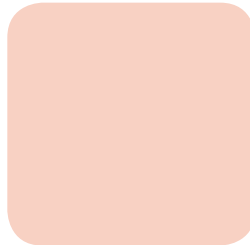
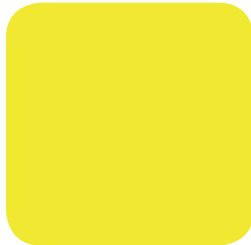
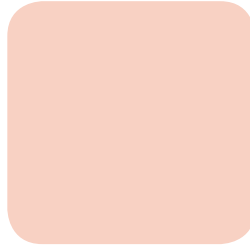
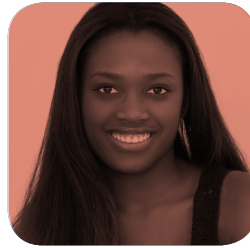
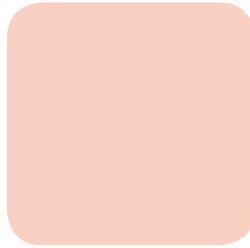
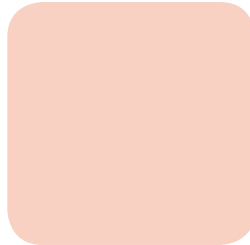
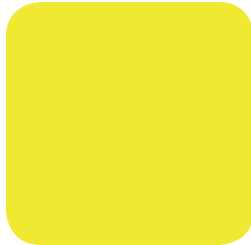
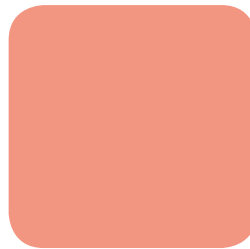




2019



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



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Table of Contents

Foreword by Tina Roche, Chief Executive of The Community Foundation for Ireland	1
Executive Summary	2
Introduction	5
Participation	5
Data Collection	5
Structure of this Report	6
1 Profile of Participating Organisations	11
1.1 Sector	12
1.2 Area of Operation	12
1.3 Number of 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 2018	15
1.9 Source of Funding for 2018	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	44
2.4 Level 4: Junior Manager / Assistant Manager / Team Leader / Senior Professional	53
2.5 Level 5: Specialist / Professional Staff	57
2.6 Level 6: Semi-Professional & Administrative Staff	77
2.7 Level 7: Entry Level – Non-Professional Staff	83
3 Other Pay Information	93
3.1 Pay Policy	94
3.2 Increments	94
3.3 Pay Increases	94
3.4 Pay Increases in the Private Sector	95
3.5 Comparator Rates	96
3.6 Pay Ratios	100
4 Conditions of Employment	102
4.1 Pension Schemes	103
4.2 Overtime	104
4.3 Paid Leave	104
4.4 Sick Leave	107
4.5 Health Insurance	109
4.6 Educational Assistance	109
4.7 Maternity & Paternity Leave	112
4.8 Flexible Working Arrangements	113
4.9 Bonus Schemes	114
4.10 Canteen Facilities / Free Tea or Coffee / Mobile Phones	114
4.11 Mileage Allowance	115

4.12 Other Benefits	116
4.13 Spend on Training	117
4.14 Premia Payments	117
4.15 Measuring the Cost of Benefits	118
Bibliography	119
Appendices	120
Appendix A: Summary of Pay Rates by Job Title within Level for all Positions – with Five or More Cases	120
Appendix B: List of Job Titles within Each Level	123
Appendix C: Copy of the questionnaire used in the survey	127
Appendix D: List of Participating Organisations	143

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 Housing Annual Basic Pay	37
Level 2: Head of Services Annual Basic Pay	38
Level 2: Head of Services Pension and Total Remuneration	39
Level 2: Head of Operations / Development / Programmes Annual Basic Pay	40
Level 2: Head of Operations / Development / Programmes Pension and Total Remuneration	41
Level 2: Other Head of Function / Senior Manager (not elsewhere specified) Annual Basic Pay	42
Level 2: Other Head of Function / Senior Manager (not elsewhere specified) Pension and Total Remuneration	43
All Level 3 Jobs: Annual Basic Pay	44
Level 3: Administration Manager / Administrator Annual Basic Pay	45
Level 3: Project / Programme Manager / Coordinator Annual Basic Pay	46
Level 3: Finance Manager Annual Basic Pay	47
Level 3: Communications Manager Annual Basic Pay	48
Level 3: Services Manager / Centre Manager Annual Basic Pay	49
Level 3: Business Development Manager Annual Basic Pay	50
Level 3: General Manager Annual Basic Pay	51
All Level 4 Jobs: Annual Basic Pay	53
Level 4: Team Leader/Senior or Lead Professional Annual Basic Pay	54
Level 4: Assistant Manager Annual Basic Pay	55
Level 4: Other Junior Manager (not elsewhere specified) Annual Basic Pay	56
All Level 5 Jobs: Annual Basic Pay	57
Level 5: Development Worker/Officer Annual Basic Pay	58
Level 5: Fundraising Officer Annual Basic Pay	59
Level 5: Human Resources Executive/Officer Annual Basic Pay	60
Level 5: Project/Programme Worker/Officer Annual Basic Pay	61
Level 5: Social Worker Annual Basic Pay	62
Level 5: Childcare Worker (3 rd level/Fetac L7+) Annual Basic Pay	63
Level 5: Information Officer Annual Basic Pay	64
Level 5: Administrative Officer/Administrator Annual Basic Pay	65
Level 5: Family Support Worker/Support Worker Annual Basic Pay	66

Level 5: Training Officer/Teacher/Instructor Annual Basic Pay	67
Level 5: Nurse Annual Basic Pay	68
Level 5: Information Technology Executive Annual Basic Pay	69
Level 5: Accountant Annual Basic Pay	70
Level 5: Finance Officer Annual Basic Pay	71
Level 5: Communications/Media Officer Annual Basic Pay	72
Level 5: Research Officer Annual Basic Pay	73
Level 5: Psychologist/Counsellor Annual Basic Pay	74
Level 5: Youth Worker (3rd level/NQF L7+) Annual Basic Pay	75
Level 5: Other Specialist/Professional Staff (not elsewhere specified) Annual Basic Pay	76
All Level 6 Jobs: Annual Basic Pay	77
Level 6: Care Worker (with NQF L5/L6) Annual Basic Pay	78
Level 6: Senior Administrative/Senior Clerical Annual Basic Pay	79
Level 6: Senior Accounts Officer Annual Basic Pay	80
Level 6: Senior Receptionist Annual Basic Pay	81
Level 6: Other Semi-Professional/Administration Staff (not elsewhere specified) Annual Basic Pay	82
All Level 7 Jobs: Annual Basic Pay	83
Level 7: Junior Receptionist Annual Basic Pay	84
Level 7: Junior Administrative Assistant/Clerical Worker	85
Level 7: Driver Annual Basic Pay	86
Level 7: Junior Accounts Annual Basic Pay	87
Level 7: General Operative Annual Basic Pay	88
Level 7: Cleaner/Housekeeper Annual Basic Pay	89
Level 7: Catering Assistant Annual Basic Pay	90
Level 7: Cook/Chef Annual Basic Pay	91
Level 7: Other Entry Level/Non-Professional Staff (not elsewhere specified) Annual Basic Pay	92

Foreword by Tina Roche, Chief Executive of The Community Foundation for Ireland

We are delighted to present the 4th edition of the National Guide to Pay and Benefits in Community, Voluntary and Charitable Organisations. This guide aims to assist those seeking to have a reference point for pay and benefits within the sector. We are grateful to the 346 organisations who took the time to complete the survey and hope this will be a useful tool for you, especially in this time of growing sectoral change and associated increased responsibilities.

At The Community Foundation for Ireland we understand the importance of having robust data that will provide baseline knowledge and insights into the sector and are delighted to have the opportunity to fund the project for the third time. We are very grateful for the support we received from The Wheel and Dóchas in carrying out the survey.

Thanks to Geraldine Anderson (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. They have provided us with another comprehensive report that we hope will help organisations across the sector create robust reward and recognition programmes.

All of the National Pay and Benefits Surveys along with additional subsets of the research including an exploration of the gender pay gap and the report on remuneration challenges and successes can be found on the research section of our website www.communityfoundation.ie.

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 please let me know at troche@foundation.ie.

Tina Roche,
Chief Executive, The Community Foundation for Ireland
www.communityfoundation.ie

October 2019

Executive Summary

About this Executive Summary

This is a summary of headline data from the report and includes key data on the profile of the 346 participating organisations, a summary of the method for presenting pay data, and key information about conditions of employment in the sector.

Section 1: Profile of Participating Organisations

- Some 346 organisations replied to the survey, employing a total of 14,463 workers, 51% 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 10 possible areas, almost two-thirds of respondents (62%) were engaged in Social Services, Health, or Education & Training.
- Around a quarter (27%) of organisations had between one and five employees and 28% had 20 or more employees.
- Just over seven out of ten (72%) employees in the survey were female. Some 66% of full-time employees were female, as were more than seven out of ten (78%) part-time workers.
- The average turnover rate for 2018 was 9.7% overall, with a median rate of 5%, indicating large variations in turnover rates. More than four out of ten respondents had a zero% turnover rate¹.
- Some 64% of organisations indicated that their staff were not members of a trade union. In only 8% of organisations was more than half of the workforce unionised.
- Just under half of the organisations (48%) in the survey had an annual income of less than €500,000 for 2018, while 30% had €1 million or more.
- For all organisations, the average funding from government was 63.3% of their total income, with the second highest proportion being from donations, at 14.6%. Organisations also had membership funding of 3.2%, fees of 9.1%. Some 9.8% of funding came from 'other' sources.
- Just over half (51%) of the organisations surveyed stated that they had between six and nine members on their Board. Female representation on Boards of Management was, on average, just over half (55%) of all Board members. In 17 organisations, all members of the Board were female.
- In general, the survey found that average rates of pay increased with the size of the organisation and with the level of income.

Section 2: Rates of Pay

- Pay data is analysed in a number of ways:
 - By level of responsibility (seven 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 ten 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 five cases or more)

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.

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 one and two only (i.e. for Organisation Heads and Senior Management), additional information is provided on Employer Pension contribution and Total Remuneration³.

Section 3: Other Pay Information

Pay Increases

- Some 41% of organisations surveyed gave a pay increase to at least some employees in the last 12 months (up from 34% in 2017). Some 36% of organisations stated that they planned to give a pay increase in the coming 12 months, and 32% stated they were unsure about whether they would give any increase in the coming year. Almost a third of organisations (32%) said that they did not plan to give any pay increases.
- According to a 2018 IBEC report, approximately eight out of ten (80%) companies in the private sector planned to increase basic pay in 2019. The median pay increase is set to be 2.5%, slightly higher than the median of 2% over recent years (1).

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 (49%) of the organisations surveyed. Some 21% of the organisations in the survey made a contribution for all employees and almost a further third (30%) made a contribution for some employees only. Where a contribution was made and where this was the same for all employees, the average contribution was 6.5% and the median contribution was 6.0%.
- The majority of employees (87%) were not paid for overtime working. However, four out of five (81%) of organisations operated a *time in lieu* overtime policy.
- The average annual leave entitlement was 23.2 days per annum⁴. Just under a quarter (23%) of the organisations surveyed granted additional service leave days to the annual leave entitlement, with an average additional 4.4 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.
- Four out of five of organisations (80%) took a formal approach to sick leave. Around a quarter (26%) 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 Service Scheme, the most common being Full Pay for a Specified Number of days – generally ten or less, and Full Pay for 4 weeks / 20 days / 1 month.
- Only 3% of organisations contributed to a health insurance scheme for employees.

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.

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

- Almost two-thirds (66%) 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 two-thirds (63%) 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 were required to reimburse the financial support provided.
- Almost two out of five (39%) organisations made a contribution in addition to the statutory payment for maternity leave.
- Just over one in five (21%) of 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 two weeks in 42% 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 2018, 6% of organisations operated a bonus scheme for all employees and 11% had one for some employees.
- The average expenditure on training as a percentage of payroll for 2018 was 2.3%. However, more than half (57%) 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 five organisations (21%) in the survey stated that they measured the cost of benefits.

Introduction

The Purpose of this Report

The 4th National Guide to Pay and Benefits in Community, Voluntary and Charitable Organisations (2019) presents information on the state of pay and benefits in the non-profit sector. This guide serves two primary functions. First, for organisations seeking to hire talented staff that can deliver on organisational goals, this guide provides benchmarks to help organisations determine fair and competitive pay rates for employees. The previous National Guide to Pay and Benefits in Community, Voluntary and Charitable Organisations, published in 2017(1) highlighted how the economic recession led to reduced resources for community, voluntary and charitable organisations (hereafter referred to as non-profit organisations). These were shown not to have been reinstated in the intervening years of increased growth and national wealth. While non-profits continue to meet the needs of their communities, who, it is reported, are growing in both numbers and levels of deprivation, organisations endeavour to offer competitive conditions with ever constrained resources. This report provides evidence for, at least within the sector, what pay and conditions can be considered to be within an average range.

Second, the information in this guide supports accountability and transparency in Ireland's non-profit sector. As highlighted in the previous 2017 report, a number of high-profile governance failures in the sector have raised questions about charities' financial activities, and have drawn public attention to salary levels in non-profit organisations (1). The legacy of these failures has been the implementation of the Charities Act 2009 as well as a generally welcomed regulation in the sector by the Charities Regulator. The drive to increase transparency has been seen not only at a regulatory level, but also through grassroots efforts such as voluntary participation with fundraising and governance codes (2,3).

The 2019 guide seeks to support the sector's endeavours to increase accountability and transparency. This resource provides Boards and senior management with important information to support more evidence-informed decisions about pay and conditions for their staff teams.

Participation

In total 346 organisations responded to the survey. These organisations cumulatively employed 14,463 people (both full and part-time). There were also approximately 57,308 volunteers working with the organisations surveyed, which means that in total, over 71,000 people were working or volunteering in the organisations surveyed.

Data Collection

The data for this report was gathered through an online survey undertaken with community, voluntary and charitable organisations in Ireland. The online survey was distributed through emails, newsletters, by social media and through Activelink (Ireland's non-profit information website), as well as disseminated by supporting organisations who contacted their networks or membership directly. Data was gathered between March to May 2019.

All organisations who participated in this online survey had the option of selecting a version of the questionnaire. A shorter version for organisations with ten or fewer employees, and a full version for medium to large organisations with 11 employees or more. To promote the survey and ensure a strong response rate, the shorter version of the survey was also sent to non-profit organisations that had participated in the previous 2015 and 2017 study (1).

Given the sensitive information requested from organisations, it was crucial that organisations were assured their data would be managed carefully, and that individual roles would not be identifiable in the report. The following considerations informed both the data collection process and how information is presented in this guide:

- **Access to Data:** Only the research team, Quality Matters and Associate Geraldine Anderson, had access to the primary-source data.
- **Identifiable Job Information:** In the section of this report containing pay tables, detailed pay analysis is only presented where there were ten cases or more for a particular job title. In the pay summary section (see Appendix A), where there were between five and nine cases of any job, pay data is presented by job title only (and not by main activity or organisation size).

Review and Development of the Survey Instrument

This is the 4th 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, the 2nd in 2015 and the 3rd in 2017).

The 2015 questionnaire was designed with assistance from representatives across the non-profit sector. The questionnaire was again revised in 2017 and 2019 based on the type of responses to the previous survey, and in consultation with the partner organisations involved in guiding the project. As a result, the changes made to 2019 questionnaire included:

- The inclusion of two new descriptors for organisations including:
 - Whether organisations provide direct services to individuals and families
 - Whether organisations act as an umbrella organisation to other community or voluntary organisations.
- The inclusion of new options for determination of salary increases.
- Simplified questions on mobile phone use and company care allowances.

Structure of this Report

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 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 organisation-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 a responsibility for their own area of work, 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 NQF L7/ 8 or 9) and professional knowledge / responsibilities of their area of work. 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 NQF level 5/6) 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 represent the exact structure in many organisations, it provides a framework through which general information about the various types of roles and levels across differently sized and structured organisations can be collectively understood. This in turn, helps 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 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' option for that question. 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 for reasons of confidentiality, or due to 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 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 ten cases were used)
- Income (i.e. total income from any source)

The pay data, therefore, is analysed for all job titles where there were ten 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 2018 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 ten 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:

- *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 2018
- *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 (e.g. staff in the organisation longer have one condition, but new entrants have a different condition), 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 3: Other Pay Information

This section covers a number of other pay-related issues. The pay policy section outlines 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 ratios⁵.

Section 4: Conditions of Employment / Benefits

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

⁵ Pay ratio is the difference between the highest paid staff member in an organisation compared to either the lowest paid staff member or the median or average pay rate in that organisation

- 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
- Training spend
- Premia payments
- Other benefits

Appendices

The appendices detail the following information:

- A summary of pay rates by job title within each level, where there were five 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. The questionnaire included ten categories of activity and an 'other' option. Details are shown below in Table 1. For purposes of any further analysis, where less than ten cases were identified for a particular sector, these were re-classified as 'other'. An example of organisations classified as 'other' are volunteering organisations. Although many organisations may operate across a number of sectors or have many areas of activity, they were asked to identify only one for this survey.

Table 1: Main area of activity

Sector	Number	(%)
Advocacy, Law & Politics	20	(6)
Arts, Culture & Heritage	24	(7)
Education & Training	48	(14)
Environment	12	(3)
Health⁶	71	(21)
Housing and Homelessness	17	(5)
International Development	18	(5)
Social Services⁷	94	(27)
Sports & Recreation	10	(3)
Other	28	(8)
Not Stated	4	(1)
Total	346	(100)

As illustrated in Table 1, the most commonly identified areas of primary activity were Social Services (27%), Health (21%) and Education & Training (14%).

1.2 Area of Operation

A significant majority of organisations were operating in Ireland (95%), while nine percent of organisations were operating in Northern Ireland, and 12% internationally. 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	330	(95)
Northern Ireland	30	(9)
International	40	(12)

1.3 Number of Employees

A total of 14,463 employees were employed by the organisations that participated in the survey. As illustrated in Table 3 overleaf, almost half of organisations (48%) had fewer than ten employees, though over two-thirds of employees (69%) were employed in organisations with a hundred or more employees.

⁶ Health includes general and specialist health service providers including drug and alcohol support services

⁷ Types of social services includes client facing community, youth and family information & support services, local development organisations and local employment services

Table 3: Size breakdown of organisations surveyed

Size of Organisation	No. of Organisations	(%)	Total No. of Employees	(%)
1 - 2 employees	22	(6)	33	(0)
3 - 5 employees	72	(21)	289	(2)
6 - 9 employees	71	(21)	530	(4)
10 - 19 employees	68	(20)	927	(6)
20 - 99 employees	70	(20)	2,778	(19)
100 + employees	28	(8)	9,906	(69)
Not stated	15	(4)	-	-
Total	346	(100)	14,463	(100)

1.4 Type of Employment (Full and Part-time)

Table 4 shows the total number of full and part-time employees in each of the organisational size categories. Overall, there were slightly more full-time employees (51%) than part-time (49%) employees in the organisations surveyed. There were 7,437 people working full-time in organisations that participated, and 7,026 people working part-time in participating organisations.

Table 4: Type of employment by size of organisation

Size of Organisation	Type of Employment				
	No. of Full-time Employees	(%)	No. of Part-time Employees	(%)	Total All Employees
1 - 2 employees	18	(0)	15	(0)	33
3 - 5 employees	149	(2)	140	(2)	289
6 - 9 employees	265	(4)	265	(4)	530
10 - 19 employees	525	(7)	402	(6)	927
20 - 99 employees	1,619	(22)	1,159	(16)	2,778
100 + employees	4,861	(65)	5,045	(72)	9,906
All	7,437	(100)	7,026	(100)	14,463

1.5 Gender of Employees

Table 5 indicates just over seven out of ten (71%) employees in the survey were female and 25% were male, while 66% of full-time employees were female as were some 78% 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	2,350	(32)	4,889	(66)	198	(2)
Part-time	1,216	(17)	5,464	(78)	346	(5)
Total (14,463)	3,566	(25)	10,353	(71)	544	(4)

1.6 Employee Turnover⁸

As illustrated in Table 6 below, a significant number of organisations (43%) did not have any employee turnover in 2018. The average turnover rate for that year was 9.7%. 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 two employees in an organisation of 100 employees would be 2%, whilst if the organisation had only four 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 2018

Employee Turnover Rate	(%) of Organisations
0%	(43)
0.1 - 4.9%	(5)
5 - 9.9%	(12)
10 - 19.9%	(19)
20% or more	(21)
Total (N=168)⁹	
Average	9.7%
Median	5.0%
Lower Quartile	0.0%
Upper Quartile	15.4%

Table 7 provides details of turnover rates within different size groupings (N=237). 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 two size groupings.

Table 7: Average and median turnover rate by size

Size of organisation	(No. of Cases)	Average %	Median %
1 - 2 employees	12	4.17	0.00
3 - 5 employees	54	9.57	0.00
6 - 9 employees	44	12.03	0.35
10 - 19 employees	50	6.66	5.13
20 - 99 employees	52	11.34	8.00
100 or more employees	21	12.30	11.00

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 8% of the organisations having more than half of their work force unionized, and 64% of organisations stating that none of their staff were unionised.

Table 8: Trade union membership

Membership of a Trade Union	No. of Organisations	(%)
No	223	(64)
Less than 50%	78	(23)

⁸ This is calculated by taking the number of permanent employees who left the organisation voluntarily in 2018 (excluding redundancies and dismissals) and expressing this as a percentage of the permanent employees working in the organisation at the start of 2018. Contract employees are not included in this calculation.

⁹ N = the number of people who answered this question

Approximately 50%	16	(5)
Between 50% and 75%	15	(4)
Over 75%	11	(3)
Not stated	3	(1)
Total	346	(100)

1.8 Organisational Income for 2018

Almost half of the organisations (48%) in the survey had an annual income of less than €500,000 for 2018, while just under a third (30%) had €1 million or more. This is shown below in table 9.

Table 9: Organisation income for 2018

Annual Income	No. of Organisations	(%)
Less than €100,000	35	(10)
€100,001 – 250,000	58	(17)
€250,001 – 500,000	72	(21)
€500,001 – 1,000,000	41	(12)
€1,000,001 – 5,000,000	73	(21)
More than €5,000,000	31	(9)
Not stated	36	(10)
Total	346	(100)

1.9 Source of Funding for 2018

An average breakdown of the funding received in 2018 by the organisations surveyed is shown in Table 10. For all organisations, the average funding from government was 63.3% with the second highest contribution coming from donations, at 14.6%. Organisations also noted membership funding of 3.2%, fees of 9.1% and deposit interest of 0.1% as sources of income.

Table 10: Overall funding by source (N = 258)

Funding Source	Average % of Funding
Government	63.3
Donations	14.6
Membership	3.2
Deposit interest	0.1
Fees	9.1
Other¹⁰	9.8
Total	100%

Organisations in receipt of HSE funding were asked to identify if they were Section 38 or Section 39 organisations, and if Section 39, whether they were in receipt of more or less than 250k per annum¹¹.

¹⁰ Other sources of funding mentioned included private sponsorship / corporate donations, fundraising, sales / earned income / business activity, industry grants and rent.

¹¹ Section 38 organisations are those that are funded to provide a defined level of service on behalf of the HSE, and employees are considered to have equity with civil servants, while Section 39 organisations receive grant-aid through service level agreements, and are not considered public servants. This impacts on relevant issues such as pay grades.

Table 11: HSE funding breakdown

Type of HSE Funding	N=309	(%) of Organisations in Receipt of This HSE Funding
Section 38	309	(8)
Section 39 - less than €250,000	309	(20)
Section 39 - more than €250,000	309	(17)

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	57	(17)
6 - 9 members	177	(51)
10 - 19 members	103	(30)
20 members or more	5	(1)
Not stated	4	(1)
Total	346	(100)

In terms of the gender composition of boards, almost half (44%) of all organisations had fewer than 50% female Board Members and just over half (55%) 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	9	(3)
Fewer than 25%	37	(11)
25% - 49%	105	(30)
50%	32	(9)
51% - 69%	83	(24)
70% - 99%	58	(17)
100%	17	(5)
Not stated	5	(1)
Total	346	(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 (279 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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	16	50,926	39,399	59,638	3	56,452	64,431
3 - 5 employees	54	52,778	41,522	60,000	20	50,960	64,419
6 - 9 employees	55	57,369	41,581	70,000	9	53,287	65,311
10 - 19 employees	54	62,921	47,659	78,186	14	57,560	72,848
20 - 99 employees	71	77,149	62,500	89,250	27	72,536	90,738
100 or more employees	25	96,926	86,000	108,732	10	90,479	112,415
Sector							
Advocacy, Law & Politics	21	69,257	50,444	85,650	7	65,978	81,599
Arts, Culture & Heritage	21	56,024	40,500	69,528	1	.	.
Education & Training	36	57,814	39,700	74,186	9	63,481	79,326
Environment	9	65,609	44,880	80,000	1	.	.
Health ¹²	68	68,629	50,000	86,425	18	62,413	77,489
Housing and Homelessness	18	80,570	65,299	90,713	4	72,123	86,355
International Development	17	74,753	58,650	95,000	6	68,750	85,668
Social Services ¹³	20	73,889	58,209	84,923	9	75,457	96,380
Sports & Recreation	63	59,532	46,387	68,800	27	58,732	73,911
Other	5	59,900	53,500	70,000	0	.	.
Income (€)							
Less than 100,000	20	48,565	39,399	55,894	4	54,196	62,886
100,001 - 250,000	39	49,807	35,000	60,000	14	50,436	65,400
250,001 - 500,000	59	53,932	42,000	61,000	14	48,737	60,494
500,001 - 1,000,000	39	60,926	50,000	72,000	11	59,453	74,144
1,000,001 - 5,000,000	76	74,576	60,824	87,726	23	69,779	86,202
More than 5,000,000	28	101,146	89,357	111,000	13	90,620	114,792
All Organisations	279	65,612	48,000	81,690	83	64,304	80,282

¹² Health includes general and specialist health service providers including drug and alcohol support services

¹³ Types of social services includes client facing community, youth and family information & support services, local development organisations and local employment services

All Level 1 Jobs: Pension and Total Remuneration

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

All Level 1 Titles (136 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	4,225	51,983	40,099	62,638
3 – 5 employees	19	4,370	54,316	41,757	62,339
6 – 9 employees	26	4,935	59,702	44,075	70,000
10 – 19 employees	26	5,121	65,387	47,659	80,000
20 - 99 employees	40	6,458	80,787	64,744	96,788
100 or more employees	19	7,964	102,979	92,020	115,500
Sector					
Advocacy, Law and Politics	13	4,499	72,042	50,444	89,250
Arts, Culture and Heritage	10	4,965	58,388	40,500	72,000
Education	7	6,398	59,058	39,700	74,186
Environment	3	8,833	68,554	44,880	80,000
Health	30	6,206	71,367	51,037	94,449
Housing/Homelessness	14	6,062	85,285	70,000	99,000
International Development	12	6,773	79,534	61,525	102,600
Other	15	5,150	77,752	59,447	91,918
Social Services	30	5,191	62,004	48,627	70,014
Sports and Recreation	1	.	60,690	53,500	70,000
Income (€)					
Less than 100, 000	6	4,678	49,969	40,099	57,638
100,001 - 250,000	12	3,676	50,938	35,000	60,000
250,001 - 500,000	22	4,758	55,706	43,004	62,339
500,001 - 1,000,000	14	4,320	62,477	51,581	75,600
1,000,001 - 5,000,000	50	6,249	78,688	61,587	93,179
More than 5,000,000	22	8,052	107,473	95,125	118,760
All Organisations	136	5,693	68,387	50,000	85,326

* 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 2018).

Level 1: Chief Executive Officer Annual Basic Pay

Level 1: CEO (188 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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	8	50,218	37,318	63,000	0	.	.
3 – 5 employees	30	54,600	45,000	64,000	9	52,774	67,598
6 – 9 employees	31	65,593	51,581	75,000	4	57,145	70,337
10 – 19 employees	36	69,837	55,000	82,110	8	66,425	82,635
20 - 99 employees	59	80,496	66,048	89,891	23	73,498	92,413
100 or more employees	23	97,216	76,790	110,000	8	91,492	114,416
Sector							
Advocacy, Law and Politics	14	75,472	57,400	89,250	4	69,527	82,917
Arts, Culture and Heritage	14	59,703	46,500	70,000	0	.	.
Education	22	66,989	51,084	89,104	6	68,943	85,235
Environment	5	68,776	44,880	80,000	0	.	.
Health	45	77,354	60,000	95,000	9	77,094	96,395
Housing/Homelessness	13	89,502	76,790	93,339	2	72,504	88,519
International Development	14	82,075	64,000	99,500	6	68,750	85,668
Other	15	81,907	65,000	95,000	7	83,159	107,668
Social Services	42	62,661	48,000	70,960	17	61,816	78,678
Sports and Recreation	3	58,667	.	.	0	.	.
Income (€)							
Less than 100, 000	7	47,267	36,637	56,000	0	.	.
100,001 - 250,000	20	49,040	36,700	60,000	6	53,004	67,944
250,001 - 500,000	34	57,859	46,500	70,000	6	49,077	60,807
500,001 - 1,000,000	25	65,918	55,000	76,000	6	59,166	76,266
1,000,001 - 5,000,000	62	78,614	67,514	89,104	18	71,938	89,230
More than 5,000,000	26	103,218	93,339	112,000	12	91,656	116,381
All Organisations	188	72,487	53,300	88,629	52	70,334	88,301

Level 1: Chief Executive Officer Pension and Total Remuneration

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

Level 1: CEO (106 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	2	3,450	51,081	38,700	64,000
3 – 5 employees	12	4,237	56,295	49,000	65,000
6 – 9 employees	17	5,225	68,458	51,581	82,500
10 – 19 employees	20	5,225	72,739	55,000	85,163
20 - 99 employees	36	6,660	84,560	67,600	97,900
100 or more employees	18	8,154	103,598	85,851	118,720
Sector					
Advocacy, Law and Politics	11	4,322	78,868	60,270	93,359
Arts, Culture and Heritage	8	5,363	62,767	48,230	73,682
Education	5	7,068	68,595	51,084	92,588
Environment	1	.	72,176	44,880	80,000
Health	22	6,684	80,622	60,000	99,870
Housing/Homelessness	10	6,766	94,707	80,000	99,561
International Development	12	6,773	87,880	66,744	106,962
Other	13	5,416	86,601	67,600	95,000
Social Services	22	5,431	65,505	50,007	76,548
Sports and Recreation	1	.	59,983	.	.
Income (euros)					
Less than 100, 000	2	3,200	48,181	38,000	56,000
100,001 - 250,000	7	3,511	50,269	36,700	60,000
250,001 - 500,000	12	4,732	59,529	48,000	70,000
500,001 - 1,000,000	12	4,471	68,064	55,000	79,800
1,000,001 - 5,000,000	45	6,449	83,294	70,000	94,596
More than 5,000,000	20	8,429	109,702	96,800	118,800
All Organisations	106	6,021	75,881	55,000	94,325

* 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 2018).

Level 1: Manager Annual Basic Pay

Level 1: Manager/General Manager (29 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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							
3 – 5 employees	4	47,938	.	.	0	.	.
6 – 9 employees	10	45,013	39,200	53,500	4	48,000	59,364
10 – 19 employees	11	47,405	35,000	57,720	1	.	.
20 - 99 employees	4	50,391	.	.	2	55,763	64,084
Sector							
Advocacy, Law and Politics	1	.	.	.	0	.	.
Education	7	32,937	28,800	36,712	0	.	.
Health	7	53,426	40,000	68,225	2	55,767	64,725
Housing/Homelessness	1	.	.	.	0	.	.
International Development	1	.	.	.	0	.	.
Other	2	57,750	.	.	0	.	.
Social Services	9	49,854	45,476	57,720	5	48,002	59,718
Sports and Recreation	1	.	.	.	0	.	.
Income (€)							
100,001 - 250,000	9	43,834	32,000	53,500	2	45,970	61,346
250,001 - 500,000	12	44,952	37,956	54,420	3	49,359	59,060
500,001 - 1,000,000	5	47,704	42,000	53,463	1	.	.
1,000,001 - 5,000,000	1	.	.	.	1	.	.
More than 5,000,000	1	.	.	.	0	.	.
All Organisations	29	47,065	36,712	57,720	7	50,220	61,148

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

Level 1: Director Annual Basic Pay

Level 1: Director (14 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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							
3 – 5 employees	3	40,953	.	.	1	.	.
6 – 9 employees	3	51,165	.	.	0	.	.
10 – 19 employees	1	.	.	.	1	.	.
20 - 99 employees	5	78,605	69,528	70,000	2	78,249	98,129
100 or more employees	2	93,590	.	.	2	86,429	104,411
Sector							
Advocacy, Law and Politics	1	.	.	.	1	.	.
Arts, Culture and Heritage	3	44,443	.	.	0	.	.
Education	2	50,180	.	.	1	.	.
Environment	1	.	.	.	0	.	.
Health	2	73,345	.	.	1	.	.
Housing/Homelessness	2	78,006	.	.	2	71,743	84,191
Other	1	.	.	.	0	.	.
Social Services	1	.	.	.	1	.	.
Sports and Recreation	1	.	.	.	0	.	.
Income (€)							
250,001 - 500,000	4	54,263	.	.	1	.	.
500,001 - 1,000,000	5	58,154	30,502	70,000	2	74,835	89,049
1,000,001 - 5,000,000	4	80,757	.	.	2	78,249	98,129
More than 5,000,000	1	.	.	.	1	.	.
All Organisations	14	65,826	43,004	81,690	6	73,619	89,373

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

Level 1: Coordinator Annual Basic Pay

Level 1: Coordinator (14 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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	46,399	.	.	1	.	.
3 - 5 employees	5	46,313	34,000	56,168	2	51,012	62,297
6 - 9 employees	3	52,342	.	.	1	.	.
10 - 19 employees	3	50,421	.	.	3	44,321	58,268
20 - 99 employees	1	.	.	.	0	.	.
Sector							
Advocacy, Law and Politics	3	49,132	.	.	2	46,268	57,963
Health	5	49,750	41,581	56,168	3	51,005	60,884
Social Services	6	47,523	40,798	58,408	2	47,718	60,912
Income (€)							
Less than 100, 000	3	39,729	.	.	1	.	.
100,001 - 250,000	4	51,294	.	.	2	51,012	62,297
250,001 - 500,000	3	55,452	.	.	2	48,824	62,785
500,001 - 1,000,000	2	50,176	.	.	2	47,159	59,118
1,000,001 - 5,000,000	1	.	.	.	0	.	.
All Organisations	14	48,663	41,581	56,168	7	48,712	60,057

Data on Pension and Total Remuneration are not shown for this position, because there were fewer than ten 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 (348 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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	20	46,163	36,500	51,972	5	34,264	48,862
6 - 9 employees	31	49,949	37,333	62,000	5	35,811	50,594
10 - 19 employees	61	57,329	48,125	65,000	17	55,671	68,673
20 - 99 employees	123	66,775	52,336	74,909	59	57,631	72,946
100 or more employees	108	79,105	70,016	86,719	61	70,182	86,400
Sector							
Advocacy, Law and Politics	26	60,859	55,500	65,677	13	58,411	71,055
Arts, Culture and Heritage	12	45,505	36,167	55,098	0	.	.
Education	26	54,092	41,000	65,000	11	51,660	71,130
Environment	6	64,323	55,000	87,500	0	.	.
Health	98	68,586	56,568	80,000	37	64,904	78,296
Housing/Homelessness	57	74,199	66,000	81,141	30	67,060	84,835
International Development	28	87,387	59,000	78,678	12	70,313	88,113
Other	24	72,894	57,804	80,845	8	61,834	79,843
Social Services	67	54,895	41,000	70,000	35	53,168	66,934
Sports and Recreation	4	53,410	.	.	1	.	.
Income (€)							
Less than 100, 000	6	46,685	30,940	45,474	3	29,497	48,719
100,001 - 250,000	14	41,143	34,000	40,000	2	33,241	42,626
250,001 - 500,000	15	41,665	35,000	49,000	4	32,439	45,300
500,001 - 1,000,000	36	50,032	41,901	55,233	8	48,135	63,108
1,000,001 - 5,000,000	137	64,538	50,062	70,000	49	56,380	71,196
More than 5,000,000	115	79,733	70,000	86,317	75	69,451	85,625
All Organisations	348	65,975	50,082	76,800	147	61,076	76,455

All Level 2 Jobs: Pension and Total Remuneration

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

All Level 2 Jobs (192 Cases)	No. of Cases	Employer Pension Contribution	* Total Cash Value of Remuneration Package €		
		Average €	Average €	Lower Quartile €	Upper Quartile €
Size of Organisation					
3 – 5 employees	6	3,255	47,139	36,500	55,035
6 – 9 employees	11	3,555	51,210	37,333	62,000
10 – 19 employees	30	3,886	59,240	50,103	69,550
20 - 99 employees	69	4,059	69,076	54,000	76,725
100 or more employees	76	5,452	82,942	73,500	91,949
Sector					
Advocacy, Law and Politics	23	3,710	64,140	57,750	69,550
Arts, Culture and Heritage	3	3,480	46,375	36,167	57,768
Education	12	3,594	55,751	41,000	69,813
Environment	3	3,700	66,173	55,000	90,125
Health	47	4,997	71,013	58,000	84,000
Housing/Homelessness	49	4,370	77,955	69,203	85,119
International Development	17	5,081	72,934	58,000	83,850
Other	14	6,225	76,525	57,889	83,296
Social Services	22	4,038	56,221	42,000	70,000
Sports and Recreation	2	4,146	55,483	.	.
Income (€)					
Less than 100, 000	3	3,932	48,651	30,940	50,021
100,001 - 250,000	1	.	41,191	34,000	40,680
250,001 - 500,000	4	2,717	42,390	35,000	49,000
500,001 - 1,000,000	16	3,924	51,776	41,901	58,875
1,000,001 - 5,000,000	68	4,049	66,570	51,227	71,940
More than 5,000,000	83	5,380	83,616	73,500	91,539
All Organisations					
	192	4,529	68,483	52,208	79,867

* 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 2018).

Level 2: Deputy CEO Annual Basic Pay

Level 2: Deputy CEO (28 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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							
3 – 5 employees	1	.	.	.	0	.	.
6 – 9 employees	2	58,891	.	.	0	.	.
10 – 19 employees	6	43,922	32,570	55,000	0	.	.
20 - 99 employees	13	60,657	46,350	75,000	6	60,989	74,778
100 or more employees	5	91,767	82,600	96,000	2	74,523	91,091

Sector							
Advocacy, Law and Politics	3	62,029	.	.	1	.	.
Arts, Culture and Heritage	2	49,641	.	.	0	.	.
Education	5	59,013	46,555	74,909	3	58,577	73,200
Environment	1	.	.	.	0	.	.
Health	5	60,703	43,657	69,750	2	67,763	81,503
Housing/Homelessness	3	85,411	.	.	1	.	.
International Development	2	77,400	.	.	1	.	.
Other	2	92,500	.	.	0	.	.
Social Services	5	42,742	35,000	46,350	0	.	.

Income (€)							
250,001 - 500,000	2	29,980	.	.	0	.	.
500,001 - 1,000,000	5	53,756	46,282	60,000	0	.	.
1,000,001 - 5,000,000	11	60,328	46,350	74,909	4	55,971	69,742
More than 5,000,000	7	84,519	74,551	96,000	3	73,349	89,551

All Organisations	28	62,632	46,316	75,544	8	64,372	78,856
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Level 2: Deputy CEO Pension and Total Remuneration

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

Level 2: Deputy CEO (11 Cases)	No. of Cases	Employer Pension Contribution	* Total Cash Value of Remuneration Package €		
		Average €	Average €	Lower Quartile €	Upper Quartile €
Size of Organisation					
3 – 5 employees	1	.	-	-	-
6 – 9 employees	0	.	58,891	46,282	71,500
10 – 19 employees	1	.	44,338	32,570	55,000
20 - 99 employees	5	6,066	62,990	46,350	77,139
100 or more employees	4	6,717	97,140	88,382	100,800
Sector					
Advocacy, Law and Politics	3	3,609	65,638	52,500	81,414
Arts, Culture and Heritage	1	.	52,291	46,282	58,300
Education	1	.	60,361	46,555	77,139
Health	2	6,379	63,254	43,657	76,725
Housing/Homelessness	2	4,542	88,439	74,551	100,800
International Development	1	.	80,393	75,000	85,785
Other	1	.	98,500	65,000	132,000
Social Services	0	.	42,742	35,000	46,350
Income (€)					
250,001 - 500,000	0	.	29,980	.	.
500,001 - 1,000,000	1	.	54,256	46,282	60,000
1,000,001 - 5,000,000	3	6,348	62,059	46,350	76,725
More than 5,000,000	6	6,359	89,969	74,551	100,800
All Organisations	11	5,699	64,871	46,316	79,276

* 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 2018).

Level 2: Head of Finance Annual Basic Pay

Level 2: Head of Finance (89 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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	5	39,515	30,980	45,474	4	35,525	48,903
6 - 9 employees	10	43,101	36,552	48,896	3	32,817	49,132
10 - 19 employees	16	53,594	45,940	62,584	5	53,307	65,044
20 - 99 employees	36	63,755	55,000	72,454	16	61,027	77,766
100 or more employees	21	78,063	70,000	90,000	10	71,023	86,610
Sector							
Advocacy, Law and Politics	7	58,666	51,660	65,677	3	55,698	68,363
Arts, Culture and Heritage	4	42,746	.	.	0	.	.
Education	1	.	.	.	1	.	.
Environment	2	59,220	.	.	0	.	.
Health	25	62,560	45,000	79,673	10	61,768	75,695
Housing/Homelessness	12	75,487	65,813	85,138	5	68,075	85,645
International Development	6	66,167	60,000	70,000	3	73,333	92,670
Other	9	69,987	55,609	70,000	4	60,743	77,854
Social Services	22	51,128	39,824	58,000	12	45,266	59,083
Sports and Recreation	1	.	.	.	0	.	.
Income (€)							
Less than 100, 000	4	37,349	.	.	2	29,637	48,730
100,001 - 250,000	3	34,909	.	.	2	33,241	42,626
250,001 - 500,000	3	36,199	.	.	2	30,773	44,351
500,001 - 1,000,000	11	46,914	40,800	51,660	3	45,244	61,721
1,000,001 - 5,000,000	40	59,590	48,000	66,754	14	60,355	75,436
More than 5,000,000	24	79,189	70,000	90,000	14	69,838	85,963
All Organisations	89	61,253	47,500	72,202	38	57,730	73,121

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 (53 Cases)	No. of Cases	Employer Pension Contribution	* Total Cash Value of Remuneration Package €		
		Average €	Average €	Lower Quartile €	Upper Quartile €
Size of Organisation					
3 – 5 employees	2	3,690	40,991	30,980	50,021
6 – 9 employees	4	2,405	44,063	36,552	51,341
10 – 19 employees	11	3,768	56,185	46,848	64,400
20 - 99 employees	21	4,014	66,179	55,000	75,358
100 or more employees	15	5,382	81,907	73,500	95,273
Sector					
Advocacy, Law and Politics	6	3,869	61,982	56,826	70,543
Arts, Culture and Heritage	1	.	43,406	.	.
Education	1
Environment	1	.	60,533	.	.
Health	12	4,350	64,768	45,000	81,962
Housing/Homelessness	11	4,545	79,653	67,997	89,781
International Development	4	4,262	69,008	60,000	75,600
Other	6	5,603	73,722	55,778	73,500
Social Services	10	3,709	52,813	40,800	60,500
Sports and Recreation	1
Income (€)					
Less than 100, 000	2	3,273	38,985	30,960	47,010
100,001 - 250,000	0	.	34,909	28,438	39,737
250,001 - 500,000	2	3,530	38,552	33,850	43,806
500,001 - 1,000,000	6	3,761	48,966	40,800	56,826
1,000,001 - 5,000,000	22	3,714	61,707	49,236	71,560
More than 5,000,000	17	5,328	82,963	71,750	95,561
All Organisations					
All Organisations	53	4,217	63,798	48,125	77,216

* 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 2018).

Level 2: Head of Human Resources Annual Basic Pay

Level 2: Head of HR (28 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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							
10 – 19 employees	1	.	.	.	0	.	.
20 - 99 employees	7	57,918	46,818	74,000	4	51,484	69,473
100 or more employees	19	79,313	70,000	90,000	12	70,670	85,900
Sector							
Advocacy, Law and Politics	1	.	.	.	1	.	.
Arts, Culture and Heritage	1	.	.	.	0	.	.
Education	1	.	.	.	1	.	.
Health	9	79,663	74,551	80,475	5	69,741	83,783
Housing/Homelessness	8	76,053	66,012	87,819	4	69,239	87,257
International Development	1	.	.	.	0	.	.
Other	2	73,863	.	.	1	.	.
Social Services	5	66,346	51,000	80,000	4	61,655	78,109
Income (€)							
500,001 - 1,000,000	2	53,768	.	.	1	.	.
1,000,001 - 5,000,000	7	54,203	46,818	59,092	4	51,484	69,473
More than 5,000,000	17	80,319	74,551	90,000	11	72,642	87,921
All Organisations							
	28	71,656	55,046	82,800	16	65,874	81,793

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 (19 Cases)	No. of Cases	Employer Pension Contribution	* Total Cash Value of Remuneration Package €		
		Average €	Average €	Lower Quartile €	Upper Quartile €

Size of Organisation					
20 - 99 employees	5	3,466	60,393	48,223	78,400
100 or more employees	14	5,724	83,531	73,500	97,304

Sector					
Advocacy, Law and Politics	1
Arts, Culture and Heritage	0
Education	1
Health	0
Housing/Homelessness	7	5,488	83,931	78,750	84,466
International Development	6	4,974	79,784	69,312	92,227
Other	0
Social Services	1	.	79,347	48,000	110,694

Income (€)					
500,001 - 1,000,000	0	.	53,768	.	.
1,000,001 - 5,000,000	4	3,232	56,050	.	.
More than 5,000,000	13	5,857	84,797	74,551	97,304

All Organisations	19	5,130	75,137	57,468	86,394
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* 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 2018).

Level 2: Head of Fundraising Annual Basic Pay

Level 2: Head of Fundraising (31 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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							
3 – 5 employees	1	.	.	.	0	.	.
6 – 9 employees	1	.	.	.	0	.	.
10 – 19 employees	6	62,670	50,103	71,000	3	60,845	75,601
20 - 99 employees	13	65,755	58,000	75,750	8	58,466	74,077
100 or more employees	10	81,097	76,000	84,000	5	73,873	91,275
Sector							
Advocacy, Law and Politics	2	62,696	.	.	2	57,047	70,544
Education	1	.	.	.	1	.	.
Health	12	73,092	62,335	82,000	4	65,491	79,480
Housing/Homelessness	5	70,803	70,000	80,000	2	67,189	88,263
International Development	4	68,089	.	.	3	67,000	83,914
Other	2	76,414	.	.	1	.	.
Social Services	5	59,059	40,000	77,000	3	68,734	81,743
Income (€)							
100,001 - 250,000	1	.	.	.	0	.	.
500,001 - 1,000,000	1	.	.	.	1	.	.
1,000,001 - 5,000,000	12	59,655	52,117	68,150	6	57,655	71,654
More than 5,000,000	14	78,939	72,828	80,275	9	69,908	86,563
All Organisations	31	68,510	58,000	80,000	16	63,727	79,737

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 (18 Cases)	No. of Cases	Employer Pension Contribution	* Total Cash Value of Remuneration Package €		
		Average €	Average €	Lower Quartile €	Upper Quartile €

Size of Organisation					
10 – 19 employees	1	.	63,004	50,103	71,000
20 - 99 employees	11	4,068	69,198	61,240	77,000
100 or more employees	6	4,503	83,798	79,800	84,289

Sector					
Advocacy, Law and Politics	2	3,099	65,795	.	.
Education	1
Health	7	5,522	76,313	65,322	84,000
Housing/Homelessness	4	3,366	73,495	73,500	80,000
International Development	2	4,204	70,191	.	.
Other	1	.	78,235	.	.
Social Services	1	.	59,459	42,000	77,000

Income (€)					
1,000,001 - 5,000,000	7	3,880	61,918	53,111	69,476
More than 5,000,000	8	4,383	81,444	76,469	84,289

All Organisations	18	4,098	70,889	61,240	83,325
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* 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 2018).

Level 2: Head of Advocacy Annual Basic Pay

Level 2: Head of Advocacy (19 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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							
3 – 5 employees	1	.	.	.	0	.	.
6 – 9 employees	1	.	.	.	0	.	.
10 – 19 employees	5	55,500	53,000	62,000	2	55,500	68,000
20 - 99 employees	7	64,551	54,309	75,000	4	58,436	73,842
100 or more employees	5	74,814	72,000	78,000	3	67,299	91,183
Sector							
Advocacy, Law and Politics	4	57,528	.	.	2	59,194	71,960
Education	2	64,655	.	.	2	52,471	72,724
Health	6	63,382	55,000	75,000	1	.	.
Housing/Homelessness	4	69,517	.	.	2	66,875	90,675
International Development	1	.	.	.	1	.	.
Social Services	1	.	.	.	1	.	.
Sports and Recreation	1	.	.	.	0	.	.
Income (€)							
250,001 - 500,000	1	.	.	.	0	.	.
500,001 - 1,000,000	1	.	.	.	1	.	.
1,000,001 - 5,000,000	11	60,805	54,309	75,000	4	57,082	74,342
More than 5,000,000	5	72,814	70,000	74,069	4	66,328	85,887
All Organisations	19	64,285	55,000	75,000	9	60,738	78,324

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 (12 Cases)	No. of Cases	Employer Pension Contribution	* Total Cash Value of Remuneration Package €		
		Average €	Average €	Lower Quartile €	Upper Quartile €

Size of Organisation					
6 – 9 employees	1
10 – 19 employees	3	2,642	57,085	55,000	64,000
20 - 99 employees	4	3,699	66,664	55,938	79,500
100 or more employees	4	4,804	78,657	73,500	83,850

Sector					
Advocacy, Law and Politics	3	2,650	59,516	.	.
Education	2	3,065	67,719	.	.
Health	2	3,563	64,570	55,000	75,000
Housing/Homelessness	3	4,155	72,633	.	.
International Development	1
Sports and Recreation	1	.	61,182	.	.

Income (€)					
500,001 - 1,000,000	1	.	.		
1,000,001 - 5,000,000	7	3,314	62,914	55,000	75,000
More than 5,000,000	3	5,072	75,857	72,000	79,934

All Organisations	12	3,755	66,657	55,650	79,500
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* 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 2018).

Level 2: Head of Housing Annual Basic Pay

Level 2: Head of Services (11 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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							
10 – 19 employees	2	46,500	.	.	0	.	.
20 - 99 employees	3	58,111	.	.	1	.	.
100 or more employees	6	73,195	66,660	71,442	4	65,647	80,853
Sector							
Housing/Homelessness	9	68,167	65,908	70,000	5	63,807	78,782
Social Services	2	46,500	.	.	0	.	.
Income (€)							
500,001 - 1,000,000	2	46,500	.	.	0	.	.
1,000,001 - 5,000,000	2	57,267	.	.	1	.	.
More than 5,000,000	6	73,195	66,660	71,442	4	65,647	80,853
All Organisations	11	64,227	52,000	70,000	5	63,807	78,782

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

Level 2: Head of Services Annual Basic Pay

Level 2: Head of Services (65 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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							
3 – 5 employees	10	49,618	38,000	51,000	1	.	.
6 – 9 employees	11	50,939	35,000	63,000	1	.	.
10 – 19 employees	9	66,117	55,465	73,000	2	51,219	62,185
20 - 99 employees	18	61,305	55,000	70,499	9	56,238	69,160
100 or more employees	16	74,501	68,330	82,000	10	67,864	82,148

Sector							
Advocacy, Law and Politics	2	62,836	.	.	1	.	.
Arts, Culture and Heritage	4	43,993	.	.	0	.	.
Education	9	46,011	38,400	55,000	1	.	.
Health	18	71,365	60,000	79,673	6	65,796	76,448
Housing/Homelessness	8	70,325	64,802	73,394	5	60,240	76,271
International Development	4	56,000	.	.	0	.	.
Other	4	70,165	.	.	1	.	.
Social Services	15	58,300	42,803	80,000	9	53,804	66,865
Sports and Recreation	1	.	.	.	0	.	.

Income (€)							
Less than 100, 000	2	65,359	.	.	1	.	.
100,001 - 250,000	7	46,182	31,500	46,000	0	.	.
250,001 - 500,000	7	43,988	40,000	51,000	2	34,105	46,248
500,001 - 1,000,000	7	46,190	38,031	55,465	0	.	.
1,000,001 - 5,000,000	20	65,185	55,362	72,853	5	56,805	69,471
More than 5,000,000	17	77,609	70,031	80,080	12	67,287	81,452

All Organisations	65	61,494	46,000	73,000	23	58,574	72,232
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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 (26 Cases)	No. of Cases	Employer Pension Contribution	* Total Cash Value of Remuneration Package €		
		Average €	Average €	Lower Quartile €	Upper Quartile €

Size of Organisation					
3 – 5 employees	3	3,050	50,533	38,000	54,570
6 – 9 employees	3	5,010	52,306	35,000	69,300
10 – 19 employees	3	3,446	67,265	61,012	73,000
20 – 99 employees	6	3,947	62,621	55,000	72,706
100 or more employees	11	4,703	77,735	70,012	84,800

Sector					
Advocacy, Law and Politics	1	.	65,111	.	.
Arts, Culture and Heritage	0	.	43,993	.	.
Education	3	1,877	46,637	38,400	55,000
Health	6	5,763	73,286	60,629	84,000
Housing/Homelessness	8	3,731	74,056	68,042	78,111
International Development	3	3,517	58,638	.	.
Other	2	4,175	72,253	.	.
Social Services	3	5,476	59,395	42,803	80,080

Income (€)					
Less than 100,000	1	.	67,984	.	.
100,001 - 250,000	1	.	46,279	31,500	46,000
250,001 - 500,000	2	1,905	44,533	40,000	54,570
500,001 - 1,000,000	2	4,514	47,479	38,031	61,012
1,000,001 - 5,000,000	7	4,765	66,853	55,362	73,512
More than 5,000,000	12	4,599	80,855	73,500	84,000

All Organisations	26	4,228	63,185	46,000	77,248
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* 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 2018).

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

Level 2: Head of Operations/ Development/ Programmes (35 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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							
3 – 5 employees	1	.	.	.	0	.	.
10 – 19 employees	8	62,905	56,408	69,509	2	51,447	67,020
20 - 99 employees	14	61,379	50,563	65,000	10	51,690	66,535
100 or more employees	11	81,181	72,000	102,449	5	70,764	88,954

Sector							
Advocacy, Law and Politics	3	68,611	.	.	2	65,194	78,072
Education	4	56,595	.	.	2	42,356	62,617
Environment	2	76,250	.	.	0	.	.
Health	8	64,289	53,228	77,221	4	60,247	73,775
Housing/Homelessness	2	91,795	.	.	2	77,674	101,046
International Development	2	87,500	.	.	1	.	.
Other	5	70,673	62,000	69,365	1	.	.
Social Services	8	59,318	45,062	72,593	4	52,250	64,429
Sports and Recreation	1	.	.	.	1	.	.

Income (€)							
100,001 - 250,000	1	.	.	.	0	.	.
500,001 - 1,000,000	4	53,949	.	.	0	.	.
1,000,001 - 5,000,000	18	60,880	48,000	65,833	9	49,457	63,723
More than 5,000,000	10	84,440	69,365	102,449	7	66,999	85,805

All Organisations	35	66,672	50,563	79,800	17	57,271	73,186
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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 (23 Cases)	No. of Cases	Employer Pension Contribution	* Total Cash Value of Remuneration Package €		
		Average €	Average €	Lower Quartile €	Upper Quartile €
Size of Organisation					
3 – 5 employees	0	.	38,000	38,000	38,000
10 – 19 employees	6	5,908	67,336	58,500	73,329
20 - 99 employees	8	3,474	63,364	52,080	68,250
100 or more employees	7	7,037	85,659	72,000	110,645
Sector					
Advocacy, Law and Poliftics	3	3,614	72,225	.	.
Education	3	6,505	61,473	.	.
Environment	1	.	79,663	.	.
Health	4	4,055	66,317	54,361	79,321
Housing/Homelessness	2	6,087	97,882	.	.
International Development	2	6,575	94,075	.	.
Other	3	6,189	74,387	62,000	72,833
Social Services	3	5,070	61,219	48,037	74,422
Sports and Recreation	0	.	48,000	48,000	48,000
Income (€)					
500,001 - 1,000,000	2	5,975	56,937	43,374	70,500
1,000,001 - 5,000,000	9	4,701	63,230	48,000	69,813
More than 5,000,000	8	6,497	89,637	72,833	110,645
All Organisations	23	4,840	71,042	57,700	82,552

* 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 2018).

Level 2: Other Head of Function¹⁴ / Senior Manager (not elsewhere specified)
Annual Basic Pay

Level 2: Other Head of Function /Senior Manager (n.e.s.) (41 Cases)	ANNUAL BASIC PAY @ 1 st May 2018				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							
3 – 5 employees	1	.	.	.	0	.	.
6 – 9 employees	6	54,964	44,000	65,000	1	.	.
10 – 19 employees	8	60,650	55,100	65,500	3	60,333	73,667
20 - 99 employees	11	65,128	54,000	75,000	1	.	.
100 or more employees	15	81,936	71,837	96,900	10	70,750	87,175
Sector							
Advocacy, Law and Politics	4	59,871	.	.	1	.	.
Arts, Culture and Heritage	1	.	.	.	0	.	.
Education	3	57,667	.	.	0	.	.
Environment	1	.	.	.	0	.	.
Health	15	72,043	58,000	86,317	5	68,759	82,874
Housing/Homelessness	6	77,840	63,948	97,500	4	70,180	86,725
International Development	7	75,812	56,100	87,120	3	74,536	89,643
Social Services	4	50,093	.	.	2	54,105	73,260
Income (€)							
100,001 - 250,000	2	37,500	.	.	0	.	.
250,001 - 500,000	2	46,500	.	.	0	.	.
500,001 - 1,000,000	3	57,845	.	.	2	51,416	62,612
1,000,001 - 5,000,000	15	63,487	55,000	70,000	2	64,000	78,500
More than 5,000,000	15	82,639	72,570	96,900	11	70,773	87,136
All Organisations							
	41	68,327	55,200	77,149	15	67,289	82,715

¹⁴ 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.) (23 Cases)	No. of Cases	Employer Pension Contribution	* Total Cash Value of Remuneration Package €		
		Average €	Average €	Lower Quartile €	Upper Quartile €
Size of Organisation					
6 – 9 employees	3	3,776	56,852	44,000	68,250
10 – 19 employees	4	3,688	62,494	57,725	68,000
20 - 99 employees	6	4,543	67,606	54,000	79,396
100 or more employees	10	5,798	85,801	71,837	104,652
Sector					
Advocacy, Law and Politics	4	4,550	64,420	.	.
Arts, Culture and Heritage	1
Education	0	.	57,667	.	.
Environment	1
Health	7	4,989	74,371	58,000	86,317
Housing/Homelessness	5	5,197	82,171	69,064	105,000
International Development	4	6,345	79,437	56,100	94,961
Social Services	1	.	50,762	.	.
Income (€)					
100,001 - 250,000	0	.	37,500	.	.
250,001 - 500,000	0	.	46,500	.	.
500,001 - 1,000,000	3	3,976	61,821	.	.
1,000,001 - 5,000,000	7	4,073	65,388	56,100	70,000
More than 5,000,000	11	5,711	86,827	76,069	104,652
All Organisations	23	4,840	71,042	57,700	82,552

* 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 2018).

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 (357 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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	42,309	33,636	40,170	2	48,438	58,853
3 - 5 employees	33	35,992	30,000	41,000	5	39,695	49,487
6 - 9 employees	52	39,693	33,189	43,264	8	38,784	55,842
10 - 19 employees	79	46,771	39,000	55,000	24	44,269	56,739
20 - 99 employees	117	47,602	38,787	54,534	53	45,024	59,194
100 or more employees	67	59,678	51,452	66,000	50	51,286	64,814
Sector							
Advocacy, Law and Politics	21	46,810	42,230	49,122	10	46,004	57,782
Arts, Culture and Heritage	34	38,569	33,636	42,000	2	42,140	50,085
Education	35	43,087	34,219	54,534	10	42,959	51,775
Environment	11	48,922	40,000	55,000	3	48,182	64,395
Health	84	49,659	39,444	57,574	37	46,645	60,323
Housing/Homelessness	31	54,167	44,062	61,530	16	49,855	62,834
International Development	27	55,406	47,000	67,950	15	51,975	65,634
Other	25	47,881	37,565	54,500	10	46,594	60,309
Social Services	83	46,037	35,844	55,028	36	45,308	61,189
Sports and Recreation	4	30,924	.	.	2	25,000	35,000
Income (€)							
Less than 100, 000	9	37,904	33,636	41,000	0	.	.
100,001 - 250,000	24	36,223	27,323	38,896	4	44,499	57,509
250,001 - 500,000	49	38,725	33,378	43,000	6	36,457	52,220
500,001 - 1,000,000	55	43,626	35,000	50,441	22	45,126	56,615
1,000,001 - 5,000,000	123	48,236	39,667	55,000	41	44,050	57,814
More than 5,000,000	74	58,838	51,452	65,203	57	51,159	64,454
All Organisations	357	47,418	37,500	55,000	142	46,610	60,223

Level 3: Administration Manager / Administrator Annual Basic Pay

Level 3: Administration Manager/Administrator (66 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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	34,318	.	.	0	.	.
3 - 5 employees	12	33,872	27,083	38,896	3	39,404	50,819
6 - 9 employees	14	35,591	30,000	40,833	4	37,502	55,132
10 - 19 employees	16	39,182	34,145	44,500	3	26,924	40,074
20 - 99 employees	15	38,424	34,219	42,230	5	30,561	47,804
100 or more employees	6	56,718	54,801	62,500	5	47,212	62,744

Sector							
Advocacy, Law and Politics	5	38,251	37,329	42,230	1	.	.
Arts, Culture and Heritage	7	38,060	33,636	42,000	0	.	.
Education	5	32,518	30,000	34,219	0	.	.
Environment	2	55,000	.	.	0	.	.
Health	23	39,590	30,625	46,667	9	35,819	52,037
Housing/Homelessness	4	43,219	.	.	2	41,936	52,718
International Development	1	.	.	.	0	.	.
Other	4	37,282	.	.	2	36,198	53,834
Social Services	13	35,806	30,000	37,086	4	37,443	53,741
Sports and Recreation	1	.	.	.	1	.	.

Income (€)							
Less than 100, 000	4	39,034	.	.	0	.	.
100,001 - 250,000	11	31,688	22,815	38,889	2	39,000	53,500
250,001 - 500,000	15	34,660	30,000	37,085	3	35,581	55,773
500,001 - 1,000,000	11	40,048	29,384	55,000	3	33,508	44,350
1,000,001 - 5,000,000	16	40,604	36,672	44,019	7	33,755	48,241
More than 5,000,000	7	50,276	42,000	62,500	4	47,322	64,140

All Organisations	66	38,666	30,625	44,000	20	36,893	52,297
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Level 3: Project / Programme Manager / Coordinator Annual Basic Pay

Level 3: Project/Programme Manager/Coordinator (52 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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	1	.	.	.	0	.	.
6 - 9 employees	4	45,125	.	.	1	.	.
10 - 19 employees	12	48,326	41,000	52,734	6	47,444	55,765
20 - 99 employees	24	51,373	44,722	56,889	15	46,591	59,430
100 or more employees	9	57,546	50,966	65,000	5	56,099	69,577
Sector							
Advocacy, Law and Politics	4	50,688	.	.	4	48,407	58,648
Arts, Culture and Heritage	1	.	.	.	0	.	.
Education	6	49,075	45,000	54,534	3	44,996	53,786
Environment	3	54,165	.	.	2	52,273	66,593
Health	8	52,293	45,035	59,250	5	51,069	67,078
Housing/Homelessness	4	57,285	.	.	2	55,827	72,139
International Development	5	55,868	53,500	59,000	4	48,906	63,630
Other	6	45,186	39,000	49,007	4	46,504	55,826
Social Services	15	49,620	41,000	55,028	4	46,454	56,834
Income (€)							
100,001 - 250,000	1	.	.	.	1	.	.
250,001 - 500,000	3	49,628	.	.	0	.	.
500,001 - 1,000,000	7	47,685	45,000	50,441	4	45,416	54,592
1,000,001 - 5,000,000	25	49,150	43,514	51,437	11	46,131	59,305
More than 5,000,000	11	58,089	50,966	65,000	9	52,809	64,464
All Organisations	52	51,410	44,531	55,014	28	48,843	61,213

Level 3: Finance Manager Annual Basic Pay

Level 3: Finance Manager (33 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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							
3 – 5 employees	1	.	.	.	0	.	.
6 – 9 employees	1	.	.	.	1	.	.
10 – 19 employees	4	71,488	.	.	1	.	.
20 - 99 employees	11	50,981	40,000	57,147	4	46,279	59,325
100 or more employees	15	65,256	57,000	78,797	9	55,940	69,997
Sector							
Advocacy, Law and Politics	1	.	.	.	0	.	.
Education	3	47,511	.	.	1	.	.
Health	10	64,304	53,261	62,500	5	52,905	64,717
Housing/Homelessness	6	66,370	57,000	78,797	2	56,072	72,699
International Development	6	59,654	47,403	69,000	4	54,046	68,478
Other	2	77,875	.	.	0	.	.
Social Services	5	52,273	45,826	60,000	3	47,247	65,934
Income (€)							
250,001 - 500,000	1	.	.	.	0	.	.
500,001 - 1,000,000	3	50,420	.	.	0	.	.
1,000,001 - 5,000,000	10	60,487	40,000	77,000	2	49,019	60,246
More than 5,000,000	14	67,346	61,417	78,797	10	56,225	70,339
All Organisations	33	60,674	50,000	67,950	15	52,305	66,652

Level 3: Communications Manager Annual Basic Pay

Level 3: Communications Manager (25 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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							
3 – 5 employees	1	.	.	.	0	.	.
10 – 19 employees	6	51,938	43,500	60,000	1	.	.
20 - 99 employees	10	52,112	42,000	58,000	5	51,333	67,440
100 or more employees	8	61,480	52,375	68,000	6	48,220	62,832
Sector							
Advocacy, Law and Politics	2	45,800	.	.	1	.	.
Arts, Culture and Heritage	2	43,922	.	.	0	.	.
Education	4	58,703	.	.	2	47,494	58,180
Environment	1	.	.	.	0	.	.
Health	6	55,917	47,500	58,000	1	.	.
Housing/Homelessness	1	.	.	.	1	.	.
International Development	3	60,503	.	.	2	56,853	67,706
Other	1	.	.	.	1	.	.
Social Services	4	60,867	.	.	4	49,177	69,320
Sports and Recreation	1	.	.	.	0	.	.
Income (€)							
250,001 - 500,000	1	.	.	.	0	.	.
500,001 - 1,000,000	2	47,563	.	.	1	.	.
1,000,001 - 5,000,000	9	47,237	42,000	50,000	2	43,927	54,828
More than 5,000,000	8	62,756	53,875	69,755	7	49,729	64,343
All Organisations	25	54,584	47,500	60,592	12	48,489	64,002

Level 3: Services Manager / Centre Manager Annual Basic Pay

Level 3: Services Manager/ Centre Manager (45 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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	32,525	.	.	0	.	.
6 - 9 employees	11	38,935	33,660	43,264	1	.	.
10 - 19 employees	7	46,902	32,000	58,012	1	.	.
20 - 99 employees	12	40,806	31,000	51,000	3	48,419	56,163
100 or more employees	10	53,525	49,733	55,000	9	47,179	60,021

Sector							
Advocacy, Law and Politics	2	47,792	.	.	0	.	.
Arts, Culture and Heritage	5	34,332	32,000	35,000	0	.	.
Education	6	39,895	30,000	45,000	1	.	.
Health	12	43,831	33,500	52,657	4	44,723	58,157
Housing/Homelessness	8	51,271	43,632	53,361	6	48,250	59,824
Other	2	33,500	.	.	0	.	.
Social Services	10	43,387	29,734	55,000	3	48,248	56,771

Income (€)							
Less than 100,000	2	36,000	.	.	0	.	.
100,001 - 250,000	3	36,700	.	.	1	.	.
250,001 - 500,000	8	40,709	31,830	48,500	0	.	.
500,001 - 1,000,000	8	37,078	28,826	45,500	1	.	.
1,000,001 - 5,000,000	11	42,781	33,279	52,000	2	44,389	53,194
More than 5,000,000	10	54,115	49,733	55,000	9	47,998	60,655

All Organisations	45	43,192	33,279	52,000	14	46,395	57,670
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Level 3: Business Development Manager Annual Basic Pay

Level 3: Business Development Manager (14 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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							
10 – 19 employees	3	50,333	.	.	0	.	.
20 - 99 employees	8	49,382	43,872	55,825	3	49,509	62,132
100 or more employees	3	55,067	.	.	3	48,500	60,571
Sector							
Education	1	.	.	.	1	.	.
Environment	2	47,825	.	.	0	.	.
Health	3	55,000	.	.	1	.	.
Housing/Homelessness	1	.	.	.	1	.	.
International Development	2	54,100	.	.	1	.	.
Other	1	.	.	.	0	.	.
Social Services	4	46,899	.	.	2	44,872	57,854
Income (€)							
500,001 - 1,000,000	1	.	.	.	0	.	.
1,000,001 - 5,000,000	7	48,730	43,000	56,000	1	.	.
More than 5,000,000	6	55,024	52,200	60,000	5	49,805	62,166
All Organisations	14	50,804	44,744	56,000	6	49,005	61,351

Level 3: General Manager Annual Basic Pay

Level 3: General Manager (14 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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							
3 – 5 employees	3	51,000	.	.	0	.	.
6 – 9 employees	5	47,860	38,000	43,000	0	.	.
10 – 19 employees	3	45,374	.	.	2	43,386	58,579
20 - 99 employees	2	49,250	.	.	0	.	.
100 or more employees	1	.	.	.	1	.	.

Sector							
Arts, Culture and Heritage	5	42,102	38,000	43,000	0	.	.
Education	1	.	.	.	0	.	.
Environment	1	.	.	.	1	.	.
Health	1	.	.	.	0	.	.
Housing/Homelessness	1	.	.	.	0	.	.
Other	1	.	.	.	0	.	.
Social Services	3	70,125	.	.	2	57,416	69,793

Income (€)							
Less than 100, 000	1	.	.	.	0	.	.
100,001 - 250,000	1	.	.	.	0	.	.
250,001 - 500,000	6	46,550	38,000	43,000	1	.	.
500,001 - 1,000,000	2	64,791	.	.	2	57,416	69,793
1,000,001 - 5,000,000	3	49,500	.	.	0	.	.
More than 5,000,000	1	.	.	.	0	.	.

All Organisations	14	50,226	40,000	53,345	3	51,610	66,529
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Level 3: Other Middle Manager (Not Elsewhere Specified) Annual Basic Pay

Level 3: Other Middle Manager (n.e.s.) (108 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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	39,085	.	.	1	.	.
3 - 5 employees	11	33,616	25,000	37,565	2	40,132	47,490
6 - 9 employees	17	39,246	31,000	43,000	1	.	.
10 - 19 employees	28	45,539	36,200	52,500	10	48,196	62,045
20 - 99 employees	35	48,429	37,265	59,092	18	44,391	59,858
100 or more employees	15	59,521	48,000	68,429	12	51,398	63,984
Sector							
Advocacy, Law and Politics	7	51,204	46,350	59,092	4	47,276	59,576
Arts, Culture and Heritage	14	35,965	30,000	40,170	2	42,140	50,085
Education	9	37,798	33,758	39,000	2	34,114	39,085
Environment	2	44,000	.	.	0	.	.
Health	21	52,901	42,000	61,417	12	51,352	63,150
Housing/Homelessness	6	54,005	44,063	61,530	2	54,759	66,399
International Development	10	52,971	47,185	70,000	4	48,831	61,813
Other	8	48,416	39,533	53,333	3	50,974	65,510
Social Services	29	43,954	34,866	49,315	14	43,408	61,417
Sports and Recreation	2	30,640	.	.	1	25,000	38,000
Income (€)							
Less than 100, 000	2	36,000	.	.	0	.	.
100,001 - 250,000	8	34,206	28,240	37,783	0	.	.
250,001 - 500,000	15	35,758	28,000	43,000	2	36,000	43,000
500,001 - 1,000,000	21	43,453	36,202	46,980	11	45,897	58,281
1,000,001 - 5,000,000	42	49,151	40,000	59,092	16	46,417	61,658
More than 5,000,000	17	59,069	53,880	68,429	13	50,782	63,585
All Organisations	108	46,093	35,000	55,767	44	46,553	60,201

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 (122 Cases)	ANNUAL BASIC PAY @ 1 st May 2018				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	35,114	.	.	1	.	.
3 - 5 employees	5	31,044	24,000	35,000	1	.	.
6 - 9 employees	9	34,835	25,200	43,750	0	.	.
10 - 19 employees	36	37,172	31,000	42,981	6	32,160	39,295
20 - 99 employees	40	36,358	28,001	43,904	16	37,210	50,686
100 or more employees	28	45,399	39,000	53,422	21	42,009	52,041
Sector							
Advocacy, Law and Politics	5	46,519	42,400	47,400	0	.	.
Arts, Culture and Heritage	7	29,559	24,000	35,000	2	25,154	31,614
Education	16	29,046	23,763	34,500	1	.	.
Environment	7	32,954	30,000	38,675	3	35,876	39,813
Health	22	42,410	34,580	53,667	9	37,813	52,965
Housing/Homelessness	17	45,236	38,110	50,000	11	41,582	50,663
International Development	2	46,292	.	.	1	.	.
Other	13	44,131	42,000	46,927	6	41,228	55,636
Social Services	31	36,541	29,394	41,759	13	36,941	47,125
Sports and Recreation	2	28,093	.	.	0	.	.
Income (€)							
Less than 100, 000	1	.	.	.	1	.	.
100,001 - 250,000	9	31,565	26,000	35,000	0	.	.
250,001 - 500,000	18	33,871	27,300	38,675	4	34,302	40,318
500,001 - 1,000,000	22	32,346	26,936	38,300	5	31,310	39,557
1,000,001 - 5,000,000	31	39,519	28,615	47,485	8	37,727	49,972
More than 5,000,000	35	46,433	40,000	53,667	26	41,268	52,190
All Organisations	122	38,461	30,000	45,000	46	38,360	49,186

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

Level 4: Team Leader/ Senior or Lead Professional (47 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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							
10 – 19 employees	16	38,308	32,000	42,781	3	30,610	37,429
20 – 99 employees	16	39,402	33,250	45,655	8	39,696	51,356
100 or more employees	14	47,278	40,392	53,177	11	42,352	52,426
Sector							
Advocacy, Law and Politics	1	.	.	.	0	.	.
Education	4	31,869	.	.	1	.	.
Environment	3	36,892	.	.	2	36,563	39,813
Health	8	44,558	37,952	53,299	4	35,476	49,704
Housing/Homelessness	10	46,990	40,392	50,000	7	43,249	52,935
International Development	1	.	.	.	1	.	.
Other	6	39,495	32,000	45,000	2	39,271	53,552
Social Services	14	38,938	32,000	45,000	5	39,529	48,853
Income (€)							
100,001 – 250,000	1	.	.	.	0	.	.
250,001 – 500,000	4	37,329	.	.	1	.	.
500,001 – 1,000,000	7	32,039	27,042	38,300	2	28,853	36,806
1,000,001 – 5,000,000	15	43,149	35,000	50,500	5	40,953	52,257
More than 5,000,000	20	45,172	38,750	47,868	14	41,334	51,874
All Organisations	47	41,495	35,000	45,574	22	39,785	49,991

Level 4: Assistant Manager Annual Basic Pay

Level 4: Assistant Manager (40 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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	29,500	.	.	0	.	.
6 – 9 employees	6	35,100	20,592	43,750	0	.	.
10 – 19 employees	10	36,857	30,000	45,000	0	.	.
20 – 99 employees	10	32,796	28,001	38,110	3	30,651	42,977
100 or more employees	11	44,674	40,000	54,451	8	42,656	53,941
Sector							
Advocacy, Law and Politics	2	50,397	.	.	0	.	.
Arts, Culture and Heritage	3	26,333	.	.	1	.	.
Education	6	31,725	28,000	35,000	0	.	.
Environment	1	.	.	.	0	.	.
Health	9	39,660	27,000	53,667	2	45,873	62,794
Housing/Homelessness	5	45,825	41,687	50,000	3	41,219	51,251
Other	4	49,402	.	.	2	43,177	56,656
Social Services	9	31,526	28,001	35,000	3	34,482	44,268
Sports and Recreation	1	.	.	.	0	.	.
Income (€)							
100,001 – 250,000	4	34,050			0	.	.
250,001 – 500,000	7	34,946	21,233	43,750	0	.	.
500,001 – 1,000,000	5	31,818	27,000	32,000	1	.	.
1,000,001 – 5,000,000	9	33,821	25,340	45,000	1	.	.
More than 5,000,000	10	49,474	42,735	54,612	8	42,094	54,082
All Organisations	40	37,489	28,308	45,801	11	39,382	50,951

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

Level 4: Other Junior Manager (35 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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	3	32,073	.	.	1	.	.
6 - 9 employees	3	34,303	.	.	0	.	.
10 - 19 employees	10	35,669	22,500	42,400	3	33,710	41,162
20 - 99 employees	14	35,423	27,000	41,759	5	37,166	54,241
100 or more employees	3	39,286	.	.	2	37,532	42,325
Sector							
Advocacy, Law and Politics	2	44,900	.	.	0	.	.
Arts, Culture and Heritage	4	31,978	.	.	1	.	.
Education	6	24,486	21,840	26,936	0	.	.
Environment	3	29,335	.	.	1	.	.
Health	5	43,924	38,891	47,857	3	35,554	50,759
Housing/Homelessness	2	35,000	.	.	1	.	.
International Development	1	.	.	.	0	.	.
Other	3	46,374	.	.	2	41,236	56,699
Social Services	8	37,987	34,315	43,164	5	35,829	47,112
Sports and Recreation	1	.	.	.	0	.	.
Income (€)							
Less than 100, 000	1	.	.	.	1	.	.
100,001 - 250,000	4	30,472	.	.	0	.	.
250,001 - 500,000	7	30,819	21,840	36,061	3	34,361	40,866
500,001 - 1,000,000	10	32,824	26,185	40,630	2	28,404	36,843
1,000,001 - 5,000,000	7	39,067	30,000	47,485	2	34,525	51,746
More than 5,000,000	5	45,396	38,000	47,857	4	39,384	49,512
All Organisations	35	35,497	27,000	42,400	13	35,084	46,329

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 a particular issue, work independently and/as part of a team, and generally has a third level qualification – degree and/or NQF Level 7/8 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 (577 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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	28,125	24,071	32,180	1	.	.
3 – 5 employees	59	35,599	29,295	41,000	24	33,241	47,684
6 – 9 employees	69	36,717	31,000	42,000	17	33,612	47,200
10 – 19 employees	108	36,204	30,559	40,601	40	32,130	44,247
20 - 99 employees	195	37,879	33,245	41,979	107	33,279	47,287
100 or more employees	141	38,687	31,961	45,340	97	34,504	46,123
Sector							
Advocacy, Law and Politics	54	37,597	35,000	41,000	23	33,724	43,634
Arts, Culture and Heritage	17	35,613	32,761	38,764	1	.	.
Education	49	35,337	28,000	42,536	18	33,382	45,883
Environment	9	32,142	28,000	34,938	0	.	.
Health	138	39,593	32,000	45,806	59	35,748	49,874
Housing/Homelessness	85	36,565	30,351	42,270	47	33,679	43,258
International Development	32	39,033	31,975	44,155	25	34,848	47,368
Other	35	38,762	34,384	43,254	25	32,719	47,741
Social Services	142	36,646	32,756	40,871	84	32,038	46,182
Sports and Recreation	13	28,689	21,294	33,500	4	25,750	45,475
Income (€)							
Less than 100, 000	9	30,871	25,870	35,360	2	28,332	50,991
100,001 - 250,000	44	34,050	28,000	37,087	12	33,554	45,517
250,001 - 500,000	86	36,273	30,000	41,000	27	34,367	48,117
500,001 - 1,000,000	66	35,288	30,000	38,300	26	30,639	43,383
1,000,001 - 5,000,000	191	37,855	32,000	42,460	82	33,141	47,550
More than 5,000,000	162	38,960	33,005	45,000	124	34,240	45,685
All Organisations	577	37,327	31,300	42,037	286	33,534	46,471

Level 5: Development Worker / Officer Annual Basic Pay

Level 5: Development Worker/Officer (59 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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							
3 – 5 employees	11	36,526	35,299	37,132	7	32,333	43,161
6 – 9 employees	13	39,053	33,378	44,000	2	29,500	37,000
10 – 19 employees	14	39,198	36,000	41,916	8	34,532	48,350
20 - 99 employees	17	39,128	33,990	45,694	9	37,788	54,423
100 or more employees	4	41,969	.	.	2	36,060	46,841

Sector							
Advocacy, Law and Politics	8	42,172	38,200	46,329	3	40,683	49,424
Arts, Culture and Heritage	2	32,500	.	.	0	.	.
Education	6	40,916	35,319	45,694	3	33,529	49,336
Environment	1	.	.	.	0	.	.
Health	10	41,536	36,000	46,651	4	40,712	52,854
Housing/Homelessness	4	38,877	.	.	3	32,373	41,894
International Development	1	.	.	.	1	.	.
Other	6	37,100	33,746	37,000	3	33,061	49,070
Social Services	18	37,321	35,299	38,920	10	33,601	46,286
Sports and Recreation	2	28,311	.	.	1	.	.

Income (€)							
Less than 100, 000	1	.	.	.	1	.	.
100,001 - 250,000	12	37,591	35,150	41,548	5	32,832	41,643
250,001 - 500,000	13	39,774	35,319	40,798	6	34,133	46,714
500,001 - 1,000,000	8	35,199	30,680	38,583	3	36,992	48,890
1,000,001 - 5,000,000	20	39,696	34,995	45,000	10	34,696	51,527
More than 5,000,000	5	42,101	35,000	50,000	3	37,373	49,560

All Organisations	59	38,836	35,000	42,658	28	34,778	48,086
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Level 5: Fundraising Officer Annual Basic Pay

Level 5: Fundraising Officer (31 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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	26,333	.	.	1	.	.
10 - 19 employees	5	33,107	30,000	36,000	2	30,635	41,952
20 - 99 employees	13	36,513	34,459	38,760	8	32,364	41,199
100 or more employees	9	38,096	31,220	45,000	6	32,919	42,023
Sector							
Advocacy, Law and Politics	4	33,153	.	.	2	33,135	41,814
Environment	1	.	.	.	0	.	.
Health	11	34,914	31,220	40,000	4	31,590	38,635
Housing/Homelessness	6	37,732	30,351	45,000	3	33,465	41,418
International Development	6	34,342	27,050	40,000	5	30,437	42,609
Other	1	.	.	.	1	.	.
Social Services	2	32,132	.	.	2	31,767	43,179
Income (€)							
100,001 - 250,000	2	25,750	.	.	0	.	.
500,001 - 1,000,000	3	28,333	.	.	2	24,635	39,952
1,000,001 - 5,000,000	11	35,695	32,000	40,000	4	33,318	40,342
More than 5,000,000	14	37,455	31,220	45,000	11	32,287	41,851
All Organisations	31	35,147	30,000	40,000	17	31,629	41,273

Level 5: Human Resources Executive / Officer Annual Basic Pay

Level 5: HR Executive / Officer (25 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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							
10 – 19 employees	2	38,000	.	.	1	.	.
20 - 99 employees	8	35,619	28,583	42,000	4	37,944	52,167
100 or more employees	15	42,453	35,000	49,991	12	37,428	48,620
Sector							
Arts, Culture and Heritage	1	.	.	.	0	.	.
Environment	1	.	.	.	0	.	.
Health	6	39,025	29,167	45,806	4	39,170	48,380
Housing/Homelessness	7	37,550	31,961	44,146	4	32,625	42,245
International Development	3	40,667	.	.	3	37,711	50,088
Other	2	52,847	.	.	2	43,177	56,656
Social Services	5	42,449	35,000	51,712	4	38,561	55,258
Income (€)							
500,001 - 1,000,000	1	.	.	.	0	.	.
1,000,001 - 5,000,000	5	34,976	28,000	41,000	2	42,300	62,709
More than 5,000,000	19	41,467	34,260	45,806	15	37,087	48,113
All Organisations							
All Organisations	25	39,910	32,813	44,146	17	37,700	49,830

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

Level 5: Project/Programme Worker/Officer (66 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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							
3 – 5 employees	10	37,606	28,000	49,001	4	42,488	61,508
6 – 9 employees	21	37,651	32,760	42,000	7	35,263	53,010
10 – 19 employees	11	35,413	30,000	38,000	3	32,868	43,583
20 – 99 employees	16	39,153	35,573	42,230	11	33,156	48,167
100 or more employees	8	38,575	35,003	41,107	6	31,895	44,542

Sector							
Advocacy, Law and Politics	7	37,365	36,939	38,000	4	34,329	42,238
Education	7	33,006	28,000	37,080	1	.	.
Environment	1	.	.	.	0	.	.
Health	19	36,777	30,000	44,223	9	34,810	53,101
Housing/Homelessness	9	37,718	33,280	42,270	4	32,775	43,203
International Development	5	35,590	31,950	42,000	2	31,000	51,000
Other	3	42,005	.	.	3	40,088	57,442
Social Services	14	42,022	33,829	47,940	8	34,564	51,527

Income (€)							
Less than 100, 000	1	.	.	.	0	.	.
100,001 - 250,000	5	37,000	33,367	36,000	2	36,816	52,518
250,001 - 500,000	20	37,343	30,500	44,239	5	38,224	57,809
500,001 - 1,000,000	8	38,069	32,640	42,074	5	33,471	44,523
1,000,001 - 5,000,000	17	37,210	32,000	38,294	7	32,821	47,697
More than 5,000,000	10	37,734	37,000	39,943	8	32,503	45,739

All Organisations	66	37,747	32,444	42,000	31	34,564	49,837
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Level 5: Social Worker Annual Basic Pay

Level 5: Social Worker (16 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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							
10 – 19 employees	2	35,459	.	.	1	.	.
20 - 99 employees	5	38,623	36,050	45,496	3	36,810	49,439
100 or more employees	9	47,668	38,788	58,981	8	39,155	51,291
Sector							
Advocacy, Law and Politics	1	.	.	.	0	.	.
Health	5	59,078	56,889	61,759	4	46,227	60,020
Housing/Homelessness	4	30,537	.	.	3	31,110	40,749
Other	1	.	.	.	1	.	.
Social Services	5	40,653	35,917	45,496	4	37,207	52,046
Income (€)							
250,001 - 500,000	1	.	.	.	1	.	.
500,001 - 1,000,000	2	35,459	.	.	1	.	.
1,000,001 - 5,000,000	3	37,141	.	.	1	.	.
More than 5,000,000	10	46,521	36,194	58,981	9	38,021	50,015
All Organisations							
All Organisations	16	43,315	35,459	53,450	12	38,002	50,860

Level 5: Childcare Worker (3rd Level / NQF Level 7+) Annual Basic Pay

Level 5: Childcare Worker (25 Cases)	ANNUAL BASIC PAY @ 1 st May 2018				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							
10 – 19 employees	9	26,762	20,682	30,616	2	21,111	32,988
20 - 99 employees	10	26,796	23,086	28,000	3	26,642	39,049
100 or more employees	6	33,821	33,921	35,295	5	29,863	41,195
Sector							
Advocacy, Law and Politics	1	.	.	.	0	.	.
Education	5	23,822	20,682	23,920	1	.	.
Health	3	27,205	.	.	1	.	.
Housing/Homelessness	5	32,838	29,383	35,295	3	33,544	41,914
Social Services	11	28,064	23,086	33,921	5	24,638	37,518
Income (€)							
100,001 - 250,000	2	20,351	.	.	0	.	.
250,001 - 500,000	4	26,639	.	.	1	.	.
500,001 - 1,000,000	8	28,406	25,310	31,879	3	21,803	34,439
1,000,001 - 5,000,000	5	29,020	23,086	32,893	1	.	.
More than 5,000,000	5	33,800	34,125	35,295	4	31,533	42,158
All Organisations							
	25	28,470	23,086	33,921	10	27,146	38,910

Level 5: Information Officer Annual Basic Pay

Level 5: Information Officer (14 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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							
10 – 19 employees	2	40,768	.	.	2	30,699	43,768
20 - 99 employees	8	33,252	30,347	36,124	4	30,270	45,706
100 or more employees	4	29,601	29,000	30,203	2	26,665	39,858
Sector							
Advocacy, Law and Politics	1	.	.	.	1	.	.
Education	4	36,465	.	.	3	30,453	44,980
Health	2	31,500	.	.	0	.	.
Housing/Homelessness	2	30,071	.	.	1	.	.
Social Services	3	31,053	.	.	3	25,769	42,587
Sports and Recreation	2	32,400	.	.	0	.	.
Income (€)							
500,001 - 1,000,000	2	35,150	.	.	1	.	.
1,000,001 - 5,000,000	8	34,483	30,750	37,663	4	29,765	45,762
More than 5,000,000	3	30,135	30,000	30,264	2	26,665	39,858
All Organisations	14	33,283	30,000	37,247	8	29,476	43,759

Level 5: Administrative Officer / Administrator Annual Basic Pay

Level 5: Administrative Officer/Administrator (47 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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	33,824	.	.	0	.	.
6 - 9 employees	5	27,104	21,467	32,000	0	.	.
10 - 19 employees	12	32,179	28,000	37,247	3	28,584	36,297
20 - 99 employees	16	33,791	28,000	37,137	9	28,368	42,910
100 or more employees	11	35,205	26,616	44,330	6	30,650	47,070

Sector							
Advocacy, Law and Politics	2	33,794	.	.	2	29,499	41,762
Arts, Culture and Heritage	2	30,381	.	.	0	.	.
Education	7	32,575	24,960	43,000	2	23,382	36,036
Environment	1	.	.	.	0	.	.
Health	12	32,896	27,308	36,282	3	27,216	49,465
Housing/Homelessness	6	33,123	26,500	44,330	3	31,999	44,629
International Development	1	.	.	.	1	.	.
Other	4	41,160	.	.	3	34,021	49,568
Social Services	10	32,611	28,000	37,167	4	27,373	39,231
Sports and Recreation	2	20,880	.	.	0	.	.

Income (€)							
Less than 100, 000	1	.	.	.	0	.	.
100,001 - 250,000	2	26,303	.	.	0	.	.
250,001 - 500,000	5	25,324	20,466	28,000	0	.	.
500,001 - 1,000,000	6	32,797	24,960	37,328	1	.	.
1,000,001 - 5,000,000	22	33,829	30,000	36,939	10	28,231	41,236
More than 5,000,000	11	36,089	27,000	44,330	7	30,986	45,489

All Organisations	47	32,721	26,616	37,167	18	29,164	43,195
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Level 5: Family Support Worker / Support Worker Annual Basic Pay

Level 5: Family Support Worker/Support Worker (23 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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							
3 – 5 employees	5	34,348	28,000	37,087	3	34,490	48,600
6 – 9 employees	4	39,612	.	.	2	37,054	53,059
10 – 19 employees	3	35,595	.	.	0	.	.
20 – 99 employees	7	36,497	33,500	40,800	4	29,611	46,172
100 or more employees	4	33,821	.	.	4	30,744	39,890
Sector							
Advocacy, Law and Politics	1	.	.	.	1	.	.
Education	1	.	.	.	0	.	.
Health	2	36,871	.	.	1	.	.
Housing/Homelessness	2	36,456	.	.	2	33,415	43,623
Other	1	.	.	.	0	.	.
Social Services	16	36,337	32,628	41,751	9	31,243	45,785
Income (€)							
100,001 – 250,000	5	34,297	28,000	37,087	2	36,089	50,675
250,001 – 500,000	6	39,974	36,855	43,806	3	35,134	50,190
500,001 – 1,000,000	2	31,197	.	.	0	.	.
1,000,001 – 5,000,000	3	35,755	.	.	2	28,881	49,963
More than 5,000,000	6	34,325	32,220	36,168	5	31,447	40,402
All Organisations	23	35,989	32,220	40,800	13	32,231	45,859

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

Level 5: Training Officer / Teacher / Instructor (15 Cases)	ANNUAL BASIC PAY @ 1 st May 2018				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							
3 – 5 employees	1	.	.	.	1	.	.
20 - 99 employees	7	36,957	33,549	37,322	3	27,235	43,890
100 or more employees	7	36,384	26,752	45,990	3	36,055	46,601
Sector							
Education	3	43,749	.	.	1	.	.
Health	6	32,437	26,752	36,000	2	28,376	41,946
Housing/Homelessness	2	39,302	.	.	1	.	.
Other	2	33,292	.	.	1	.	.
Social Services	1	.	.	.	1	.	.
Sports and Recreation	1	.	.	.	1	.	.
Income (€)							
250,001 - 500,000	1	.	.	.	1	.	.
1,000,001 - 5,000,000	9	35,895	32,200	37,322	2	26,376	45,929
More than 5,000,000	5	38,066	34,384	42,342	4	34,280	44,904
All Organisations	15	36,692	32,200	42,342	7	32,125	44,353

Level 5: Nurse Annual Basic Pay

Level 5: Nurse (15 Cases)	ANNUAL BASIC PAY @ 1 st May 2018				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							
6 – 9 employees	1	.	.	.	0	.	.
10 – 19 employees	4	42,051	.	.	1	.	.
20 - 99 employees	3	43,972	.	.	1	.	.
100 or more employees	7	38,405	34,750	45,500	5	34,558	47,500
Sector							
Advocacy, Law and Politics	1	.	.	.	0	.	.
Health	10	42,812	37,379	46,000	5	35,478	48,288
Housing/Homelessness	3	38,243	.	.	1	.	.
Social Services	1	.	.	.	1	.	.
Income (€)							
250,001 - 500,000	3	40,734	.	.	1	.	.
1,000,001 - 5,000,000	6	43,083	41,979	46,000	1	.	.
More than 5,000,000	6	40,559	37,224	45,500	5	34,558	47,500
All Organisations	15	41,603	37,379	46,000	7	33,625	46,606

Level 5: Information Technology Executive Annual Basic Pay

Level 5: IT Executive (14 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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							
10 – 19 employees	1	.	.	.	1	.	.
20 - 99 employees	5	39,510	38,760	42,700	4	28,624	40,273
100 or more employees	8	38,517	35,000	43,720	6	35,004	47,033
Sector							
Advocacy, Law and Politics	2	40,032	.	.	2	27,847	40,968
Education	1	.	.	.	1	.	.
Health	1	.	.	.	1	.	.
Housing/Homelessness	3	35,801	.	.	1	.	.
International Development	2	36,500	.	.	2	33,880	42,543
Other	2	35,757	.	.	1	.	.
Social Services	3	41,578	.	.	3	33,428	46,602
Income (€)							
500,001 - 1,000,000	1	.	.	.	1	.	.
1,000,001 - 5,000,000	5	40,147	38,760	42,700	4	30,361	40,849
More than 5,000,000	8	36,864	31,907	43,202	6	33,859	44,853
All Organisations							
All Organisations	14	38,406	35,000	42,700	11	32,229	43,390

Level 5: Accountant Annual Basic Pay

Level 5: Accountant (13 Cases)	ANNUAL BASIC PAY @ 1 st May 2018				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							
6 – 9 employees	1	.	.	.	0	.	.
20 - 99 employees	4	43,871	.	.	4	39,180	51,728
100 or more employees	8	48,187	45,170	51,949	6	43,265	55,609
Sector							
Health	2	47,398	.	.	1	.	.
Housing/Homelessness	4	45,857	.	.	3	41,265	51,273
International Development	4	50,002	.	.	3	43,460	58,037
Other	1	.	.	.	1	.	.
Social Services	2	48,016	.	.	2	43,571	58,081
Income (€)							
1,000,001 - 5,000,000	2	46,360	.	.	1	.	.
More than 5,000,000	11	47,201	45,000	50,898	9	41,617	54,174
All Organisations							
All Organisations	13	47,072	45,000	50,898	10	41,631	54,057

Level 5: Finance Officer Annual Basic Pay

Level 5: Finance Officer (32 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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	2	30,471	.	.	1	.	.
6 - 9 employees	2	27,748	.	.	0	.	.
10 - 19 employees	3	41,293	.	.	0	.	.
20 - 99 employees	12	38,578	35,010	40,805	5	32,138	42,620
100 or more employees	12	33,831	30,375	35,850	8	30,097	39,196

Sector							
Advocacy, Law and Politics	4	36,297	.	.	2	33,135	41,814
Arts, Culture and Heritage	2	44,571	.	.	0	.	.
Education	3	35,673	.	.	1	.	.
Environment	1	.	.	.	0	.	.
Health	5	39,135	35,000	44,146	2	35,105	44,248
Housing/Homelessness	6	31,988	30,000	36,000	4	28,767	35,545
Other	1	.	.	.	1	.	.
Social Services	10	33,017	29,000	37,000	5	28,580	41,049

Income (€)							
100,001 - 250,000	2	24,325	.	.	0	.	.
250,001 - 500,000	3	31,902	.	.	2	26,570	39,950
1,000,001 - 5,000,000	14	38,249	34,019	40,502	4	32,328	43,965
More than 5,000,000	13	35,260	31,250	37,740	9	30,560	39,558

All Organisations	32	35,570	31,000	40,000	15	30,499	40,785
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Level 5: Communications / Media Officer Annual Basic Pay

Level 5: Communications/ Media Officer (31 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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							
6 – 9 employees	1	.	.	.	0	.	.
10 – 19 employees	5	36,420	36,700	40,000	3	35,667	46,667
20 - 99 employees	15	36,333	31,120	41,200	8	33,324	44,339
100 or more employees	10	37,773	30,290	41,668	6	33,481	45,348

Sector							
Advocacy, Law and Politics	4	38,461	.	.	2	35,123	42,817
Education	3	42,314	.	.	2	42,868	53,270
Environment	1	.	.	.	0	.	.
Health	9	34,053	30,290	35,675	3	28,793	40,377
Housing/Homelessness	4	37,024	.	.	1	.	.
International Development	4	38,284	.	.	4	34,203	46,967
Other	1	.	.	.	1	.	.
Social Services	4	35,197	.	.	4	30,798	43,220
Sports and Recreation	1	.	.	.	0	.	.

Income (€)							
500,001 - 1,000,000	5	34,644	31,120	38,400	2	33,500	42,500
1,000,001 - 5,000,000	11	34,670	33,245	37,500	4	35,249	46,273
More than 5,000,000	13	37,868	30,290	41,668	9	32,231	43,924

All Organisations	31	36,381	30,290	41,000	17	33,793	45,106
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Level 5: Research Officer Annual Basic Pay

Level 5: Research Officer (21 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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							
3 – 5 employees	4	35,675	.	.	0	.	.
6 – 9 employees	3	43,253	.	.	0	.	.
10 – 19 employees	3	31,572	.	.	1	.	.
20 – 99 employees	6	41,261	36,348	41,000	3	39,587	49,845
100 or more employees	5	38,700	32,500	42,000	4	33,110	43,596

Sector							
Advocacy, Law and Politics	9	37,430	35,000	42,996	2	27,459	40,168
Arts, Culture and Heritage	1	.	.	.	0	.	.
Education	2	46,647	.	.	2	42,868	53,270
Environment	1	.	.	.	0	.	.
Health	2	37,250	.	.	1	.	.
Housing/Homelessness	3	36,000	.	.	2	30,939	36,370
International Development	2	41,470	.	.	1	.	.
Social Services	1	.	.	.	0	.	.

Income (€)							
100,001 - 250,000	2	36,850	.	.	0	.	.
250,001 - 500,000	2	31,382	.	.	0	.	.
500,001 - 1,000,000	3	41,332	.	.	0	.	.
1,000,001 - 5,000,000	6	35,624	35,000	38,760	3	30,222	42,598
More than 5,000,000	5	38,700	32,500	42,000	4	33,110	43,596

All Organisations	21	38,488	33,000	42,760	8	34,137	45,157
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Level 5: Psychologist / Counsellor Annual Basic Pay

Level 5: Psychologist / Counsellor (15 Cases)	ANNUAL BASIC PAY @ 1 st May 2018				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							
10 – 19 employees	3	47,848	.	.	1	.	.
20 - 99 employees	7	63,152	46,259	80,374	4	45,278	67,153
100 or more employees	5	40,449	38,000	45,500	2	36,594	52,176
Sector							
Education	1	.	.	.	0	.	.
Health	9	60,707	50,000	78,217	4	48,303	72,292
Housing/Homelessness	2	35,372	.	.	1	.	.
Other	1	.	.	.	1	.	.
Social Services	2	42,130	.	.	1	.	.
Income (€)							
250,001 - 500,000	1	.	.	.	0	.	.
500,001 - 1,000,000	1	.	.	.	0	.	.
1,000,001 - 5,000,000	8	58,281	49,000	66,806	4	49,742	71,792
More than 5,000,000	5	38,546	38,000	41,243	3	34,443	48,598
All Organisations							
All Organisations	15	52,524	38,489	55,395	7	43,186	61,852

Level 5: Youth Worker (3rd Level /NQF Level 7+) Annual Basic Pay

Level 5: Youth Worker (25 Cases)	ANNUAL BASIC PAY @ 1 st May 2018				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							
3 – 5 employees	3	43,075	.	.	2	33,537	47,612
6 – 9 employees	5	37,020	31,000	42,485	1	.	.
10 – 19 employees	6	37,579	31,500	46,514	2	29,816	45,209
20 – 99 employees	8	38,299	34,891	41,184	7	30,097	48,870
100 or more employees	3	31,547	.	.	2	28,571	42,188
Sector							
Health	5	35,663	30,030	35,878	2	30,552	45,585
Housing/Homelessness	2	30,071	.	.	1	.	.
Other	1	.	.	.	1	.	.
Social Services	16	38,671	33,804	45,553	9	30,344	46,154
Sports and Recreation	1	.	.	.	1	.	.
Income (€)							
100,001 - 250,000	1	.	.	.	0	.	.
250,001 - 500,000	10	36,801	31,000	42,485	3	31,960	47,363
500,001 - 1,000,000	4	37,512	.	.	3	29,098	43,324
1,000,001 - 5,000,000	6	41,346	36,983	46,658	5	29,849	51,323
More than 5,000,000	3	31,547	.	.	2	28,571	42,188
All Organisations							
All Organisations	25	37,633	32,928	45,051	14	30,181	47,079

Level 5: Other Specialist / Professional Staff (Not Elsewhere Specified) Annual Basic Pay

Level 5: Other Specialist/ Professional Staff (n.e.s.) (84 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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	17	35,354	30,000	41,666	5	29,731	47,093
6 - 9 employees	11	34,339	28,000	36,666	5	32,691	40,842
10 - 19 employees	21	36,527	32,500	38,300	9	32,482	43,642
20 - 99 employees	27	36,961	30,000	43,310	12	33,419	46,391
100 or more employees	6	39,111	28,266	47,085	4	39,737	49,377

Sector							
Advocacy, Law and Politics	9	35,680	28,330	38,000	2	33,135	41,814
Arts, Culture and Heritage	9	35,438	33,600	38,123	1	.	.
Education	6	29,738	24,000	31,200	1	.	.
Environment	1	.	.	.	0	.	.
Health	15	39,878	35,000	45,000	8	35,655	48,777
Housing/Homelessness	11	40,239	35,000	46,350	6	35,564	45,921
International Development	4	41,994	.	.	3	34,458	40,392
Other	8	36,985	29,193	44,329	5	30,058	45,906
Social Services	16	34,756	30,251	38,506	8	31,692	44,274
Sports and Recreation	4	26,174	.	.	1	.	.

Income (€)							
Less than 100, 000	4	31,736	.	.	1	.	.
100,001 - 250,000	11	35,404	28,000	42,000	3	30,891	43,869
250,001 - 500,000	14	34,204	27,492	40,444	4	34,052	43,693
500,001 - 1,000,000	12	34,380	31,250	37,650	4	31,073	43,077
1,000,001 - 5,000,000	30	37,747	33,000	41,333	13	33,929	45,295
More than 5,000,000	10	40,448	38,086	47,085	9	35,637	46,631

All Organisations	84	36,354	30,193	41,500	35	33,269	45,333
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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 NQF Level 5/6). 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 (197 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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	23	29,250	25,272	30,800	6	30,376	42,125
6 - 9 employees	32	31,705	26,837	37,421	9	28,807	43,555
10 - 19 employees	38	28,555	22,531	33,075	10	25,221	35,269
20 - 99 employees	64	31,404	26,890	35,084	33	27,864	39,180
100 or more employees	39	32,175	28,000	35,000	28	28,140	37,679
Sector							
Advocacy, Law and Politics	14	30,073	27,766	33,990	4	25,809	36,032
Arts, Culture and Heritage	8	26,544	24,490	28,250	0	.	.
Education	15	29,798	22,386	35,308	5	28,813	44,703
Environment	1	.	.	.	1	.	.
Health	46	33,973	28,230	36,400	23	29,198	40,708
Housing/Homelessness	32	31,367	26,907	34,281	15	29,443	38,302
International Development	8	30,240	27,525	34,337	4	27,413	36,551
Other	15	29,069	25,000	32,574	10	25,477	34,655
Social Services	53	29,239	24,278	34,194	24	26,672	38,652
Sports and Recreation	5	32,862	30,300	38,250	1	.	.
Income (€)							
Less than 100, 000	2	25,910	.	.	0	.	.
100,001 - 250,000	15	26,129	23,660	30,000	4	25,197	35,197
250,001 - 500,000	41	31,760	24,748	37,341	10	31,634	45,333
500,001 - 1,000,000	24	29,038	25,740	30,750	9	24,185	37,447
1,000,001 - 5,000,000	61	31,282	26,000	35,113	25	28,433	40,100
More than 5,000,000	46	31,562	27,484	35,000	35	27,475	36,314
All Organisations	197	30,808	26,000	35,000	87	27,845	38,823

Level 6: Care Worker (with NQF Level 5 / Level 6) Annual Basic Pay

Level 6: Care Worker (20 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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							
6 – 9 employees	4	27,362	.	.	1	.	.
10 – 19 employees	3	33,751	.	.	0	.	.
20 - 99 employees	4	31,448	.	.	2	30,870	39,317
100 or more employees	9	29,059	26,198	30,000	5	26,189	33,774
Sector							
Advocacy, Law and Politics	1	.	.	.	0	.	.
Health	5	36,946	29,849	39,750	4	27,737	37,764
Housing/Homelessness	7	29,114	25,082	34,670	2	25,261	32,142
Social Services	7	27,090	21,467	30,000	2	31,608	40,582
Income (€)							
100,001 - 250,000	2	24,115	.	.	0	.	.
250,001 - 500,000	4	37,539	.	.	2	33,608	47,582
500,001 - 1,000,000	2	24,428	.	.	0	.	.
1,000,001 - 5,000,000	3	26,860	.	.	1	.	.
More than 5,000,000	8	29,442	27,197	30,818	5	26,189	33,774
All Organisations							
	20	29,901	25,541	33,153	8	28,086	37,063

Level 6: Senior Administrative / Senior Clerical Annual Basic Pay

Level 6: Senior Administrative/Senior Clerical (74 Cases)	ANNUAL BASIC PAY @ 1 st May 2018				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	13	32,010	26,250	32,000	5	31,451	45,217
6 - 9 employees	17	34,251	27,996	38,011	6	29,342	43,627
10 - 19 employees	15	29,874	24,748	37,340	6	25,404	37,895
20 - 99 employees	18	32,339	27,766	35,948	10	27,080	39,382
100 or more employees	10	32,990	29,700	35,000	8	28,120	37,440

Sector							
Advocacy, Law and Politics	8	32,354	27,998	35,665	3	25,688	36,411
Arts, Culture and Heritage	3	26,493	.	.	0	.	.
Education	7	30,382	22,386	37,536	3	27,479	42,177
Health	20	35,534	29,750	37,421	10	30,753	42,030
Housing/Homelessness	10	30,906	28,000	31,818	5	28,511	37,769
International Development	3	29,400	.	.	1	.	.
Other	2	28,742	.	.	1	.	.
Social Services	20	31,793	26,310	36,076	12	26,738	40,179
Sports and Recreation	1	.	.	.	1	.	.

Income (€)							
Less than 100, 000	1	.	.	.	0	.	.
100,001 - 250,000	7	27,907	23,766	30,275	3	25,262	38,040
250,001 - 500,000	18	35,067	27,000	38,920	7	31,665	46,617
500,001 - 1,000,000	10	29,675	26,000	35,622	6	24,134	37,155
1,000,001 - 5,000,000	23	32,055	28,000	37,340	10	27,090	38,870
More than 5,000,000	11	31,940	28,000	35,000	8	27,840	36,406

All Organisations	74	32,307	27,484	36,400	36	27,858	40,021
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Level 6: Senior Accounts Officer Annual Basic Pay

Level 6: Senior Accounts Officer (21 Cases)	ANNUAL BASIC PAY @ 1 st May 2018				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							
3 – 5 employees	1	.	.	.	1	.	.
6 – 9 employees	3	30,566	.	.	0	.	.
10 – 19 employees	1	.	.	.	1	.	.
20 - 99 employees	12	37,531	31,710	43,693	9	32,089	45,581
100 or more employees	4	36,969	.	.	3	30,325	42,170

Sector							
Education	2	34,258	.	.	1	.	.
Health	4	37,181	.	.	2	33,481	46,194
Housing/Homelessness	4	40,911	.	.	3	35,180	44,656
International Development	1	.	.	.	1	.	.
Other	4	29,910	.	.	3	26,537	39,906
Social Services	5	33,793	30,300	37,105	4	27,079	38,786
Sports and Recreation	1	.	.	.	0	.	.

Income (€)							
100,001 - 250,000	1	.	.	.	1	.	.
250,001 - 500,000	3	30,566	.	.	0	.	.
500,001 - 1,000,000	3	32,365	.	.	2	24,991	37,877
1,000,001 - 5,000,000	8	39,640	33,703	47,827	6	35,276	50,555
More than 5,000,000	6	34,839	30,000	35,000	5	28,091	38,226

All Organisations	21	35,235	28,943	39,825	14	30,507	42,634
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Level 6: Senior Receptionist Annual Basic Pay

Level 6: Senior Clerical (23 Cases)	ANNUAL BASIC PAY @ 1 st May 2018				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							
10 – 19 employees	4	22,852	.	.	0	.	.
20 - 99 employees	14	28,174	25,100	29,437	7	23,618	35,642
100 or more employees	5	31,122	26,813	35,000	3	25,039	34,627

Sector							
Advocacy, Law and Politics	2	23,146	.	.	1	.	.
Education	1	.	.	.	1	.	.
Health	8	31,411	28,115	35,057	3	24,698	41,907
Housing/Homelessness	3	27,951	.	.	1	.	.
International Development	1	.	.	.	1	.	.
Other	1	.	.	.	1	.	.
Social Services	7	25,636	21,546	29,437	2	21,981	29,318

Income (€)							
250,001 - 500,000	5	24,870	21,000	28,230	0	.	.
500,001 - 1,000,000	2	28,219	.	.	0	.	.
1,000,001 - 5,000,000	8	28,504	25,056	31,133	4	23,815	37,846
More than 5,000,000	7	30,155	26,813	35,000	5	25,044	33,872

All Organisations	23	27,889	25,012	32,122	10	24,044	35,338
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Level 6: Other Semi-Professional / Administration Staff (Not Elsewhere Specified) Annual Basic Pay

Level 6: Other Semi-Professional /Administration Staff (46 Cases)	ANNUAL BASIC PAY @ 1 st May 2018				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							
3 – 5 employees	9	25,734	23,660	28,000	0	.	.
6 – 9 employees	8	28,894	27,535	30,344	2	25,605	40,616
10 – 19 employees	11	28,188	22,436	31,522	2	24,735	28,425
20 - 99 employees	13	28,476	24,390	32,574	5	26,571	32,153
100 or more employees	5	33,849	32,757	35,553	5	29,141	36,981

Sector							
Advocacy, Law and Politics	3	32,010	.	.	0	.	.
Arts, Culture and Heritage	5	26,575	25,000	28,500	0	.	.
Education	4	30,669	.	.	0	.	.
Environment	1	.	.	.	1	.	.
Health	8	29,281	25,648	33,995	3	28,008	37,276
Housing/Homelessness	3	30,002	.	.	2	27,113	32,728
International Development	3	31,184	.	.	1	.	.
Other	7	29,607	25,000	33,692	5	25,936	32,860
Social Services	10	25,480	22,369	30,688	2	24,143	33,839
Sports and Recreation	2	25,150	.	.	0	.	.

Income (€)							
Less than 100, 000	1	.	.	.	0	.	.
100,001 - 250,000	4	26,338	.	.	0	.	.
250,001 - 500,000	10	28,046	23,660	30,523	1	.	.
500,001 - 1,000,000	6	28,717	27,000	30,688	1	.	.
1,000,001 - 5,000,000	15	27,783	24,296	30,800	3	26,164	30,539
More than 5,000,000	8	31,774	27,308	34,826	8	27,758	34,882

All Organisations	46	28,527	25,000	31,522	14	27,089	34,554
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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 (201 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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							
3 – 5 employees	14	24,385	21,274	26,250	5	24,028	37,269
6 – 9 employees	19	24,171	21,500	25,851	2	23,033	37,841
10 – 19 employees	31	24,748	20,445	30,105	8	25,170	31,224
20 - 99 employees	68	25,154	20,901	27,400	19	24,021	30,918
100 or more employees	68	26,764	24,000	29,119	41	24,333	32,356
Sector							
Advocacy, Law and Politics	7	23,073	19,864	25,000	0	.	.
Arts, Culture and Heritage	5	25,920	19,747	28,600	0	.	.
Education	12	23,831	20,545	25,695	2	24,928	36,123
Environment	6	27,026	20,085	28,000	0	.	.
Health	42	26,891	24,170	29,428	21	24,396	33,370
Housing/Homelessness	46	25,841	23,000	27,300	15	23,808	31,415
International Development	6	25,284	22,702	27,500	3	24,683	31,594
Other	10	26,854	22,464	30,000	5	24,216	37,371
Social Services	62	24,722	20,673	27,718	29	24,385	31,034
Sports and Recreation	4	23,106	.	.	0	.	.
Income (€)							
Less than 100, 000	2	22,126	.	.	0	.	.
100,001 - 250,000	8	22,207	19,661	22,793	2	25,023	37,310
250,001 - 500,000	33	24,944	20,673	27,026	6	25,483	32,757
500,001 - 1,000,000	20	24,702	19,975	26,250	5	24,815	37,104
1,000,001 - 5,000,000	66	25,088	21,476	27,695	16	23,195	29,778
More than 5,000,000	69	26,908	24,031	30,000	45	24,413	32,321
All Organisations	201	25,514	21,500	28,500	75	24,288	32,345

Level 7: Junior Receptionist Annual Basic Pay

Level 7: Junior Receptionist (19 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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							
3 – 5 employees	1	.	.	.	1	.	.
10 – 19 employees	5	26,650	20,693	28,000	1	.	.
20 - 99 employees	8	23,371	20,290	25,452	2	23,092	24,673
100 or more employees	5	28,558	24,097	33,039	4	23,018	35,445
Sector							
Advocacy, Law and Politics	1	.	.	.	0	.	.
Education	1	.	.	.	0	.	.
Health	8	28,310	24,900	32,671	3	22,596	31,780
Housing/Homelessness	4	23,046	.	.	1	.	.
Social Services	4	27,658	.	.	4	24,073	32,033
Sports and Recreation	1	.	.	.	0	.	.
Income (€)							
100,001 - 250,000	1	.	.	.	1	.	.
250,001 - 500,000	3	26,334	.	.	0	.	.
500,001 - 1,000,000	1	.	.	.	0	.	.
1,000,001 - 5,000,000	7	23,542	20,280	26,530	2	21,640	25,647
More than 5,000,000	6	28,116	24,097	33,039	5	23,595	33,967
All Organisations	19	26,022	20,693	28,000	8	23,522	32,128

Level 7: Junior Administrative Assistant / Clerical Worker

Level 7: Junior Administrative Assistant / Clerical Worker (42 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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							
3 – 5 employees	8	25,499	22,793	27,875	4	23,305	37,612
6 – 9 employees	7	23,830	22,702	25,480	2	23,033	37,841
10 – 19 employees	5	24,563	22,493	25,000	2	24,000	29,500
20 – 99 employees	11	25,872	22,000	31,586	4	25,715	37,086
100 or more employees	10	28,470	24,800	31,000	8	24,221	35,214

Sector							
Advocacy, Law and Politics	2	24,000	.	.	0	.	.
Education	5	26,389	22,750	30,148	2	24,928	36,123
Health	12	27,069	24,650	29,882	8	23,820	35,387
Housing/Homelessness	4	27,020	.	.	2	25,675	33,378
International Development	2	23,851	.	.	1	.	.
Other	6	26,735	23,122	30,000	4	23,770	38,214
Social Services	9	23,680	20,673	25,851	3	24,022	37,077
Sports and Recreation	1	.	.	.	0	.	.

Income (€)							
Less than 100, 000	1	.	.	.	0	.	.
100,001 - 250,000	3	22,475	.	.	1	.	.
250,001 - 500,000	9	25,103	22,750	25,480	2	23,065	37,262
500,001 - 1,000,000	3	27,416	.	.	2	23,340	37,611
1,000,001 - 5,000,000	15	25,339	22,702	27,695	6	24,888	34,453
More than 5,000,000	10	28,470	24,800	31,000	8	24,221	35,214

All Organisations	42	26,021	23,000	29,500	20	24,195	35,759
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Level 7: Driver Annual Basic Pay

Level 7: Driver (12 Cases)	ANNUAL BASIC PAY @ 1 st May 2018				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							
10 – 19 employees	2	25,336	.	.	1	.	.
20 - 99 employees	3	23,804	.	.	0	.	.
100 or more employees	7	28,604	27,549	30,000	5	25,871	31,486
Sector							
Advocacy, Law and Politics	1	.	.	.	0	.	.
Education	1	.	.	.	0	.	.
Health	3	27,234	.	.	2	26,253	30,678
Housing/Homelessness	3	28,383	.	.	1	.	.
Social Services	4	28,069	.	.	3	26,489	31,111
Income (€)							
250,001 - 500,000	2	25,336	.	.	1	.	.
500,001 - 1,000,000	1	.	.	.	0	.	.
1,000,001 - 5,000,000	2	24,045	.	.	0	.	.
More than 5,000,000	7	28,604	27,549	30,000	5	25,871	31,486
All Organisations							
All Organisations	12	26,859	24,045	29,507	6	26,011	31,373

Level 7: Junior Accounts Annual Basic Pay

Level 7: Junior Accounts (12 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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							
6 – 9 employees	2	21,131	.	.	0	.	.
10 – 19 employees	1	.	.	.	0	.	.
20 - 99 employees	6	28,089	23,664	30,000	3	24,124	30,039
100 or more employees	3	25,107	.	.	2	20,111	28,065
Sector							
Arts, Culture and Heritage	1	.	.	.	0	.	.
Health	3	27,700	.	.	1	.	.
Housing/Homelessness	2	25,261	.	.	1	.	.
International Development	2	28,750	.	.	2	24,525	32,891
Other	1	.	.	.	0	.	.
Social Services	3	23,683	.	.	1	.	.
Income (€)							
250,001 - 500,000	1	.	.	.	0	.	.
500,001 - 1,000,000	2	20,932	.	.	0	.	.
1,000,001 - 5,000,000	4	29,593	.	.	1	.	.
More than 5,000,000	5	26,564	24,800	27,500	4	22,318	30,478
All Organisations							
	12	26,427	23,493	28,750	5	22,519	29,249

Level 7: General Operative Annual Basic Pay

Level 7: General Operative (19 Cases)	ANNUAL BASIC PAY @ 1 st May 2018				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							
3 – 5 employees	2	22,308	.	.	0	.	.
6 – 9 employees	2	22,295	.	.	0	.	.
10 – 19 employees	5	26,664	25,043	30,000	2	26,001	32,915
20 – 99 employees	6	23,756	20,280	27,026	3	23,498	29,441
100 or more employees	4	24,165	.	.	2	22,614	29,688

Sector							
Education	1	.	.	.	0	.	.
Environment	2	27,000	.	.	0	.	.
Health	1	.	.	.	0	.	.
Housing/Homelessness	4	24,165	.	.	2	22,614	29,688
Other	1	.	.	.	1	.	.
Social Services	8	23,982	20,787	26,035	4	24,124	30,038
Sports and Recreation	2	19,322	.	.	0	.	.

Income (€)							
Less than 100,000	1	.	.	.	0	.	.
100,001 - 250,000	2	19,747	.	.	0	.	.
250,001 - 500,000	5	26,147	25,043	27,026	2	26,514	30,760
500,001 - 1,000,000	1	.	.	.	0	.	.
1,000,001 - 5,000,000	5	23,102	20,280	24,170	2	21,734	29,317
More than 5,000,000	5	25,332	23,000	26,445	3	23,743	31,126

All Organisations	19	24,301	21,294	26,445	7	23,960	30,504
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Level 7: Cleaner / Housekeeper Annual Basic Pay

Level 7: Cleaner / Housekeeper (28 Cases)	ANNUAL BASIC PAY @ 1 st May 2018				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							
10 – 19 employees	6	21,265	18,667	20,693	1	29,325	30,678
20 - 99 employees	10	22,026	20,104	22,588	2	23,653	25,492
100 or more employees	12	24,880	22,083	28,034	7	23,861	29,104

Sector							
Education	1	.	.	.	0	.	.
Environment	1	.	.	.	0	.	.
Health	4	25,251	.	.	2	25,631	31,490
Housing/Homelessness	10	23,462	20,853	24,640	3	22,337	28,075
Other	1	.	.	.	0	.	.
Social Services	11	22,850	20,280	27,026	5	25,077	27,637

Income (€)							
100,001 - 250,000	1	.	.	.	0	.	.
250,001 - 500,000	3	22,798	.	.	1	.	.
500,001 - 1,000,000	3	24,493	.	.	1	.	.
1,000,001 - 5,000,000	7	21,274	18,667	22,588	1	.	.
More than 5,000,000	13	24,271	21,350	27,549	7	23,861	29,104

All Organisations	28	23,086	20,345	25,833	10	24,366	28,539
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Level 7: Catering Assistant Annual Basic Pay

Level 7: Catering Assistant (15 Cases)	ANNUAL BASIC PAY @ 1st May 2018				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							
6 – 9 employees	3	22,768	.	.	0	.	.
10 – 19 employees	2	20,170	.	.	0	.	.
20 - 99 employees	5	22,738	19,747	26,552	1	.	.
100 or more employees	5	25,551	24,647	26,445	3	24,617	31,286
Sector							
Advocacy, Law and Politics	1	.	.	.	0	.	.
Arts, Culture and Heritage	1	.	.	.	0	.	.
Education	1	.	.	.	0	.	.
Environment	1	.	.	.	0	.	.
Health	2	28,973	.	.	1	.	.
Housing/Homelessness	5	25,158	24,647	26,445	2	24,425	31,515
Social Services	4	19,908	.	.	1	.	.
Income (€)							
250,001 - 500,000	4	19,804	.	.	0	.	.
500,001 - 1,000,000	1	.	.	.	0	.	.
1,000,001 - 5,000,000	5	24,801	20,280	28,000	1	.	.
More than 5,000,000	5	25,551	24,647	26,445	3	24,617	31,286
All Organisations	15	23,339	19,864	26,552	4	23,533	28,788

Level 7: Cook / Chef¹⁵ Annual Basic Pay

Level 7: Cook / Chef (23 Cases)	ANNUAL BASIC PAY @ 1 st May 2018				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							
10 – 19 employees	2	27,176	.	.	0	.	.
20 - 99 employees	9	28,655	21,840	40,000	1	.	.
100 or more employees	12	28,013	24,049	32,471	6	25,039	33,243
Sector							
Advocacy, Law and Politics	1	.	.	.	0	.	.
Arts, Culture and Heritage	1	.	.	.	0	.	.
Education	2	20,475	.	.	0	.	.
Environment	1	.	.	.	0	.	.
Health	2	26,395	.	.	1	.	.
Housing/Homelessness	9	29,867	24,097	34,595	3	25,956	34,205
Social Services	7	26,522	20,839	28,000	3	24,132	35,655
Income (€)							
250,001 - 500,000	2	27,176	.	.	0	.	.
500,001 - 1,000,000	4	26,064	.	.	1	.	.
1,000,001 - 5,000,000	6	29,079	22,004	40,000	0	.	.
More than 5,000,000	11	28,665	24,097	34,155	6	25,039	33,243
All Organisations							
	23	28,191	22,004	34,155	7	25,141	35,087

¹⁵Some employees holding the position of Cook or Chef may be professionally qualified.

Level 7: Other Entry Level / Non-Professional Staff (Not Elsewhere Specified)
Annual Basic Pay

Level 7: Other Entry Level / Non-Professional Staff (25 Cases)	ANNUAL BASIC PAY @ 1 st May 2018				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							
3 – 5 employees	3	20,455	.	.	0	.	.
6 – 9 employees	5	27,457	21,840	30,245	0	.	.
10 – 19 employees	3	24,618	.	.	1	.	.
20 - 99 employees	9	25,798	22,495	26,242	3	23,719	30,962
100 or more employees	5	25,645	20,531	28,518	2	26,052	32,538

Sector							
Advocacy, Law and Politics	1	.	.	.	0	.	.
Arts, Culture and Heritage	2	31,526	.	.	0	.	.
Environment	1	.	.	.	0	.	.
Health	4	25,160	.	.	2	26,052	32,538
Housing/Homelessness	3	23,898	.	.	0	.	.
International Development	2	23,250	.	.	0	.	.
Other	1	.	.	.	0	.	.
Social Services	11	26,108	20,928	28,000	4	23,368	31,591

Income (€)							
100,001 - 250,000	1	.	.	.	0	.	.
250,001 - 500,000	4	27,702	.	.	0	.	.
500,001 - 1,000,000	4	24,375	.	.	1	.	.
1,000,001 - 5,000,000	12	25,359	21,670	26,980	3	23,719	30,962
More than 5,000,000	4	25,056	.	.	2	26,052	32,538

All Organisations	25	25,316	20,948	28,000	6	24,263	31,906
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3 Other Pay Information

3.1 Pay Policy

Rates of Pay

Organisations were asked to identify 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 With HSE Rates	Cost of living	Negotiate with the Individual	Minimum Wage	Increments	Depends on Ability to Pay	CFI National Pay & Benefits Survey	*Other
20%	14%	10%	11%	14%	59%	15%	17%

*Other details included: (N=56)

- Own salary scales / historic rates
- Aligned with civil service rates
- Varies with qualifications and experience
- Living Wage policy
- Different policies for different staff (e.g. a mixture of individual fixed salaries for some staff and salary scales for others)
- Benchmarking against pay surveys
- Market rate
- No pay policy / pay scales

Pay Increases

Organisations were also asked to identify the factors on which decisions on pay increases were based, 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 = 294)

Cost of Living Increase	Performance-Related (For Outstanding Performer)	Linked to Public Sector/HSE Pay Increases	Minimum Wage	Increments	Ability to Pay	CFI National Pay & Benefits Survey	*Other
20%	17%	20%	9%	21%	66%	15%	14%

*Other details included: (N=42)

- External benchmarking
- Funder dependent
- Increments
- Market rate
- Increase in minimum wage
- No pay increases since 2008

3.2 Increments

Organisations were asked whether their organisation pays automatic increments to employees. 311 organisations answered this:

- **Yes, currently:** 20%
- **Yes, previously but not currently:** 25%
- **No:** 54%

3.3 Pay Increases

Increase paid in previous 12 months

Organisations were asked if they had given pay increases in the last 12 months. Just over two out of five (46%) of the 311 organisations responding to this question had done so. Pay increases by level are shown in Table 16. The total number exceeds the n=141 who confirmed that they gave increases, as a number of organisations gave pay increases at a number of levels.

Table 16: Details of pay increases, where given, in last 12 months¹⁶

	(N=141)	Average % increase	Median	Lower Quartile	Upper Quartile
Level 1: CEO/General Manager	35	3.13	2.25	2.00	4.00
Level 2: Head of Function/Snr. Manager	47	3.66	2.50	2.00	4.00
Level 3: Middle Managers	41	2.73	2.00	2.00	3.00
Level 4: Junior/Assistant Managers	33	2.47	2.00	2.00	3.00
Level 5: Specialist/Professional Staff	52	2.59	2.00	2.00	3.00
Level 6: Semi-Professional/Administration	44	2.82	2.00	2.00	3.00
Level 7: Entry Level - Non-Professional Staff	35	2.98	2.25	2.00	3.25

Increase in next 12 months

Organisations were also asked whether they intend to give any pay increases in the next 12 months. In total 308 organisations answered this question as follows:

- **Yes:** 36%
- **Not sure:** 32%
- **No:** 32%

Table 17: Expected pay increases in next 12 months

	(N=)	Average % increase	Median	Lower Quartile	Upper Quartile
Level 1: CEO/General Manager	22	2.67	2.00	1.88	2.81
Level 2: Head of Function/Snr. Manager	29	2.57	2.00	1.63	2.63
Level 3: Middle Managers	30	2.22	2.00	1.94	2.50
Level 4: Junior/Assistant Managers	20	2.48	2.00	2.00	2.50
Level 5: Specialist/Professional Staff	32	2.72	2.00	2.00	2.94
Level 6: Semi-Professional/Administration	31	2.68	2.00	2.00	3.00
Level 7: Entry Level - Non-Professional Staff	25	2.91	2.50	2.00	3.75

3.4 Pay Increases in the Private Sector

In a survey conducted by IBEC of 399 companies in May 2019 approximately eight out of ten (79%) companies stated that they planned to increase basic pay in 2019. The median pay increase was set to be 2.5%, a slight increase on median increase of 2% in previous year.

¹⁶ This question (i.e. the details of any pay increases given) was not asked in the shorter version of the questionnaire

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, 2019¹⁷ (4). This report includes pay data for 202 companies covering almost 46,000 employees. The report was published in August 2019 and the rates of pay are effective as of February 2019. 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 specific industries (e.g. food production, or engineering), or specific service areas (e.g. retail, banking or insurance).

Comparator pay rates for a sample of job titles are shown below. 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). However, this data was not available for the non-profit sector survey, and so two rates of pay are shown for private sector organisations in the tables that compare pay rates in large organisations.

Pay comparisons between the private sector and the community, voluntary and charity sector should be read with some 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 not 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 commercial sector. 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, 2019
- **CFI:** Community Foundation for Ireland's National Survey on Pay & Conditions of Employment in the Community, Voluntary and Charities Sector, 2019

¹⁷ 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.

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	101	147,523	100,000	176,750	16	94,938	141,109	188,123
CFI	188	72,487	53,300	88,629	52	70,334	88,301	75,881

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

IBEC	23 ¹⁸	167,745	not available	not available	3	131,567	194,400	197,877
	20 ¹⁹	199,459			3	101,367	181,967	322,628
CFI	23	97,216	76,790	110,000	8	91,492	114,416	103,598

2(a): HEAD OF FINANCE (CFI – L2)

IBEC	33	121,399	93,018	137,500	8	95,586	149,160	138,414
CFI	89	61,253	47,500	72,202	38	57,730	73,121	63,798

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

IBEC	8	124,979	-	-	1	-	-	146,274
	14	133,515			5	95,978	162,718	150,392
CFI	21	78,063	70,000	90,000	10	71,023	86,610	81,907

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

IBEC	28	109,740	90,000	130,000	11	90,236	137,418	124,172
CFI	28	71,656	55,046	82,800	16	65,874	81,793	75,137

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

IBEC	14	103,254	-	-	5	83,760	117,540	117,248
	19	117,346			4	90,875	149,625	131,918
CFI	19	79,313	70,000	90,000	12	70,670	85,900	83,531

¹⁸ 100 – 249 employees – this applies to all further tables from this survey - for this section of the report

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

Please note, from this section on, the 'average total remuneration' was not requested in 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	36	44,910	34,497	52,000	8	37,009	46,206
CFI	66	38,666	30,625	44,000	20	36,893	52,297

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

IBEC	4	55,476	-	-	0	-	-
	8	50,963	-	-	2	57,363	81,114
CFI	6	56,718	54,801	62,500	5	47,212	62,744

Annual Basic Pay Compared with Private Sector: Non Management Grades

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

IBEC	63	60,868	50,777	67,000	13	50,302	73,180
CFI	13	47,072	45,000	50,898	10	41,631	54,047

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

IBEC	18	62,080	-	-	2	54,613	68,650
	28	62,441	-	-	9	50,007	78,108
CFI	8	48,187	45,170	51,949	6	43,265	55,609

6(a): HR EXECUTIVE (CFI – L5)

IBEC	45	53,326	43,250	64,095	18	44,765	69,508
CFI	25	39,910	32,813	44,146	17	37,700	49,830

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

IBEC	12	50,050	-	-	5	39,243	58,596
	30	55,314	-	-	12	47,405	74,422
CFI	15	42,453	35,000	49,991	12	37,428	48,620

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

IBEC	30	42,260	33,688	50,189	7	36,312	59,620
CFI	14	38,406	35,000	42,700	11	32,229	43,390

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

IBEC	9	42,723	-	-	2	30,100	45,100
	17	41,287	-	-	5	38,797	65,438
CFI	8	38,517	35,000	43,720	6	35,004	47,033

8(a): SENIOR ADMINISTRATIVE ASSISTANT/ADMINISTRATOR (CFI – L6) /Office Administrator (IBEC)

IBEC	54	32,520	27,385	36,013	23	26,444	36,175
CFI	74	32,307	27,484	36,400	36	27,858	40,021

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

IBEC	12	33,607	-	-	7	28,650	37,712
	15	33,773	-	-	6	26,923	41,167
CFI	10	32,990	29,700	35,000	8	28,180	37,440

9(a): SENIOR ACCOUNTS OFFICER (CFI – L6) /Accounts Clerk (IBEC)

IBEC	22	32,455	29,795	35,000	6	26,716	35,300
CFI	21	35,235	28,943	39,825	14	30,507	42,634

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

IBEC	8	31,922	-	-	2	21,500	31,750
	6	32,684			3	30,432	37,767
CFI	4	36,967	-	-	3	30,325	42,170

10(a): JUNIOR RECEPTIONIST (CFI – L7) /Receptionist (IBEC)

IBEC	55	29,643	26,000	33,000	12	25,967	35,792
CFI	19	26,022	20,693	28,000	8	23,522	32,128

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

IBEC	15	30,457	-	-	3	29,167	37,400
	22	30,917			7	24,962	37,044
CFI	5	28,558	24,097	33,039	4	23,018	35,445

11(a): GENERAL OPERATIVE (CFI – L7) / Unskilled Operative (IBEC)

IBEC	30	23,955	21,877	25,447	10	22,377	26,689
CFI	19	24,301	21,294	26,445	7	23,960	30,504

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

IBEC	10	23,403	-	-	4	21,313	24,928
	7	21,554			3	22,048	24,824
CFI	4	24,165	-	-	2	22,614	29,688

12(a): DRIVER (CFI – L7) / Van Driver (IBEC)

IBEC	11	28,249	25,000	30,000	4	24,958	30,500
CFI	12	26,859	24,045	29,507	6	26,011	31,373

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

IBEC	2	29,786	-	-	1	-	-
	4	28,351			2	23,917	30,000
CFI	7	28,604	27,549	30,000	5	25,871	31,486

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, 2017²⁰ (5).

Table 18: Sample of comparator pay rates in public sector

Job Title	Min and Max Salary Points
Care Assistant – (Intellectual Disability Agencies)	€26,303 – 34,438
Care Officer – Basic rate	€31,713 – 42,274
Caretakers	€27,789 – 32,470
Catering Officer III	€27,563 – 47,773
Catering Manager	€48,980 – 67,671
Catering Supervisor	€32,770 – 38,984
Child Care Manager	€70,572 – 85,912
Cleaner	€26,789 – 32,470
Cleaners (Non-Dublin)	€27,145 – 31,011
Clerical Officer Grade	€23,586 – 39,111
Community Welfare Officer	€28,395 – 59,415
Chef/Cook Grade II	€24,942 – 34,496
Chef/Cook Grade I	€27,532 – 37,772
Domestics	€27,789 – 32,470
Driver – Mini Bus	€26,789 – 32,470
Driver - Van	€26,789 – 32,470
Driver (whose duties involve the transfer of patients and clients)	€27,647 – 34,588
Family Support Worker	€27,863 – 36,228
General Labourer	€26,789 – 32,470
Home Helps	€28,422 – 29,634
Nurse's Aides	€27,072 – 30,984
Nursery Nurse	€28,868 – 39,205
Nurse - Staff	€29,346 – 45,701
Psychologist – Clinical	€50,582 – 85,886
Psychologist – Senior Clinical	€79,918 – 93,491
Physiotherapist	€35,672 – 52,059
Physiotherapist - Senior	€52,162 – 61,418
Social Care Worker (with qualification)	€31,922 – 42,216
Social Care Leader	€45,969 – 53,709
Social Worker	€34,021 – 53,739
Social Worker – Professionally Qualified	€40,619 – 59,053
Social Worker – Team Leader	€57,930 – 66,822
Workshop Instructor	€40,904 – 43,219

3.6 Pay Ratios

General

²⁰ Full details are available at <https://www.hse.ie/eng/staff/benefitservices/pay/consolidated-salary-scales-1st-january-2019-amended.pdf>

There has been sustained attention in the media, particularly in the U.K and in Ireland on the issue of pay ratios and disparity between the lowest and highest paid employees within the non-profit sector. Pay ratio is understood as the difference between the highest paid staff member in an organisation compared to either the lowest paid staff member or the median or average pay rate in that organisation.

A 2017 report on Executive Pay brought out by CIPD U.K in conjunction with the High Pay Centre (6) found it would take an average U.K full-time worker 160 years to earn what an average Financial Times Stock Exchange (FTSE) CEO could earn in a year.

Given that the annual income in charities involved in this 2017 survey is generally significantly lower than the £50m, it is conceivable that the ratio would be lower again for smaller charities. The U.K Equality Trust also put the pay ratio figure for what they term as the 'third sector' at 10:1 (the equivalent is 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 2.5:1 pay ratio (taking the median highest rate of pay in organisations together i.e. the CEO / Head of Organisation rate of pay of €61,661, along with the lowest median rate of pay for level 7 employees, of €24,800). 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.

4 Conditions of Employment

4.1 Pension Schemes

Employers contribute to a pension scheme, either for all employees in 21% of organisations, or for some employees in 30% of organisations. No pension contribution is made in just under half (49%) of the organisations in the survey. Table 19 shows the level of the employer contribution where this was uniform across the organisation. Where the contribution differs for different levels of employee, Table 20 shows the average employer pension contribution for the different levels.

Does the organisation contribute to a pension scheme for any employees? (N=320)

- **Yes, for all employees:** 21%
- **Yes for some:** 30%
- **No:** 49%

Is the contribution the same for all employees? (N = 160)

- **Yes:** 71%
- **No:** 29%

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
< 5%	(8)
5%	(28)
5.1 – 6.9%	(11)
7%	(17)
7.1 – 9.9%	(2)
10%	(15)
More than 10%	(1)
Other	(3)
Not stated	(15)
Total (N=114)	(100)
Average: 6.5% Median: 6.0% Lower Quartile: 5.0% Upper Quartile: 7.0%	

Where a range of contribution levels was provided, the maximum figure was used in the below table.

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	(5)	10.0	10.0	7.5	12.5
Level 2: Head of Function / Senior Managers	(12)	4.8	5.0	2.3	7.0
Level 3: Middle Managers	(12)	5.2	5.0	3.3	5.0
Level 4: Junior / Assistant Managers	(7)	4.0	4.3	2.0	5.0
Level 5: Specialist / Professional Staff	(8)	4.8	5.0	3.3	6.5
Level 6: Semi-Professional / Administration Staff	(9)	5.4	5.0	3.7	7.0
Level 7: Entry Level / Non-Professional Staff	(7)	4.8	5.0	3.0	7.0

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 of 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 90% of organisations who did not pay for overtime operated a time in lieu policy.

Are employees paid for overtime working? (N = 319)

- **Yes, all employees:** 5%
- **Yes, some employees:** 8%
- **No:** 87%

Where employees are not paid overtime, does your organisation operate a 'time in lieu' overtime policy? (N = 261)

- **Yes, all employees:** 81%
- **Yes, some employees:** 9%
- **No:** 10%

4.3 Paid Leave

Employees in Ireland are legally entitled to four weeks annual leave and nine 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 four 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 (64%), many did not (36%). Just under a quarter of organisations (23%) provided additional days service leave, and three quarters (75%) 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 = (315)

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

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

No. of Days	(%) of Organisations
20 days	(28)
21 days	(11)
22 – 24 days	(17)
25 days	(31)
26 – 28 days	(10)
More than 28 days	(3)
Total (N = 163)	100%
Average: 23.2 days Median: 23 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
Average number of basic annual leave days						
Level 1: CEO / General Manager	(96)	27.5	27.0	25.0	30.0	22 – 35
Level 2: Head of Function / Snr. Manager	(69)	26.3	25.0	24.0	29.0	20 – 34
Level 3: Middle Managers	(67)	24.9	25.0	22.0	27.0	20 – 33
Level 4: Junior / Assistant Managers	(55)	23.8	24.0	22.0	25.0	20 – 30
Level 5: Specialist / Professional Staff	(74)	23.8	24.0	22.0	25.3	20 – 30
Level 6: Semi-Professional / Administration	(65)	23.0	23.0	21.0	25.0	20 – 28
Level 7: Entry Level - Non-Professional Staff	(56)	22.2	22.0	20.3	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 two additional days after five years' service, followed by an additional three days after ten 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 = 305).

- **Yes, additional service leave days granted: 23%**
- **No additional leave days granted for service: 77%**

Table 23: Additional maximum days granted for length of service

Maximum Additional Days ²¹	(%) of Organisations
1 – 2 days	(17)
3 days	(17)
4 days	(12)
5 days	(36)
6 – 8 days	(13)
9 – 10 days	(5)
Total (N = 64)	(100)
Average: 4.4 days Median: 5 days Lower Quartile: 3 days Upper Quartile: 5 days	

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 = 315), address this are shown below.

- **Yes, additional leave granted: 53%;**
- **Days taken as part of annual leave: 28%**
- **No additional days granted: 19%**

²¹ 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

Type of Other Benefit	% of Organisations
1-2 days (generally Christmas Eve and/or Good Friday)	56%
Christmas period (generally from Christmas Eve to 2nd January)	9%
3 days	10%
3.5 – 4 days	5%
Days before Christmas, Christmas Period and Easter Period	10%
5 days	4%
Other*	5%
Total (164)	100%

Other* includes:

- 0.5 days for Christmas Eve
- 5 Volunteer Days per year
- Easter break - Good Friday and the following Tuesday after the bank holiday Monday.
- 10 days over Christmas, five days over Easter
- Good Friday is treated as a public holiday and paid as double rate
- Two weeks off at Christmas and Good Friday.

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 = 313).

- **A formal approach to compassionate leave is taken: 52%**
- **A discretionary approach is taken: 48%**

Table 25: Number of paid days²² where a formal approach is taken to special / compassionate leave

No. of Days ²³	Bereavement – immediate family members (N=150)	Bereavement – extended family members (N=136)	Marriage – an employee's own marriage (N=120)
	Percentage of Organisations		
0	-	15%	68%
1	-	33%	4%
2	3%	21%	4%
3	45%	27%	11%
4	4%	-	1%
5	45%	4%	12%
7	2%	-	-
10	1%	-	-

²² In some instances, organisations provided details of a range of days, e.g. three – five days. Where this was the case the maximum number of days was included in this table.

²³ Where respondents stated that one or two weeks were provided, this was translated as five or ten 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 = 316)

- **Formal:** 80%
- **Discretionary:** 20%

Where formal, does the organisation follow the Public Service Sick Leave Scheme²⁴? (N = 238)

- **Yes:** 26%
- **No, we have another scheme:** 74%

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 four 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	4%
Full pay for 12/13 weeks/3 months	6%
Full pay for 2 months	3%
Full pay for 6 weeks	2%
Full pay for 4 weeks/20 days/1 month	15%
Full pay for 2/3 weeks	8%
Full pay for a specified number of days – 10 or less	33%
Full pay for 6 months followed by half pay for 6 months	4%
Full pay for 12/13 weeks/3 months followed by half pay for 12/13 weeks/3 months	4%
Full pay for 2 months followed by half pay for 2 months	1%
Full pay for 6 weeks followed by half pay for 6 weeks	2%
Full pay for 2 weeks followed by half pay for 2 weeks	1%
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	1%
*Full pay followed by a proportion of pay – other (details following)	4%
**Other sick leave scheme (details following)	11%
Total (N=178)	100%

Full pay followed by a proportion of pay include:

²⁴ 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 for 8 weeks, 66% of pay for 4 weeks (5 weeks if it's a continuous illness)
- Full Pay for 6 weeks, Week. 7 – 13: 75%, Week. 14-26: 50%, Week. 27 onwards: 0%
- Depending on length of service: Less than 6 months - 2 weeks full pay. More than 6 months - 2 weeks full pay and 2 weeks half pay. More than 2 years - 4 weeks full pay and 2 weeks half pay
- Two weeks per annum full pay, then two weeks at 80%
- Full pay for 20 days, followed by 20 days half paid in a rolling year
- Full pay for month 1, half pay for month 2, no pay in month 3, on annual basis
- Depending on length of service: Less than 6 months service: no entitlement. 6mths-3yrs service: - 4 weeks full pay, 4wks half pay, After 8 weeks no pay. Limit: 8 weeks full pay and 8 weeks half pay in 3yrs. 4yrs-7yrs service: 8 weeks full pay, 8wks half pay. After 16 weeks no pay. Limit: 12 weeks full pay and 12 weeks half pay in 3yrs. Greater than 8yrs service: 12 weeks full pay, 12 weeks half pay. After 24 weeks no pay. Limit: 24 weeks full pay and 24 weeks half pay in 3yrs.
- Full pay - 1 month half pay one month any 1st year. Full pay - 2 months half pay two months any 2nd year. Full pay - 3 months half pay three months any 3rd year

Other sick leave schemes include:

- Full sick pay if over 2 years employment for certified; no more than 40 days sick leave in the previous 2 years.
- 1st/2nd Year - 2 weeks full pay, 3rd year - 3 weeks full pay, 4th Year - 4 weeks full pay (twelve working weeks), 5th and consecutive Years - 5 weeks full pay and 3 weeks half pay
- 5 days per month but paid time off for medical appointments
- Building up to 16 weeks certified sick leave for staff after 2 years of services
- The payment of Company sick pay to staff is at the discretion of the Company based of duration of service. Sick leave is not a statutory entitlement
- Older contracts provide full pay for 6 months newer contracts 2/3rd of pay
- Depending on length of service: Less than 6 months - up to 1 week. 6 months - 24 months - up to 4 weeks. 24 - 60 months - up to 8 weeks. Over 60 months - up to 24 weeks
- 4 weeks full pay. 4 weeks 75% pay; 4 weeks 50% pay; 4 weeks 25% pay; no pay after 16 weeks. The amount of pay is reduced by the amount of Social Welfare Disability the employee qualifies for
- Years 1 & 2: 10 days full pay paid in any 1 year. Year 3: 15 days on full pay. Year 4: 20 days on full pay. Years 5-9: 30 days on full pay. Years 10 and above: 60 days on full pay

Organisations were also asked whether the scheme was the same for all employees (N = 246), with answers detailed as follows:

- **Same for all employees:** 89%
- **Not same for all employees:** 11%

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 = 313)

- **Yes:** 3%
- **No:** 97%

If yes, is the organisation contribution the same for all employees? (N = 10)

- **Yes:** 70%
- **No:** 30%

Details of employer contribution (where provided): (N = 10)

Where the contribution is the same for all employees:

- All employees can join the scheme. Cost is around 1.5k a year (n=1)
- Hospital Saturday Fund - open to all employees, 34% uptake on the scheme (n=1)
- Offered on a business in kind basis (1 case)

Where the contribution differs for different groups of employees:

- 100% of cost paid for CEO (n=2)

4.6 Educational Assistance²⁵

A number of organisations facilitate employee requests for assistance with attending courses and attaining further qualifications or skills. Many organisations address such requests 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 27 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 28), along with details of the type or amount of study leave provided (Table 29), 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 = 291)	66%	26%	74%
Study leave (N = 272)	61%	35%	65%
Time off to attend courses (N = 285)	81%	23%	77%

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

Financial Assistance	(%) of Organisations
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²⁵ Details for this section were not asked in the shorter questionnaire

Addressed on a case by case basis, or varies based on available funding and relevance to job	(36)
Course fees paid (generally specified short courses and where relevant to role)	(27)
Up to 50% of fees (usually with a capped maximum amount)	(14)
Up to 100% of fees	(3)
Up to €500	(2)
As per company pay policy	(5)
Annual budget not specified	(4)
Other*	(9)
Total (N=108)	(100)

***Other includes:**

- €1,500 support for PhD
- €3,500 max
- 100% if job related; 75% if role related; 50% if personal
- €250
- 30% of fees
- Unspecified contribution towards cost of fees
- Essential training and conferences only
- Interest free loan option
- Up to 80% of fees

Table 29: Study leave arrangements

Study Leave	(%) of Organisations
Offered on a case by case basis / allowance unspecified	(42)
Up to 5 days per year	(20)
1 day per exam (generally with an annual limit)	(4)
2 days exam or study leave	(3)
3 days maximum study leave	(11)
Up to 6 days	(2)
Other*	(18)
Total (N=93)	(100)

***Other includes:**

- 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 half days study leave per exam to a maximum of 4 days per academic year. In addition, paid leave to sit exams. ½ day paid leave per exam to max of 4 days per academic year
- 1 study day and 1 exam day paid
- ½ day per exam study leave and ½ day off per exam
- 2 days per calendar year
- A maximum of 6 days per annum FTE (pro rata for part time)
- Exam leave and 1 day per assignment worth over 50%
- Has not been necessary but would be provided if required
- Use of flexi-time to leave early to attend lectures
- Paid exam leave for courses of all durations and 2 days study leave per year for courses of 2 or 3 years duration
- Paid leave to sit exams. If exam falls on a weekend day no time off in lieu is granted
- Preference is use of overtime worked
- Typically 4 days per year as needed

- Up to 3 exam days and 3 study days with each day taken matched by an annual leave day
- Up to 5 days study leave and 2 days exam leave

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 30. below are those supplied by organisations who said they provided time off to attend courses.

Table 30 Time-off to attend course or study

Study Leave	(%) of Organisations
Time off is provided to attend courses where course is relevant to role	(44)
Time as needed (not specified)	(37)
1 day per annum	(2)
2 – 3 days per annum	(1)
5 days or 1 week per annum	(2)
Other*	(12)
Total (N=86)	(100)

*Other includes:

- Service needs led
- 8 days-time off per annum
- As part of scheme, staff can get either financial assistance OR time off for study leave or exams
- Courses are generally run in the evenings to suit childcare
- Employees can apply for unpaid time off if attending external course

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 (90 organisations answered this question):

- **Yes:** 63%
- **No/Not Applicable:** 37%

For those who did require a specific commitment, details in 57 organisations are shown overleaf:

Table 31: Duration of commitment post study

Duration	Number of Organisations
6 months	1
12 months	26
24 months	9
36 months	3
Sliding scale*	3
Duration depends on level of assistance provided	12
Case by case basis	3
Total	57

*For example, if a staff member leaves within 3 months then 100% must be repaid; if leaves within 3 – 6 months then 75% repaid; if leaves within 6 – 9 months then 50% repaid; if leaves 9 – 12 months then 25% repaid. 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

4.7 Maternity & Paternity Leave

Maternity Leave

Currently, employees are entitled to 26 weeks' maternity leave with a statutory benefit paid by the state pending certain criteria, together with 16 weeks additional unpaid maternity leave, which begins immediately after the end of paid 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. Almost four out of ten organisations answering this question (39%), paid over the statutory entitlement, and of these, some 65% 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 = 312)

- **Yes:** 39%
- **No:** 61%

If yes, is there a minimum service requirement for employees to avail of Maternity Leave? (N = 118)

- **Yes:** 65%
- **No:** 35%

Table 32: Minimum service requirement for maternity leave payment

Minimum Service Requirement	(%) of Organisations
6 months	(8)
1 year	(61)
18 months	(3)
2 years	(13)
4 years	(1)
Post probation	(6)
Other	(8)
Total (N=72)	(100)

Paternity Leave

The Paternity Leave and Benefit Act 2016 provides for statutory paternity leave of two 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 = 296). Results are shown below. Details of any additional payments made are shown in Table 33.

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

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

Paternity Leave Payment	(%) of organisations who pay above statutory
Employees remain on full pay/ pay is topped up to full pay for the 2 weeks	(42)
Full pay for 1 of the 2 weeks	(13)
A percentage of pay (80% in 3 cases, 75% in 4 cases)	(11)
As per Maternity Leave (albeit for 2 weeks)	(2)
4 week's pay	(4)
A matching of the social welfare amount	(4)
3 days full pay	(4)
7 days full pay	(2)
Monetary amount (amount not provided)	(2)
Not stated	(16)
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 = 314)

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

Table 34: Type of flexible working arrangement in operation

Type of Arrangement	(%) of Organisations
Flexitime	(73)
Part-time work (such as half time, or a 2/3/4-day week)	(76)
Personalised hours (individually negotiated)	(57)
Working from home (1 or 2 days per week)	(57)
Career breaks	(29)
Job sharing	(18)
Term time-working (working only during school terms)	(10)
Other*	(3)
Total (N=252)	

*Other types of flexible working arrangement include:

- All proposals are considered

- Carer's leave, unpaid leave
- Compressed working hours
- Unpaid leave
- We have set hours but at times some members of staff can do these hours from home depending
- Work Life Balance leave - can take up to six weeks unpaid leave in blocks of a week
- Working from home

4.9 Bonus Schemes

This section looks at the payment of bonuses to employees in 2018. Fewer than one in seven organisations paid a bonus to all or any of their employees.

Did any employees receive a bonus in 2018? (N = 313)

- **Yes, one or some:** 6%
- **Yes, all:** 11%
- **No:** 83%

Table 35: Amount of bonus payment

Bonus	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7
	No. of Cases						
< €249	8	7	8	8	11	10	11
€250	2	2	2	2	1	1	1
€251 - €499	3	5	2	2	2	2	3
€500	4	2	-	-	1	1	-
€1,000 – €4,999	1	1	3	1	1	-	-
€5,000	-	1	-	-	-	-	-
€7,000 – €10,000	2	-	-	-	-	-	-
€10,001 - €15,000	1	-	-	-	-	-	-
1 weeks salary	1	-	-	-	1	1	-
2 weeks salary	-	2	-	-	1	-	-
Total (N)	22	20	15	13	18	15	15

4.10 Canteen Facilities / Free Tea or Coffee / Mobile Phones

Few organisations had subsidised canteens (19%), but most had free tea and coffee (86%). In terms of covering the cost of mobile phones, over half of organisations (52%) covered the cost of all work related calls. A further 29% of organisations covered all call costs.

Subsidised canteen facilities provided? (N = 316)

- **Yes:** 19%
- **No:** 81%

Free tea/coffee provided? (N = 316)

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

Mobile phone costs covered? (N=302)

- **All work related call costs are covered:** 52%
- **All call costs covered:** 29%
- **No calls covered:** 19%

4.11 Mileage Allowance

A mileage allowance was paid to employees using their own car when on the organisation's business in 88% of the organisations answering this question (N = 317). Of the 279 organisations who paid a mileage allowance, almost two-thirds (64%) paid the civil service mileage rate i.e.

Civil Service Mileage Rate²⁶ - Rates per kilometre - Effective from 1 April 2017 (8).

Engine Capacity	Up to 1,200 cc	1,201cc to 1,500 cc	1,501cc and over
	Cent		
Up to 1,500 km	37.95	39.86	44.79
1,501 – 5,500 km	70.00	73.21	83.53
5,501 – 25,00 km	27.55	29.03	32.21
25,001 km or over	21.36	22.23	25.85

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	(18)	20 – 29	(0)
30 – 39	(51)	30 – 39	(12.5)
40 – 49	(18)	40 – 49	(12.5)
50 - 59	(11)	50 - 59	(50)
60 or more	(2)	60 or more	(25)
Total (N)	55	Total (N)	24

There were a number of other mileage allowance provisions that included set amounts per year or per week, fixed rates to a certain amount followed by adjusted rates etc.

²⁶ The Revenue Commissioners publishes the civil service travel rate for vehicles online, which was last updated as of 1st April 2017. (<https://www.revenue.ie/en/employing-people/employee-expenses/travel-and-subsistence/civil-service-rates.aspx>)

4.12 Other Benefits

One hundred and fifty-seven organisation (45%) provided details of other benefits (not already mentioned) provided to employees. Some 49 organisations provided details of more than one benefit.

Table 37: Other Benefits provided by employer

Type of Other Benefit	% of Organisations
Christmas event (generally a party, lunch or dinner)	37%
1-2 social events or team days (apart from Christmas events)	13%
Employee Assistance Programme (EAP)	9%
Contribution towards a Christmas event	5%
Broadband for staff working from home	4%
Death in service benefit	4%
Access to Bike to work Scheme	4%
Annual Health Screening (for some employees)	4%
Training	3%
Income protection	2%
Flu shot or other work-related vaccination	2%
Team building days	2%
Free parking	2%
Work related discounts	2%
Access to Tax Saver Scheme (Bus, Luas, Rail ticket purchase scheme)	1%
Company phone or laptop	1%
Volunteering opportunities	1%
Eye tests	1%
*Other	4%
Total (N=126)	100%

***Others include:**

- Cash or voucher at Christmas
- Professional fees are paid for
- e-working allowance
- Staff wellbeing day
- Gym membership
- Mental health supports
- Access to staff vehicle
- Day off for birthday

4.13 Spend on Training

Organisations were asked to provide details of the percentage of payroll spent on training in 2018. Table 38 presents the details. It can be seen from Table 39 that 65% of organisations spent less than 2% of payroll on training and that around one in seven organisations had a zero spend for training for 2018.

Table 38: Spending on training as a percentage of payroll for 2018

Spend on Training as a % of Payroll for 2018	(%) of Organisations
0%	(15)
0.1 – 0.99%	(12)
1%	(32)
1.1 – 1.9%	(6)
2%	(11)
2.1 – 4.9%	(10)
5%	(7)
More than 5%	(7)
Total (N=250)	(100)
Average: 2.3%. Median: 1.0% Lower Quartile: 0.8% Upper Quartile: 2.0%	

4.14 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.

Table 39: Premia payments for Nights, Twilight, Saturday and Sunday

Time Period	# Orgs Making Premia Payments	Number of Organisations Paying HSE Rates	Details of Non-HSE Rates Paid, where provided
Nights	20	12	<ul style="list-style-type: none"> - 12 midnight to 7am (Sleeping Shift) €68.60 - 6% of basic salary - Minimum wage per hour - Time and a half
Twilight	23	7	<ul style="list-style-type: none"> - 1/6th of hourly rate - SEO rates for Electricians, Plumbers & Carpenters
Saturday	23	10	<ul style="list-style-type: none"> - 1.5 hourly rate - Double Rate - Time and a half of hourly pay - Time and a half paid up to 22:00, double time thereafter - TOIL allowed at time and a half
Sunday	35	10	<ul style="list-style-type: none"> - 1/3 of basic pay - 25% extra - 8% for first 7 hours worked; double time thereafter - Double Time in seven organisations - Hours accrued as 1.5 times normal hours and taken back as time off - Time in lieu given - Time and a half - Time and a quarter per hour worked

			<ul style="list-style-type: none"> - Time and a third - TOIL allowed at time and a half - Triple rate
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4.15 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 305 organisations who answered this question, one in five stated that they measure the cost of benefits.

- **Yes:** 21%
- **No:** 79%

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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 2018				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)	188	72,487	53,300	88,629	52	70,334	88,301
Coordinator	14	48,663	41,581	56,168	7	48,712	60,057
Director	14	65,826	43,004	81,690	6	73,619	89,373
Manager	29	47,065	36,712	57,720	7	50,220	61,148

LEVEL 2: Head of Function/Senior Manager

Deputy CEO	28	62,632	46,316	75,544	8	64,372	78,856
Head of Finance	89	61,253	47,500	72,202	38	57,730	73,121
Head of HR/Personnel	28	71,656	55,046	82,800	16	65,874	81,793
Head of Fundraising	31	68,510	58,000	80,000	16	63,727	79,737
Head of Advocacy	19	64,285	55,000	75,000	9	60,738	78,324
Head of Housing	11	64,227	52,000	70,000	5	63,807	78,782
Head of Services	65	61,494	46,000	73,000	23	58,574	72,232
Head of Operations/Development	36	80,487	52,782	79,900	17	57,271	73,186

LEVEL 3: Middle Manager

Administration Manager/Administrator	66	38,666	30,625	44,000	20	36,893	52,297
Business Development Manager	14	50,804	44,744	56,000	6	49,005	61,351
Communications Manager	25	54,584	47,500	60,592	12	48,489	64,002
Finance Manager	33	60,674	50,000	67,950	15	52,305	66,652
Project/Programme Manager/Coordinator	52	51,410	44,531	55,014	28	48,843	61,213
Services Manager/Centre Manager	45	43,192	33,279	52,000	14	46,395	57,670
General Manager	14	50,226	40,000	53,345	3	51,610	66,529

Job Title: All Jobs	ANNUAL BASIC PAY @ 1 st May 2018				WHERE A PAY SCALE EXISTS		
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	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
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LEVEL 4: Junior Manager/Assistant Manager

Assistant Manager	40	37,489	28,308	45,801	11	39.382	50,951
Junior Manager - Other	35	35,497	27,000	42,400	13	35.084	46,329
Team Leader/Senior Specialist/Professional staff	47	41,495	35,000	45,574	22	39.785	49,991

LEVEL 5: Specialist/Professional Staff

Accountant	13	47,072	45,000	50,898	10	41.631	54,057
Admin Officer/Administrator	47	32,721	26,616	37,167	18	29.164	43,195
Childcare Worker	25	28,470	23,086	33,921	10	27.146	38,910
Communication/Media Officer	31	36,381	30,290	41,000	17	33.793	45,106
Development Worker/Officer	59	38,836	35,000	42,658	28	34.778	48,086
Family Support Worker/Support Worker	23	35,989	32,220	40,800	13	32.231	45,859
Finance Officer	32	35,570	31,000	40,000	15	30.499	40,785
Fundraising Officer	31	35,147	30,000	40,000	17	31.629	41,273
HR Executive	25	39,910	32,813	44,146	17	37.700	49,830
Information Officer	14	33,283	30,000	37,247	8	29.476	43,759
IT Executive	14	38,406	35,000	42,700	11	32.229	43,390
Nurse	15	41,603	37,379	46,000	7	33.625	46,606
Project/Programme Worker/Coordinator	66	37,747	32,444	42,000	31	34.564	49,837
Psychologist/Counsellor	15	52,524	38,489	55,395	7	43.186	61,852
Research Officer	21	38,488	33,000	42,760	8	34.137	45,157
Social Worker	16	43,315	35,459	53,450	12	38.002	50,860
Training Officer/Instructor/Teacher	15	36,692	32,200	42,342	7	32.125	44,353
Youth Worker	25	37,633	32,928	45,051	14	30.181	47,079

Job Title: All Jobs	ANNUAL BASIC PAY @ 1st May 2018	WHERE A PAY SCALE EXISTS
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	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
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LEVEL 6: Semi Professional & Administration staff

Care Workers (NQF L5/6)	20	29,901	25,541	33,153	8	28,086	37,063
Childcare/Youth Worker (NQF L5/6)	7	24,886	22,815	26,198	2	25,848	38,220
Office Supervisor	6	35,448	33,075	38,250	3	32,170	43,293
Senior Accounts Officer	21	35,235	28,943	39,825	14	30,507	42,634
Senior Administrative Assistant/Administrator	74	32,307	27,484	36,400	36	27,858	40,021
Senior Receptionist	23	27,889	25,012	32,122	10	24,044	35,338

LEVEL 7: Entry Level – Non-Professional Staff

Care Assistant	6	26,994	22,815	31,921	2	26,893	34,029
Catering Assistant	15	23,339	19,864	26,552	4	23,533	28,788
Cleaner/Housekeeper	28	23,086	20,345	25,833	10	24,366	28,539
Cook/Chef	23	28,191	22,004	34,155	7	25,141	35,087
Driver	12	26,859	24,045	29,507	6	26,011	31,373
General Operative	19	24,301	21,294	26,445	7	23,960	30,504
Junior Accounts Officer	12	26,427	23,493	28,750	5	22,519	29,249
Jnr Admin/Jnr Clerical	42	26,021	23,000	29,500	20	24,195	35,759
Junior Receptionist	19	26,022	20,693	28,000	8	23,522	32,128

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 | • Head of operations / development programmes |
| • Head of HR/Personnel | • Senior Financial Accountant |
| • Head of Fundraising | • Senior Communications Manager |
| • Head of Advocacy | • Senior Fundraising Manager |
| • Head of Housing | • Senior HR Manager |

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 ten 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:

Assistant Director; Chief Inspector; Clinical Director; Clinical Lead; Director of Care; Director of Clinical Governance; Director of Development; Director of Property Services; Director of Public Engagement; Head of Communications; Head of Day Services; Head of Education; Head of Fundraising; Head of Learning & Development; Head of Membership; Head of Policy & Communications; Head of Policy & Compliance; Head of Psychology; Head of Planning; Head of Programmes; Head of Public Affairs; Head of Marketing; Head of Research; Head of Services; Head of Training; Legal and Policy Director; Medical Director; National Secretary; New Business Director; Programme Director; Programmes Director.

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:

Acquisitions Manager; Adolescent Support Programme Coordinator; Assistant Manager; Audience Development Manager; Campaigns and Activism Manager; Cancer Prevention Manager; Career Guidance Coordinator; Case Manager; CE Supervisor; Centre Manager; Charity Manager; Child Service Manager; Childcare Manager; Clinical Coordinator; Clinical Manager; Clinical Team Leader; Co-Ordinator; Community Training Centre Manager; Concerts Manager; Corporate Programmes Manager; Counselling Services Manager; Counsellor Supervisor; Creche Manager; Development Analyst; Development Education Fellow; Development Manager; Distribution Centre Manager; Donor Engagement Manager; Education & Training Head, Education & Training Manager; Front of House Manager; Fundraising Manager; Education Curator; Facilities Manager; Family Centre Manager; Finance & HR Manager; First Line Manager; Fleet Manager; Front of House Coordinator; Funding and Communications Manager; Governance Manager; Health Coordinator; Health Promotion Manager; House Shift Manager; Housing Manager; HR Manager; ICT Manager; Information & Support Manager; Information and Advocacy Coordinator; International Project Coordinator; IT Manager; IT Development Manager; Fundraising Lead; Marketing Manager; Membership Engagement Manager; National Network Manager; Policy & Data Officer, Nursery Manager; Operations and Development Manager; Operations Manager; Placement Officer; Policy Coordinator; Public Relations Manager; Producer; Programme & Training Manager; Programmes Advisor; Project Manager; Project Specialist; Property Manager; Puppy Supervisor (AKA Service Manager); Regional Manager; Regional Service Manager; Senior Counselling Manager; Senior Team Leader; Senior Manager; Services Manager; Social Impact Manager; Social Inclusion Manager; Station Manager; Supervisor; Team Leader; Technical Manager; Quality Manager, Training Development Officer; Training Manager; Transport Manager; Volunteer Manager; Warehouse Supervisor; Yard Manager; Youth Work Manager.

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

All other level 4 jobs were assigned to the category *Other Junior Manager (not elsewhere specified)*.

Other job titles under Level 4 include:

Administration & Marketing Coordinator; Assistant Account Manager; Assistant CE Supervisor; Assistant Manager; Assistant Service Coordinator; Child Protection Officer; Childcare Team Leader; Community Employment (CE) Supervisor; Coordinator; CS Administrator; Distribution Centre Assistant; Drop In Centre Coordinator; Educational Assistant; Employment Programmes Coordinator; Meals on Wheels Coordinator; Operations Coordinator; Other Line Manager; Play Therapist, House Keeper; Project

Coordinator; Properties & Projects Officer; Room Leader; Senior Early Years Educator; Senior Project Worker; Senior Support Worker; Service Coordinator; Service Supervisor; Social Care Leader; Specialist; Supervisor; Visitor Services Coordinator.

Level 5

Specialist/Professional Staff - delivers specialist functional role and reports to a Head of Function.

Usually has a third level qualification and professional knowledge/ understanding of an area of work; 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*.

Other job titles under Level 5 include:

Activism Officer; Addiction Practitioner; Advocacy Officer; Arts & Craft Facilitator; CE Supervisor; Childcare Practitioner; Children and Youth Arts Officer; Class Guardian or Teacher; Communication & Digital Media Coordinator; Donor Care Coordinator; Community Outreach Worker; Community Project Worker; Compliance Officer; Content Producer; Coordinator; Corporate Accounts Officer; Corporate Responsibility Advisor; Creative Associate; Customer Services Coordinator; Desk Officer; Development Manager; Development Officer; Development Worker; Domestic Violence Support; Early Years Room Leader; Education Officer; Employment Officer; Engagement Officer; Events Manager; Family Therapist; Head of News; Health and Safety Adviser; Health Policy Advisor; Home Manager; Housing Officer; ICT Consultant; Information and Support; Junior Researcher; Key Worker; Legal Officer; Marketing and Communications Officer; Marketing and PR Executive; Marketing Coordinator; Marketing Specialist; Medical Professionals including Nurses, PhD Researchers and Cardio Physiologists; Monitoring and Evaluation Officer; National Volunteer Development Officer; Night Support Worker; Parent Support Officer; Placement Officer; Policy Officer; Pool Manager; Production Manager; Regional Clinical Partner; Rehabilitation Officer; Safeguarding Officer; Social Care Worker; Social Impact Analyst; Specialist; Sponsorship & Advertising Manager; Strength & Conditioning Coach; Support Worker; Transport Administrator; Vet Nurse; Volunteer & Event Coordinator.

Level 6

Semi-Professional & Administration Staff – Apart from the 2 semi-professional grades (NQF 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 (NQF Level 5 / Level 6)
- Senior Accounts Officer
- Senior Secretary
- Senior Admin Assistant
- Childcare/Youth Worker (with NQF Level 5 / Level 6)
- 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:

Admin/Marketing; Afterschool Leader; Animal Welfare Inspector; Area Coordinator; Assistant Key Worker; Box Office Coordinator; Cafe Coordinator; Campaigns Officer; Care Trip Coordinator; Caretaker; Centre Attendant; Childcare Room Leader; Communications Executive; Community Health Worker; Corporate Responsibility Executive; Dispatcher; Donor Care Executive; Early Years Room Leader; Family Therapist; Health Promotion Worker; Leisure Attendant; Maintenance Staff; Membership Support Officer; Night Support Worker; Older Persons Services Officer; Programme Support; Project Assistant; Publications and IT Officer; Reservations Office; RSS and TUS Supervisor; Senior Care Worker; Service Development; Social Impact Assistant; Support Officer; Support Specialist; Support Worker; Supporter Care Executive; Training & Outreach Officer.

Level 7

Entry Level – Non-Professional Staff

Job titles included at this level in the report:

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

Other Job titles under Level 7 include:

Activities Coordinator; Advocate; Afterschool Assistant; Animal Care Assistant; Caretaker and Maintenance Operator; Charity Furniture Shop Manager; Customer Service Agent; Dispatcher; Donor Care Administrator; Door to Door Fundraiser; Equine Instructor; Facility Caretaker; Front of House Assistant; Health Care Assistant; House Manager; Maintenance Person; Maintenance Worker; Pastoral Care Worker; Preschool Supervisor; Programme Assistant; Retail Assistant; Charity Shop Supervisor; Support Refugee Worker; Youth Activities Coordinator.

Appendix C: Copy of the questionnaire used in the survey



**National Survey on Pay and Conditions of Employment in the
Community, Voluntary and Charities Sector - 2019**

PRIVATE AND CONFIDENTIAL

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

Name of person completing questionnaire: Job Title:

Please return your completed questionnaire -

By post: Robert O'Donoghue, Data Analyst, Quality Matters, 5 Gardiner Row, Dublin 1.

By email: robert@qualitymatters.ie By phone: 083 0545554

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	<input type="checkbox"/>	Advocacy, Law & Politics	<input type="checkbox"/>	Housing/Homelessness	<input type="checkbox"/>	Development – International	<input type="checkbox"/>
Health	<input type="checkbox"/>	Education	<input type="checkbox"/>	Environment	<input type="checkbox"/>	Philanthropy	<input type="checkbox"/>
Sports & Recreation	<input type="checkbox"/>	Research	<input type="checkbox"/>	Social Services	<input type="checkbox"/>	Other (please specify)	<input type="checkbox"/>

.....

If you are a social service, please tell us what type _____

b) Does your organisation: provide services directly to individuals or families; Yes ☐ No ☐

act as an umbrella organisation or group; Yes ☐ No ☐

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

that this relates to membership of the governing body of the organisation and may also be known as 'directors' or similar)

	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

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%, less than 75% ☐ More than 75% ☐

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

Please complete details 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 2018 €	Employer Annual Pension Contribution €	Total Cash Value of Remuneration Package* €	Total Contracted Weekly Hours of Work
			Minimum Salary Point @1 st May 2018 €	Maximum Salary Point @1 st May 2018 €				
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 2018, 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 2018 €	Employer Annual Pension Contribution €	Total cash value of Remuneration Package* €	Total Contracted Weekly Hours of Work
			Minimum Salary Point @1 st May 2018 €	Maximum Salary Point @1 st May 2018 €				
4	Head of Finance							
9	Head of Services							
11	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 2018, 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 2018 €	Total Contracted Weekly Hours of Work
			Minimum Salary Point @1 st May 2018 €	Maximum Salary Point @1 st May 2018 €		
12	Administration Manager					
16	Services/Centre Manager					

18	Other Title (enter title):					
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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 2018 €	Total Contracted Weekly Hours of Work
			Minimum Salary Point @1 st May 2018 €	Maximum Salary Point @1 st May 2018 €		
20	Team Leader/Lead Professional					
21	Other – 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 NFQ L7/8 or 9 e.g ordinary or higher degree or masters level. **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 2018	Total Contracted Weekly Hours of Work
		Minimum Salary Point € @1 st May 2018	Maximum Salary Point € @1 st May 2018		
22	Development Worker/Officer				

25	Project /Programme Worker/Officer				
39	Youth Worker				
40	Other Title (<i>enter title</i>):				

Level 6: Semi-Professional & Administration Level - *Apart from the semi-professional grades (marked as NFQ L5/6 – certificate or advanced certificate) 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 2018	Total Contracted Weekly Hours of Work
		Minimum Salary Point € @1 st May 2018	Maximum Salary Point € @1 st May 2018		
41	Childcare/Youth Worker (with L5/6 cert)				
43	Senior Administrative Asst./Senior Clerical				
47	Other Title (<i>enter title</i>):				

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 2018	Total Contracted Weekly Hours of Work
		Minimum Salary Point € @1 st May 2018	Maximum Salary Point € @1 st May 2018		
48	Junior Receptionist				
49	Junior Administrative Asst./Junior Clerical				
50	Driver				
57	Other 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 of employer 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	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7
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 tick if yes)

	<i>Level 1</i>	<i>Level 2</i>	<i>Level 3</i>	<i>Level 4</i>	<i>Level 5</i>	<i>Level 6</i>	<i>Level 7</i>
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

	<i>Level 1</i> Chief Executive	<i>Level 2</i> Head of Function/ Senior Manager	<i>Level 3</i> Middle Managers	<i>Level 4</i> Junior/Assistant Managers	<i>Level 5</i> Specialist/ Professional Staff	<i>Level 6</i> Semi-Professional & Administration	<i>Level 7</i> 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 ☐

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

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

(iii) If yes, please provide details below:

--

(iv) If no, tick which levels are provided for:

	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*)

			If yes, is assistance:		
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					

(ii) Are recipients of financial support required to stay with the organisation for a specified period, on completion of their studies? If yes, *please provide specified period here and any other details:*

--

7: MATERNITY LEAVE & PATERNITY LEAVE

7: Maternity and 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 of the minimum service requirement:*

(iv) Does your organisation pay over and above the statutory entitlement for **paternity leave**? Yes ☐ No ☐ *If yes, please provide details below.*

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)

Career breaks

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

Other (please specify _____)

☐
☐
☐
☐

9: Bonus Schemes

(i) Did any employees receive a bonus in 2018? Yes, 1 or more ☐ Yes, all ☐ No ☐ *If no, go to section 10*

(ii) *If yes, please enter the amount given for 2018 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 2018							

10: Canteen facilities, Mobile Phones

(i) Does your organisation provide:

Subsidised canteen facilities

Free tea or coffee

Yes No

<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

(ii) Does your organisation cover the cost of any of the following:

Provision of a mobile phone

Free cost of work-related calls only

Free cost of all calls

Yes No

<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

11: OTHER ISSUES – Mileage / 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 anyone in your organisation provided with a company car or car allowance?

Yes

☐

No

☐

(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 2018 _____ %

(vi) Please provide details of your **employee turnover rate** for 2018 _____ % *(To calculate this, take the number of permanent employees who left your organisation voluntarily in 2018 (excluding redundancies and dismissals) and express this as a percentage of the permanent employees you had working in your organisation as the start of 2018. If the majority of your employees are contract employees, please do not answer this question.)*

(vii) Does your organisation **measure the cost of benefits** to employees (other than salary - i.e. the cost of 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 2018, adding to 100%

Government grants % Donations/Bequests% Membership% Deposit Interest% Fees% Other %

(ii) Do you 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 2018:

Less than €100,000	<input type="checkbox"/>	€100,001 - €250,000	<input type="checkbox"/>	€250,001 - €500,000	<input type="checkbox"/>	€500,001 - €1,000,000	<input type="checkbox"/>
€1,000,001 - €5,000,000	<input type="checkbox"/>	€5,000,001 - €10,000,000	<input type="checkbox"/>	More than €10,000,000	<input type="checkbox"/>		

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

	Yes	No		Yes	No
Cost of living increase	<input type="checkbox"/>	<input type="checkbox"/>	Performance related (for outstanding performer)	<input type="checkbox"/>	<input type="checkbox"/>
Linked to Public Sector/HSE pay increases	<input type="checkbox"/>	<input type="checkbox"/>	Minimum Wage paid	<input type="checkbox"/>	<input type="checkbox"/>
Ability to pay	<input type="checkbox"/>	<input type="checkbox"/>	Increments	<input type="checkbox"/>	<input type="checkbox"/>
CFI National Pay & Benefits Survey	<input type="checkbox"/>	<input type="checkbox"/>	Other (<i>please specify</i> _____)	<input type="checkbox"/>	<input type="checkbox"/>

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

	Yes	No		Yes	No
Cost of living increase	<input type="checkbox"/>	<input type="checkbox"/>	Performance related (for outstanding performer)	<input type="checkbox"/>	<input type="checkbox"/>
Linked to Public Sector/HSE pay increases	<input type="checkbox"/>	<input type="checkbox"/>	Minimum Wage paid	<input type="checkbox"/>	<input type="checkbox"/>
Ability to pay	<input type="checkbox"/>	<input type="checkbox"/>	Increments	<input type="checkbox"/>	<input type="checkbox"/>
CFI National Pay & Benefits Survey	<input type="checkbox"/>	<input type="checkbox"/>	Other (<i>please specify</i> _____)	<input type="checkbox"/>	<input type="checkbox"/>

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

(vii) Did your organisation give any **pay increases** to staff in 2018? 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 2018							

(viii) Does your organisation plan to give any **pay increases** to staff in 2019? 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 2019							

THANK YOU FOR YOUR COOPERATION WITH THIS SURVEY

Appendix D: List of Participating Organisations

This resource, which is vital to our sector, cannot be developed without the engagement of small and large non-profit organisations across Ireland. On behalf of the sector we would like to extend a sincere thank you to all the organisations who participated (see below). These organisations took time out from their busy schedules to complete the pay and benefits survey. If you are not on this list and are using this report, we hope you benefit from it. We also ask that your organisation takes time out to complete the surveys for the next update of this report. As always, our sector is better and stronger together.

On behalf of the non-profit, community and voluntary sector, many thanks to:

Ability West
ACET Ireland
Action Community & Enterprise Ltd
Action Lesotho
ActionAid Ireland
Active Retirement Network Ireland
ADHD Ireland
Africa Solidarity Centre Ltd
Aidlink
Airfield Estate
Aisling Project
Alcohol Action Ireland
ALONE
Amnesty International Ireland
An Táin Arts Centre
AN TAISCE
Anew Support Services
ARAS
Áras Inis Gluaire
Arthritis Ireland
Asthma Society Of Ireland
Autism Assistance Dogs Ireland
Baldoyle Forum
Ballinamore Childcare Service
Ballinasloe Social Services Ltd
Ballybunion Tidy Towns
Ballydehob Community Playgroup
Ballyfermot Advance Project
Ballyfermot STAR
Ballyfermot Travellers Action Project
Ballyhoura Rural Services
Ballymore Community Childcare
Ballyroan Community & Youth Centre
Barnardos Ireland
BCA
Bedford Row Family Project
BeLonG To Youth Services
Blakestown & Mountview Youth Initiative
Mulhuddart Lifestart
Brighter Communities Worldwide
Camara Education Ltd
Camcas (Ballyconnell)

Camp Community Childcare

Care Alliance Ireland
Carmichael
CARP Killinarden
Castlerahan Community Development Ltd
Cavan Monaghan Transport Coordination Unit
CBM Ireland
Chamber Choir Ireland
Charities Institute Ireland
Cherry Orchard Equine Centre
Cheshire Ireland
Children in Hospital Ireland
Children's Rights Alliance
Childrens Group Link
Chronic Pain Ireland
Church in Chains
Citywise Education
Clanmil Housing Association Ireland
Clanwilliam Institute
Claremorris Community Radio
Clondalkin Addiction Support Programme
Clondalkin Drug & Alcohol Task Force
Clonmel Community
Community Mother Programme
Clonmel Community Parent Support
Programme
Clúid Housing
CMRF
Coeliac Society of Ireland
Comharchumann Fuinnimh Oileain Arann Teo
Comhlámh
Common Ground
Common Purpose Ireland
Community Action Network
Community Response
Community Reuse Network
Concern Worldwide
Coolmine Therapeutic Community
COPE Galway
Core Youth Service
Cork Centre for Independent Living
Cork ARC Cancer Support House
Cork Counselling Services
Cork County Childcare Committee
Cork Harlequins
Cork Simon Community
Cork Volunteer Centre

County Kildare Local Employment Service Limited	Frenchpark & Districts Childcare
County Roscommon Disability Support Group	Friends of the Elderly
County Wicklow Volunteer Centre	Frontline Make Change
Craanford Monaseed Community Childcare Services	FusionCPL
Create	Gaisce - The President's Award
Crosscare	Galway Autism Partnership
CSG Sports Club	Galway Centre for Independent Living
Cuan Saor Women's Refuge & Support Services	Galway Community Circus
Cumann Na Daoine	Galway International Arts Festival
CyberSafelreland	Galway Traveller Movement
Daisyhouse Housing Association	Galway Volunteer Centre
Darndale Belcamp Integrated Childcare Service Ltd	Gambling Awareness Trust
Darndale Belcamp Village Centre	Gateway Mental Health Project
Daughters of Charity Child and Family Service	Glenfarne development trust
DCU Student Finance Committee Ltd	Good Energies Alliance Ireland
Depaul	Gort Cancer Support
Disability Federation of Ireland	GOSHH Ireland
Diversity Sligo Asylum Seekers and Refugees Support	Grenagh Tidy towns
Dochas	GROW in Ireland
Domestic Violence Response	Gs Uí Riada
Domestic Violence Advocacy Service	HAIL - Housing Association for Integrated Living
Donegal Domestic Violence Services	Hand in Hand
Donegal Family Resource Centre	Helium Arts
Donegal Local Development	Hesed House Ltd
Donore Community Drug & Alcohol Team	Hospital Family Resource Centre
Doras Bui	Irish Association Of Community Training Organisations
Dr Martin Day Centre	Inishowen Children's Autism Related Education
Draiocht	Irish Architecture Foundation
Dorichhead Childcare	Irish Association of Youth Orchestras
Dublin 15 Community Drug Team	Irish Athletic Boxing Association
Dublin Adult Learning Centre	Irish Cancer Society
Dublin Central Mission	Irish Council for Overseas Students
Dublin City Volunteer Centre	Irish Deaf Society National Association of the Deaf
Dublin Simon Community	Irish Girl Guides
Dún Laoghaire Rathdown Volunteer Centre	Irish Heritage Trust
Dyslexia Association of Ireland	Irish Landmark Trust
Early Childhood Ireland	Irish Museums Association
Educate Together	Irish Penal Reform Trust
EIL Intercultural Learning	Irish Sailing Foundation
EmployAbility	Irish Seed Savers Association
Enable Ireland	ISPCA
Enactus Ireland	ISPCC
Enclude	JIGSAW - National Centre for Youth Mental Health
EPIC Empowering People In Care	Jobcare
Epilepsy Ireland	Jyoti Bahu Udesiya Seva Bhavi Sanstha
Fighting Blindness	Katharine Howard Foundation
Finglas Youth Resource Centre	Kerry Cancer Support Trust
First Fortnight	Kerry Diocesan Youth Service
Flirt FM 101.3	Kildare County Childcare Committee
FoodCloud	Kildare Volunteer Centre
FORUM Connemara	Kilmuckridge Memorial Hall Community Enterprise
Foundation for Investing in Communities	Laois Domestic Abuse Service

Laois Travellers Action Group
 Lauragh Community Council
 LauraLynn Ireland's Children's Hospice
 Le Cheile Mentoring
 Leixlip Youth Premises Group Ltd
 Limerick Youth Service
 LINC
 Listowel Community Centre
 Little Learners Childcare Facility
 Living Life Counselling
 Local Link Wexford
 Longford Women's Link
 Louth Volunteer Centre
 Macra na Feirme
 Macro Building Management
 Mahon Family Resource Centre
 Marie Keating Foundation
 Mayfield Integrated Community Development Project
 Meath Community Drug & Alcohol Response
 Meath Women's Refuge & Support Services
 Mental Health Ireland
 Mental Health Reform
 Merchants Quay Ireland
 Mevagh Family Resource Centre
 Migraine Association of Ireland
 Migrant Rights Centre Ireland
 Millennium Family Resource Centre
 Milltown Heritage Group
 Monasterevin Community Centre
 Music Network
 NA-INNAH Global Ventures
 Naionra Eois
 National Childhood Network
 National Infertility Support and Information Group
 National Women's Council of Ireland
 North Offaly Community Development Network
 North West Clare Family Resource Centre
 Novas Ireland
 Oasis Housing Association
 Offaly Domestic Violence Support Service
 Ógras
 Older Voices Kildare
 One Family
 One in Four
 Oxfam Ireland
 PACE
 Parentline
 ParentStop
 Peacehaven Trust
 Pemba Support
 Philanthropy Ireland
 Plan International Ireland
 POBAL
 Polio Survivors Ireland

Poppintree Youth Project
 Portarlinton Community Centre
 Proudly Made in Africa
 Quality Matters
 Quarryvale Community & Leisure Centre
 Raheen Wood
 Release
 Retired Active Men's Social RAMS
 Rialto Community Drug Team
 Ronald McDonald House Charity
 Rossinver Community Development Company
 Rural Awareness Society
 Safe Ireland National Social Change Agency
 Sail Training Ireland for Youth Development
 Saint Patrick's Cathedral
 Scouting Ireland
 Self Help Africa
 Senior Citizens Concern
 Shandon Therapy Centre
 Sligo Centre for Independent Living
 Sligo Volunteer Centre
 Social Innovation Fund Ireland
 South Dublin County Volunteer Centre
 South Tipperary Development
 South West Kerry Family Resource Centre
 South West Mayo Development Company
 Southill Area Centre
 Southwest Counselling Centre
 Sphere 17 Regional Youth Service
 SpunOut.ie
 SSGT
 St Vincent de Paul
 Star Ballymun
 Sticky Fingers Community Childcare Centre
 Suaimhneas Community Childcare
 Suas Educational Development
 Swan Leisure
 Teach Bhride
 Teach Tearmainn
 Team Hope
 Tearmann Domestic Abuse Service
 Terenure Enterprise Centre
 The Alzheimer Society of Ireland
 The Dublin Rape Crisis Centre
 The Dublin Well Woman Centre
 The Heartbeat Trust
 The Irish Hospice Foundation
 The Irish Pilgrimage Trust
 The Model Home of The Niland Collection
 The National Traveller Womens' Forum
 The National Youth Council of Ireland
 The Rediscovery Centre
 The Retirement Planning Council of Ireland
 The Sanctuary
 The Saoirse Foundation
 The Snug Counselling Service

The Wheel
Threshold
Threshold Training Network
Tipperary Transport Coordination Unit
Tiptoes Community Childcare Centre
Tivoli Training Centre
Together-Razem Centre
Tolka River Project
Tots to Teens
Towards Healing
Transformative Recovery College
Traveller Counselling Service
Traveller Visibility Group
Travellers of North Cork
Treoir
Tribli
Trim Family Resource Centre
Trustus
Tuam Cancer Care
Turas

Vantastic
Vita
Volunteer Ireland
WALK
Walkinstown Greenhills Resource Centre
West Clare Family Resource Centre
West Cork Arts Centre
West Cork Women Against Violence
West Limerick Independent Living
Western Care Association
Wexford Women's Refuge
Wicklow Child & Family Project
Wicklow Travellers Group
Woodlands of Ireland
World Vision Ireland
Youth Advocate Programmes Ireland
Youth Theatre Ireland
Youth Work Ireland Tipperary

Please note, four organisations did not provide details of their company name.

Commissioned by:



The Community Foundation for Ireland believes in a fair, caring and vibrant Ireland for now and the future. We work with individuals, families, corporates and other trusts and foundations to translate giving in the moment to giving that is strategic and impactful.

We use our knowledge to help donors translate their aspirations of giving back into effective investments of their experience and resources.

We have been providing grants since 2000 and in 2018 we gave out almost €7.5 million to communities in Ireland abroad. We have a dedicated and committed staff; they have extensive experience of grant-making from working with over 4,000 non-profit organisations at a national, regional and local level throughout Ireland and overseas.

With over 1,800 community foundations globally, the community foundation model is proven and effective model for social change.

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Stronger Communities.



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