff	Level 6 Semi-Professional & Administration	Level 7 Entry Level – Non-Professional staff
Pay Increase details for 2017							

THANK YOU FOR YOUR COOPERATION WITH THIS SURVEY

A complimentary copy of the resulting report will be available to you in due course.

Appendix D: List of Participating Organisations

Ability West	Children's Books Ireland	Dyslexia Association of Ireland
ACET Ireland	Chronic Pain Ireland	Early Childhood Ireland
ActionAid Ireland	Church in Chains	Early Years - the organisation for young children
Age Action Ireland CLG	Clonleigh Social Services	EIL Intercultural Learning
Aidlink	Clonmel Community Mother Programme	Elemental Limerick Arts Festival
Airfield Estate	Cluid Housing	EmployAbility Clare
All Together in Dignity - ATD	CMRF	ENCLUDE
Fourth World Ireland CLG	Co-operative Housing Ireland	EPIC Empowering People In Care
Altruism Ireland	COBH Youth Services	Epilepsy Ireland
Amaweale	Coderdojo Foundation	Feis Ceoil Assoc
An Mhachaire Le Cheile Teo	Comhlacht Forbartha an Spidéil Teroanta	FLAC - Free Legal Advice Centres
An Táin Arts Centre	Concern Worldwide	Friends of the Elderly
An Taisce – The National Trust for Ireland	Coolmine	Gaisce - The Presidents Award
Aras Inis Gluaire/Erris Arts Centre	COPE Galway	Galway Autism Partnership
Arlington Novas Ireland CLG	Cork Alliance Centre	Glasnevin Trust
Arthritis Ireland	Cork Centre for Independent Living Ltd	Gorta Self Help Africa
Balbriggan Enterprise & Training Centre Clg.	Cork Foundation	GOSHH - Gender Orientation Sexual Health HIV
Ballinasloe Area Community development Ltd	CorkCounselling Services	Greater Blanchardstown Area MABS
Ballinasloe Social Services Ltd	Council for the West	GROW in Ireland
Ballymote Family Resource Centre	CRAOL - The community radio forum of Ireland	HAIL Housing Assoc for Integrated Living
Belong to Youth Services	Crosscare Clondalkin Youth Service	Hand in Hand
Blanchardstown Home-Start	Crossmolina Community Council	Horses Connect
Bray Women's Refuge	CRY Ireland	Hospital Family Resource Centre
Housing Assoc CLG	CSG Sports Club CLG	immunisation 4Life
Brighter Communities Worldwide	Cuan Saor Women's Refuge & Support Services CLG	Integration and Support Unit
CAD Community Awareness of Drugs	Darndale Belcamp Village Centre	International Dublin Gay Theatre Festival
Calmast STEM Outreach centre (a centre within Waterford	Debt and Development Coalition Ireland	IRD Duhallow CLG
Camara Education Ltd	Diversity Sligo	Irish Association of Youth Orchestras Ltd
Camogie Association	Dochas - The Irish Association of Non Governmental Deve	Irish Cancer Society
Cancer Care West	Doras Bui a parents alone resource centre	Irish Council for Overseas Students Company Limited by
CARE ALLIANCE IRELAND	Draiocht	Irish Deaf Society
Carmichael Centre	Druid Performing Arts CLG	Irish Family Planning Association
CARP Killinarden Ltd	drumsna development association clg	Irish Forum for Global Health
Carriglea Cáirde Services	Dun Laoghaire Rathdown Community Addiction Team Ltd	Irish Foster Care Association
CastlemaineFRC		Irish Guide Dogs for the Blind
Catholic Institute for Deaf People		Irish Heritage Trust
CBM Ireland		
Chamber Choir Ireland		
Charleville Castle Heritage Trust Clg		

Irish Primary Principals' Network (IPPN)
 Irish Red Cross Society
 Irish Seed Savers Association CLG
 Irish Society for The Prevention of Cruelty to Animals
 Irish Writers Centre
 Jigsaw National Centre for Youth Mental Health
 KARE
 Kerry Cancer Support Trust CLG
 Kerry Diocesan Youth Service
 Kildare County Childcare Committee
 Kildare Volunteer Centre
 Kingscourt Community Enterprise Centre
 Knocknagoshel Over 55's Social Club and Women's Group I
 LauraLynn, Ireland's Children's Hospice
 Le Cheile Mentoring & Youth Justice Support Services
 Leitrim Sculpture Centre
 Limerick City CDP CLG
 Limerick Mental Health Association
 Little Stars Play School and After School
 Living Life Counselling
 Local Employment Service
 Local Link Wexford
 Longford Social Services CLG
 Longford Women's Link CLG
 Look Good Feel Better Ireland
 Lourdes Youth And Community Services
 Malin Head Community Association
 Mayfield Integrated Community Development Project CLG
 Mayo community transport
 Mayo Rape Crisis Centre
 Mcdar
 Mellow Spring Childcare
 Merchants Quay Ireland

Mevaghy Family Resource Centre
 Migraine Association of Ireland
 Millennium Family Resource Centre CLG
 Monaghan Integrated Development CLG
 MSD Action Foundation
 Multiple Sclerosis NW Therapy Centre
 Music Matters
 National Childhood Network
 National Council for the Blind NCBI
 National Infertility Support and Information Group
 NCU Ltd (NCU Training) (Northside Centre for the Unempl
 No Limits
 North County Outreach
 North Dublin Befriending Service T/A Befrienders Dublin
 NTDSS
 Offaly Domestic Violence Support Service
 OGRAS
 Oireachtas na Gaeilge
 One Family
 One in Four
 Order of Malta Ireland
 Ossory Youth
 Our Lady Day Care Center
 Pemba Support
 Plan International Ireland
 Pobal
 Poppintree Youth Project
 Portarlinton Community Development Association
 Proudly Made in Africa
 Quality Matters
 Release
 Remember Us
 Right of Place of Second Chance
 Roscrea Community Hub
 Rowing Ireland
 SAFE Ireland National Social Change Agency CLG
 SAOL Project Ltd
 Scoil Bhride Clane
 Senior Citizens Concern CLG
 Shannon's Hopeline Ltd

SharingPoint CLG
 Sightsavers Ireland
 Skibbereen Community and Family Resource Centre
 Sligo Centre for Independent living CLG
 Society of Saint Vincent de Paul
 Solas Project
 Sonas Domestic Violence Charity
 South Dublin County Volunteer Centre
 South Mayo Research Foundation Limited
 Southill Area Centre
 Southside Partnership DLR CLG
 SouthWest Counselling Centre CLG
 Special Olympics Ireland
 Specialisterne Ireland
 Spina Bifida Hydrocephalus Ireland
 Spirasi
 Spraoi agus Spórt Family Centre Ltd
 St Brigids Family Resource Centre
 St Lazerian's House
 St Vincent's Foundation
 St. Michael's Centre
 St. Vincents Secondary School
 Tallaght Childcare Centre
 Teach Spraoi Community Childcare
 Team Hope
 Terenure Enterprise Centre
 The 3Ts Limited
 The County Limerick Housing Services Company CLG
 The Dublin 15 Community Broadcasting Cooperative Societ
 The Foundation for Investment in Communities
 The Friends of St Luke's
 The Irish Blue Cross
 The Irish Hospice Foundation
 The Irish Museums Association
 The Irish Pilgrimage Trust
 The Upstate Theatre Project
 The Wheel

Threshold
Threshold Training Network
Tintean Housing Association
Tipperary Excel Heritage
Company Ltd.
Tivoli Training Centre
Towards Healing
TRALEE WOMEN'S FORUM t/a
TRALEE WOMEN'S RESOURCE
CENTRE
TRAVACT
Travellers of North Cork
Trim Family Resource Centre
Trocaire
Turn2me
Tus Nua Artane Coolock
Family Resource Centre

Twinning the Kingdoms Clg.,
trading as Action Lesotho
Vantastic
Viatores Christi
VIVA (Volunteers in Irish
Veterinary Assistance)
Voice of Irish Concern for
the Environment
Voluntary Service Overseas
(Ireland) CLG
Volunteer Galway
Volunteer Ireland
WALK
West Cork Arts Centre
West Cork Carers Support
Group

Westport Social Service
Council
Wicklow County Childcare
Committee
World Vision Ireland
Young Social Innovators
Young Women's Christian
Association
Youth Advocate
Programmes Ireland CLG
Youth Theatre Ireland
Youth Work Ireland Meath



Commissioned by:

The Community Foundation for Ireland (CFI) empowers people and organisations who want to make a difference through a model of philanthropy that is based on trust, effectiveness and impact. Established in 2000, CFI has made grants on behalf of donors of over €25 million in Ireland and overseas.

In association with:



Stronger Charities.
Stronger Communities.



Authors
ANNE COUGHLAN,
Independent HR Specialist

