



**2022**

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

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Community, Voluntary and Charitable Organisations**

**2022**

A report by The Wheel

Supported by The Community Foundation for Ireland

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## Produced by

The Wheel is Ireland's national association of charities, community groups and social enterprises.

As a representative voice, we provide leadership to the charity and community sector and we advocate on behalf of our growing community of members. As a supportive resource, we offer advice, training and other opportunities to people working or volunteering in the charity and community sector.

We launched the first edition of the National Guide to Pay and Benefits in the Community and Voluntary Sector in 2008 as part of our goal to provide valuable support and guidance to the sector.

Charities, community groups and social enterprises can access all of the benefits of membership of The Wheel at [wheel.ie/membership](http://wheel.ie/membership). This includes free and discounted training; access to resources and advice on policy, HR, finance, governance, and more; invitations to member network events; and the chance to have your voice heard at a national level through campaigns and advocacy.

## Funded by

The Community Foundation for Ireland and its partners believe in equality for all in thriving communities. We work with individuals, families, corporates and other trusts and foundations as well as Government to translate giving in the moment to giving that is strategic, sustainable and impactful. We use our skills and knowledge developed over 22 years to help donors turn aspirations into effective investments.

The Community Foundation for Ireland has funded this research since 2015.

Find out more at [communityfoundation.ie](http://communityfoundation.ie).

## Foreword

We are delighted to present the fifth edition of the National Guide to Pay and Benefits in Community, Voluntary and Charitable Organisations. This guide provides a reference point for pay and benefits within the sector and is used as a benchmark by many — we hope you find it useful, too.

The world has seen huge changes since the last edition of this guide in 2019. These changes have in turn had massive impacts on our sector, which has weathered a pandemic and now, at the time of writing, is facing a period of great economic uncertainty. The information presented in this guide will assist with HR planning during a time of hugely increased decision-making complexity.

We are very grateful to Geraldine Anderson (Independent HR Researcher) for conducting the survey and research work on our behalf. She has provided us with another comprehensive report that we hope will help organisations across the sector create robust reward and recognition programmes.

Our sincere thanks go to all the organisations who took the time to complete the survey. Without this data, this project would not be possible. Your time and commitment have allowed us to produce a high-quality, valuable piece of research that will create a sector-wide benefit. We appreciate that it took a significant investment of effort to participate in the research, and trust that you will feel that your efforts were worthwhile.

Should you have any feedback on the report, please get in touch with Elizabeth Bolger at [elizabeth@wheel.ie](mailto:elizabeth@wheel.ie)

*Denise Charlton, CEO, The Community Foundation for Ireland*

*Deirdre Garvey, CEO, The Wheel*

## Executive Summary

A total of 336 organisations, employing 15,782 staff members responded to the survey. The top five HR priorities identified by respondent organisations are identified below. These priorities provide insight into the key challenges facing organisations this year. Financial issues, managing costs and securing funding are the top three priorities for organisations, cited by almost nine out of ten of the respondent organisations.

### Top 5 Priorities for 2022



Details around a number of metrics were collected. The average absence rate was 2.2% which amounts to just over 5 days per employee. Average turnover rates were 9.9%. Details of the calculations involved are within the relevant section of the report.

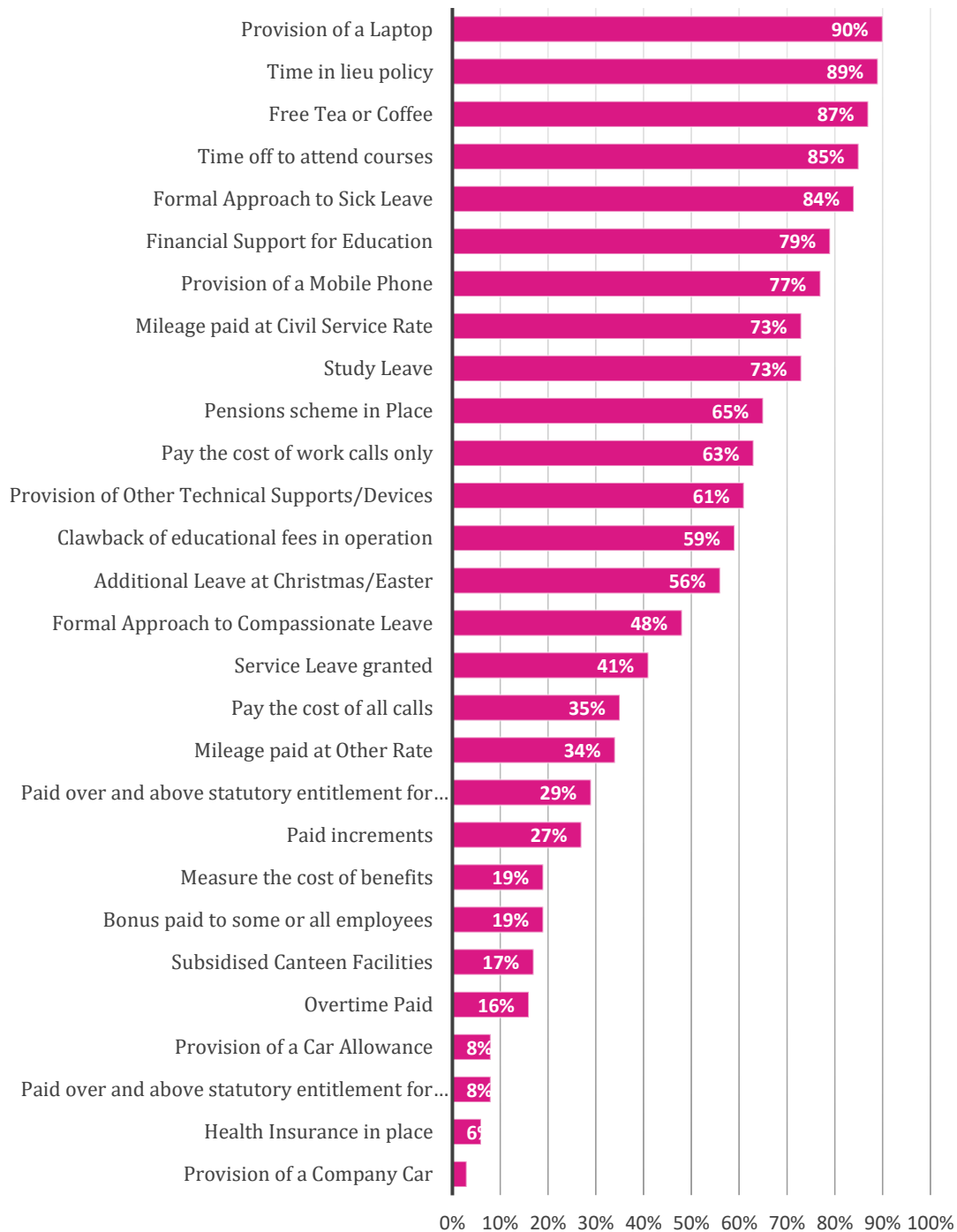
Table 1: Organisational metrics of organisations surveyed

Organisational Metrics	
Average number of Annual Leave Days	23.3 days
Average spend on Training	1.9% of payroll
Mileage Rate	41c per mile
Average Absence Rate	2.2%
Average Employee Turnover Rate	9.9%

In relation to employee benefits this report contains full details of a broad range of available benefits, including support for education, pension schemes, sick pay, maternity leave, parental leave, parents leave, paternity leave, provision of laptops and mobile phones etc. The key metrics in relation to the available benefits is provided in the graph overleaf. Further, more detailed information is available on each benefit within the relevant section of the report.



## Employee Benefits



## Introduction and Background

Set against a background of economic complexity, our fifth survey of pay and benefits, conducted between July and September 2022, provides a detailed insight into the pay and benefits arrangements prevailing in the community, voluntary and charity sector. The survey additionally examines some key employment metrics, including absence and turnover rates and spend on training within the sector. The 2022 survey garnered responses from 336 organisations in the sector, employing over 17,000 employees.

One of the main priorities for HR departments this year is the management of costs. Given the impact of the cost-of-living crisis and in particular rising energy costs as a result of the Russian-Ukrainian conflict, it is unsurprising that organisations feel some pressure in this area. The increase in operation and labour costs in turn may begin to impact on business investment decisions. Increased rates of inflation may ultimately result in increased wage pressure for organisations. Additionally, a number of legislative changes will add more costs to business. Ibec, in its latest Economic Quarterly, have estimated that “the rollout of auto-enrollment, the living wage, statutory sick pay and other leave proposals already announced will add around 2.8% to the total wage bill in the economy in the coming years”.<sup>1</sup>

The attraction and retention of key skills and talent to organisations is also a key priority for HR departments. Many respondents to this survey indicated that they have difficulty in retaining and attracting staff within the sector (a priority for 87% and 71% of respondents respectively). All types of business and all sectors will be under pressure, certainly in the immediate future, particularly as large numbers of vacancies exist post-pandemic. Employers struggle to fill vacancies in an increasingly tight labour market. Keeping existing skilled employees and recruiting new employees will therefore continue to be a major priority for HR departments in the coming year.

Not only are organisations dealing with the ongoing impact of COVID-19 and the changes necessitated by the pandemic restrictions, but, additionally, global concerns such as climate change are having increasingly immediate and local effects. The importance of managing businesses in a sustainable way, while reducing our effect on the environment, is critical both for organisations and for individuals. Additionally, organisations and sectors who have made progress in this area are likely to be more attractive to both employees and consumers, driving success. This is likely to become a differentiating factor for many organisations as employees choose to work with organisations that are more sustainable and environmentally conscious.

Brexit and issues relating to the UK economy will continue to have an effect on the Irish economy, in particular on operations dealing directly with Northern Ireland and the UK. This, in tandem with the other issues outlined above, will continue to drive changes in how organisations conduct their operations both over the short and longer term.

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<sup>1</sup> [Quarterly Economic Outlook Q1 2022 - Ibec](#)

## Report Methodology

The data contained in this report was collected via an online survey between June and September 2022. This is the first year that this survey has been conducted entirely online. The contents of the survey were widely piloted and discussed by a range of stakeholders including The Wheel, The Community Foundation for Ireland, Quality Matters and a number of respondent organisations. Feedback from these stakeholders was included to provide improvements and simplify the questionnaire for the respondent. The Wheel is most grateful to all of those stakeholders who provided such rich and constructive feedback in developing the survey questionnaire, and to the organisations that provided data to us.

## Changes to the 2022 survey

This is the fifth edition of the National Survey on Pay and Conditions of Employment in the community, voluntary and charity sector. Previous surveys were conducted in 2008, 2015, 2017 and 2019. This year, following feedback from survey sponsors and key stakeholders, the following changes have been made:

- Pay section has been simplified to remove ‘other’ job titles. Respondents were asked to match their employees to the closest possible comparator on the form, rather than allowing a broad range of open answers.
- Middle and junior management have been merged into a single category (level 4) resulting in six levels of employee grade in the 2022 survey, compared with seven in previous years.
- Additional section on parents leave added to the questionnaire.
- A new section on HR developments was added to attempt to capture HR priorities for organisations operating within the sector.

## Participant Profile

A total of 336 organisations responded to the survey. These organisations employed a total of 15,782 employees (full time and part time). There were 1,493 people engaged in funded employment schemes. There were also approximately 40,413 volunteers working with the organisations that responded. In total there were over 57,688 people employed or volunteering in the respondent organisations.

## Activity

Respondents were asked to identify their main areas of activity, even though a number of organisations operate across a variety of areas. The questionnaire included 10 categories of activity and an 'Other' option. Details are shown below in Table 2. For purposes of any further analysis, where less than 10 cases were identified for a particular sector, these were re-classified as 'Other'. An example of organisations classified as 'Other' are volunteering organisations.

Table 2: Sector breakdown of organisations surveyed

Sector	Number	%
Advocacy, Law & Politics	22	6
Arts, Culture & Heritage	23	7
Education & Training	37	11
Environment	11	3
Health <sup>2</sup>	58	17
Housing and Homelessness	19	6
International Development	21	6
Social Services <sup>3</sup>	100	30
Sports & Recreation	4	1
Other	41	13
<b>Total</b>	<b>336</b>	<b>(100)</b>

The most commonly identified areas of primary activity were Social Services (30%), Health (17%) and Education & Training (11%).

## Area of Operation

A significant majority of organisations were operating in Ireland (96%), while 12% of organisations were operating in Northern Ireland, and 14% internationally. Please note - the percentages add up to more than 100% because a number of organisations operate in more than one jurisdiction. See Table 3, overleaf.

<sup>2</sup> Health includes general and specialist health service providers including drug and alcohol support services

<sup>3</sup> Social services includes client facing community, youth and family information & support services, local development organisations and local employment services

Table 3: Area of operation

Area of Operation	No. of Organisations	%
<b>Republic of Ireland</b>	323	96
<b>Northern Ireland</b>	40	12
<b>International</b>	47	14

### Number of Employees

A total of 15,782 employees were employed by the organisations that participated in the survey. As illustrated in Table 4 below, around a third of organisations (36%) had fewer than ten employees, though over two-thirds of employees (72%) were employed in organisations with a hundred or more employees.

Table 4: Size breakdown of organisations surveyed

Size of Organisation	No. of Organisations	%	Total No. of Employees	%
<b>1 - 2 employees</b>	24	7%	39	-
<b>3 - 5 employees</b>	55	16%	209	1%
<b>6 - 9 employees</b>	43	13%	291	2%
<b>10 - 19 employees</b>	67	20%	826	6%
<b>20 - 99 employees</b>	91	27%	3,071	22%
<b>100 + employees</b>	37	11%	11,346	69%
<b>Not Stated</b>	19	6%	-	-
<b>Total</b>	336	100%	15,782	100%

## Type of Employment (full time and part time)

Table 5 shows the total number of full time and part time employees working in the participating organisations in each of the organisational size categories.

Table 5: Type of employment by size of organisation

Size of Organisation	Type of Employment				Total All Employees
	No. of Full-time	%	No. of Part-time	%	
<b>1- 2 employees</b>	24	-	15	-	<b>39</b>
<b>3 - 5 employees</b>	115	1	94	2	<b>209</b>
<b>6 - 9 employees</b>	176	2	115	2	<b>291</b>
<b>10 - 19 employees</b>	517	5	309	5	<b>826</b>
<b>20 - 99 employees</b>	1,964	20	1,107	20	<b>3,071</b>
<b>100 + employees</b>	7,322	72	4024	71	<b>11,346</b>
<b>All</b>	<b>10,118</b>	<b>100%</b>	<b>5,664</b>	<b>100%</b>	<b>15,782</b>

## Gender of Employees

Table 6 indicates that three quarters (75%) employees in the survey were female and 25% were male. A small number of employees identified as non-binary. Women also accounted for just over eight out of ten (82%) of part-time workers.

Table 6: Gender by type of employment

Type of Employment	Gender					
	No. of Male Employees	%	No. of Female Employees	%	Number of Non-Binary Employees	%
<b>Full-time (10,118)</b>	3,003	30%	7,103	70%	12	-
<b>Part-time (5,664)</b>	987	18%	4,672	82%	5	-
<b>Total (15,782)</b>	<b>3,990</b>	<b>25</b>	<b>11,775</b>	<b>75</b>	<b>25</b>	<b>-</b>

## Trade Union Membership

In two-thirds of respondent organisations (66%), none of the staff were unionised. In the majority of organisations with trade union membership in place, fewer than 50% of employees were members of a trade union. See table 7 for details.

Table 7: Trade union membership

Membership of a Trade Union	No. of Organisations	%
<b>No</b>	223	66
<b>Less than 50%</b>	60	18
<b>Approximately 50%</b>	7	2
<b>Between 50% and 75%</b>	4	1
<b>Over 75%</b>	4	1
<b>Percentage not provided/known</b>	29	9
<b>Not stated</b>	9	3
<b>Total</b>	<b>336</b>	<b>100</b>

## Organisational Income

One-third of organisations (33%) in the survey had an annual income of less than €500,000 for 2021, while just over a third (36%) had €1million or more. This is shown below in table 8.

Table 8: Organisation income for 2021

Annual Income	No. of Organisations	%
<b>Less than €100,000</b>	20	6%
<b>€100,001 – 250,000</b>	43	13%
<b>€250,001 – 500,000</b>	46	14%
<b>€500,001 – 1,000,000</b>	48	14%
<b>€1,000,001 – 5,000,000</b>	84	25%
<b>€5,000,001 – 10,000,000</b>	18	5%
<b>More than €10,000,000</b>	20	6%
<b>Not stated</b>	57	17%
<b>Total</b>	<b>336</b>	<b>100%</b>

## Source of Funding for 2021

An average breakdown of the funding received in 2021 by the organisations surveyed is shown in Table 9. For all organisations, the average funding from government was 58.5% with the second highest contribution coming from earned income at 20.2%. Organisations also noted donations/bequest funding of 14.9%.

Table 9: Overall funding by source (N = 264)

Funding Source	Average % of Funding
<b>Government</b>	<b>58.5</b>
<b>Earned Income</b>	<b>20.2</b>
<b>Donations and bequests</b>	<b>14.9</b>
<b>Deposit interest</b>	<b>0.1</b>
<b>Other</b>	<b>6.2</b>
<b>Total</b>	<b>100%</b>

Table 10: HSE funding breakdown

Type of HSE Funding	Number of cases	% of Organisations in receipt of this HSE Funding
<i>Section 38</i>	<b>221</b>	<b>8%</b>
<i>Section 39 - less than €250,000</i>	<b>223</b>	<b>22%</b>
<i>Section 3- more than €250,000</i>	<b>217</b>	<b>20%</b>

## 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 11.

Table 11: Number of board members

Number of Board Members	No. of Organisations	%
<b>2 - 5 members</b>	39	<b>12%</b>
<b>6 - 9 members</b>	173	<b>51%</b>
<b>10 - 19 members</b>	97	<b>29%</b>
<b>20 or more</b>	6	<b>2%</b>
<b>Not stated</b>	21	<b>6%</b>
<b>Total</b>	<b>336</b>	<b>100%</b>



In terms of the gender composition of boards, almost half (44%) of all organisations had fewer than 50% female board members and half (49%) had 50% or more female board members as illustrated in table 12.

Table 12: Gender composition of boards

<b>Female Board members</b>	<b>Number of Organisations</b>	<b>%</b>
<b>No female board members</b>	6	2%
<b>Fewer than 25%</b>	30	9%
<b>25%-49%</b>	110	33%
<b>50%</b>	43	13%
<b>51-69%</b>	73	22%
<b>70-99%</b>	42	12%
<b>100%</b>	9	2%
<b>Not Stated</b>	23	7%
<b>Total</b>	<b>336</b>	<b>100</b>

## Notes on Interpretation

### Levels

Six levels of seniority were explored within the survey, and these are referenced throughout the pay section. The levels investigated were as follows:

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**Level 1 Chief Executive:** *the most senior paid position in an organisation, who might also have a title such as Director or General Manager. This person has overall responsibility for the organisation and for the implementation of the organisation's operational strategy and reports directly to the Board.*

**Level 2 Head of Function / Senior Manager:** *a staff member at this level has overall responsibility for a functional or regional area or for a particular activity. Their area of activity has an organisational wide impact. This role often has overall responsibility for policy development. Examples of titles included in this level are Deputy CEO, Head of Finance and Senior Manager.*

**Level 3 Manager:** *staff at this level manage a small department or have a specialist function. They have an excellent understanding of own area and how that area interacts with other areas of the organisation's work. They report to a Head of Function, to 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 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). 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 5 Semi-Professional & Administration Level:** *apart from two semi-professional grades (where the employee has FETAC L5/6) this is a promotional grade for Administration workers. Promotion to this grade is generally based on seniority in terms of service and/or performance. Examples of titles included in this level are Office Supervisor and Senior Accounts Officer.*

**Level 6 Entry Level:** *this includes administration staff, maintenance staff, care workers, and catering staff, at entry level.*

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## Annual Basic Pay

For each job type in the survey, information was requested on Annual Basic Pay @ 15<sup>th</sup> June 2022 and, where a salary scale existed for a particular job, the *Minimum* and *Maximum Salary Points* of that scale.

The following data is shown for *Annual Basic Pay*:

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

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

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

## Pension & Total Remuneration

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

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

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

- *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 Interpreting 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 June 15<sup>th</sup> 2022.
- **Excluded Data:** Where a rate of pay was shown that was below the minimum wage (when converted to an hourly rate), the data was not included in the analysis. In the rare case that this happened, it was obvious that the rate shown was for someone who only worked for a certain number of weeks in the year. It was not therefore appropriate to use the rate shown for the full year because in many cases payment for short-term contract does not necessarily reflect the standard rate of pay for that role for a full-time worker.
- **Community Employment:** Rates of pay for employees on Community Employment Schemes were also not included in the report.
- **Calculating Annual Basic Pay:** Where no *Annual Basic Pay* was provided, but the *Minimum* and *Maximum Salary Points* were provided, the mid-point of the salary scale was calculated and used as the *Annual Basic Pay rate*, for the purposes of the analysis.
- **Number of Cases:** No pay data is shown where there is only one case for a particular breakdown. Upper and Lower Quartile rates of pay are not shown where there are less than four cases.
- **Missing Data:** For the first section on pay, the data is analysed by size (i.e. number of employees), sector type, and organisational income level. The number of cases in each section breakdown (i.e. by size, sector and income) may not always equal the total number of cases. The reason for this is that a small number of organisations did not provide details as to their size, sector and income.
- **More Than One Possible Scale or Condition:** Where new pay scales or conditions of employment were recently introduced for new entrants, respondents were asked to include the most recent information in the survey.
- **Multiple Pay Rates for One Role:** Where respondents had more than one employee for a particular job title, they were asked to enter the *average* actual rate of pay under the Annual Rate of Pay heading.

There are a small number of job titles within the following tables, where the average rates for this year are lower than those in the 2019 survey. These rates have been marked with an asterisk (\*) in the summary pay tables overleaf. While this is unusual, rates can often be higher or lower in subsequent years because of the changing composition of the participant profile, and/or due to the size or demographic of the organisations that provide information in a particular year.

## Summary Pay Data

Job Title: All Jobs	ANNUAL BASIC PAY @ 15th June 2022				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>LEVEL 1: Head of Organisation/Chief Executive</b>							
Chief Executive (CEO)	260	74,331	54,925	90,000	83	69,884	86,264
<b>LEVEL 2: Head of Function/Senior Manager</b>							
Deputy CEO	50	62,694	44,537	80,000	18	58,188	72,205
Head of Finance	103	68,064	50,313	82,174	43	61,964	77,691
Head of HR/Personnel	46	65,320*	54,603	80,500	23	60,887	77,158
Head of Fundraising	58	69,449	60,000	80,000	19	66,320	81,442
Head of Advocacy	41	66,777	54,958	78,260	20	60,166	75,041
Head of Housing	13	67,340	60,682	76,000	9	59,136	77,230
Head of Services	76	65,771	51,438	76,298	32	65,133	79,651
Head of Operations	87	59,640*	44,998	72,885	29	59,274	74,050
<b>LEVEL 3: Middle Manager</b>							
Administration Manager/Administrator	63	42,454	33,268	49,014	27	38,273	50,965
Business Development Manager	29	53,089	44,340	61,711	41	51,587	68,666
Communications Manager	63	51,788*	42,933	57,120	27	46,747	64,002
Finance Manager	63	51,788*	42,933	57,120	31	50,040	65,419
Project/Programme Manager/Coordinator	103	50,681*	40,000	58,682	46	45,616	58,918
Services/Centre Manager	58	48,864	38,102	58,491	26	47,858	60,260
Junior/Assistant Manager	34	39,225	31,901	45,125	15	40,079	51,908
Team Leader/Senior or Lead Professional	90	50,651	40,000	55,075	45	45,945	59,303
<b>LEVEL 4: Specialist/Professional Staff</b>							
Accountant	70	42,787*	33,089	45,500	12	48,092	62,085
Administration Officer	76	34,371	27,658	38,439	32	28,990	54,008
Childcare Worker	20	34,349	26,374	40,087	10	27,146	38,910
Communication/Media Officer	62	39,286	31,430	45,256	24	36,806	49,205
Development Worker/Officer	62	40,475	34,075	47,011	35	36,366	48,381
Family Support Worker/Support Worker	27	38,957	34,649	41,048	15	32,700	43,837
Finance Officer	70	42,787	33,089	45,500	31	33,667	46,000
Fundraising Officer	48	42,613	32,000	48,470	21	41,997	52,868
HR Executive/Officer	32	43,716	36,375	48,345	21	40,120	52,434

Job Title: All Jobs	ANNUAL BASIC PAY @ 15th June 2022				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
<b>LEVEL 4: Specialist/Professional Staff (cont'd)</b>							
Information Officer	26	38,521	30,000	46,229	13	35,524	47,359
IT Executive/Officer	29	45,171	39,380	48,281	12	40,813	53,410
Nurse	15	51,620	40,560	60,792	12	38,681	50,156
Programme Worker/ Officer	55	44,419	32,000	47,278	26	35,418	45,961
Project/Support Worker	72	39,572	33,171	44,894	27	33,732	46,518
Psychologist/Counsellor	27	63,473	42,807	75,000	14	48,260	65,821
Research Officer	28	39,721	34,000	45,000	10	35,493	50,538
Social Worker	15	52,947	46,053	56,000	13	45,266	60,118
Training Officer/ Teacher	20	41,813	34,276	47,660	8	36,470	50,783
Youth Worker	16	38,305	31,681	40,253	9	34,796	49,429
<b>LEVEL 5: Semi Professional &amp; Administration Staff</b>							
Care Workers (Fetac L5/6)	28	32,690	25,975	37,561	13	27,678	37,239
Childcare/Youth Worker (Fetac L5/6)	17	28,402	24,492	33,167	7	27,109	35,918
Office Supervisor	24	35,507	29,352	43,058	7	34,924	45,255
Senior Accounts Officer	25	41,461	35,422	48,500	13	35,175	45,844
Senior Administrative Assistant/Senior Clerical	60	35,526	28,981	40,806	29	30,155	42,794
Senior Receptionist	37	34,059	27,806	36,231	16	29,890	40,795
<b>LEVEL 6: Entry Level Staff</b>							
Care Assistant	16	30,107	23,020	34,164	8	25,786	34,137
Catering Assistant	19	26,110	21,000	27,628	6	24,735	29,546
Cleaner/Housekeeper	42	26,316	21,758	31,044	12	24,226	28,986
Cook/Chef	27	30,394	22,568	36,153	11	28,159	36,754
Driver	19	27,045	21,513	31,321	5	27,271	34,439
General Operative	36	26,311	22,048	29,851	7	22,588	32,644
Junior Accounts Officer	19	32,196	28,000	36,255	10	27,919	40,416
Jnr Administrative Assistant /Junior Clerical	39	29,743	26,475	32,549	22	25,920	36,478
Junior Receptionist	26	29,699	22,248	34,230	9	27,115	36,386

## Level 1: CEO – Detailed Pay Data

Breakdown				Actual Rate @ 15th June 2022				Pension		Total Remuneration			
	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile	No. of Cases	Average	No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>													
1 - 2 employees	4	38,347	47,882	14	43,404	38,000	45,000	8	2,095	14	44,602	38,000	46,540
3 - 5 employees	6	51,357	61,172	41	55,367	48,672	60,227	33	2,243	41	57,172	49,105	63,000
6 - 9 employees	13	57,941	69,706	33	62,223	52,000	69,960	26	2,803	33	64,582	53,100	76,956
10 - 19 employees	13	55,536	75,768	56	71,353	55,382	83,616	45	4,280	56	74,792	57,500	89,852
20 - 99 employees	32	79,468	97,118	79	85,169	65,587	99,500	68	5,796	79	90,157	70,178	108,455
100 or more employees	13	89,042	108,642	32	102,264	83,538	121,800	26	8,236	32	108,753	87,714	128,318
<b>BY ACTIVITY</b>													
Advocacy, law and politics	6	69,201	87,942	20	82,656	60,000	99,734	17	4,877	20	86,801	60,000	107,697
Arts, Culture and heritage	4	78,963	90,637	17	63,864	43,240	75,229	14	4,057	17	67,205	45,000	79,742
Education	15	58,481	77,866	33	64,392	48,000	75,000	26	3,786	33	67,375	49,714	78,750
Environment	2	50,375	65,915	8	62,581	57,699	70,094	7	2,391	8	64,674	58,250	73,598
Health	10	96,414	115,521	43	87,075	60,000	108,000	33	5,720	43	91,467	62,456	114,873
Housing/Homelessness	6	77,815	99,545	17	93,708	75,580	97,850	15	6,834	17	99,327	79,359	107,635
International development	3	73,333	87,833	17	78,316	60,000	90,000	15	6,030	17	83,636	65,400	92,225
Other	9	50,535	62,400	32	63,263	46,553	77,500	24	3,054	32	65,709	46,553	81,075
Social Services	27	72,093	87,123	70	72,222	52,000	90,000	57	4,576	70	75,948	54,132	94,782
Sports and recreation	1	.	.	3	70,996	.	.	3	4,966	3	75,962	.	.
<b>BY INCOME</b>													
Less than 100,000	0	.	.	8	46,481	39,994	53,500	5	240	8	46,631	40,594	53,500
100,001 - 250,000	8	40,523	48,194	34	46,181	38,000	51,635	25	1,281	34	47,123	38,000	53,700
250,001 - 500,000	12	51,372	69,653	38	58,615	51,787	65,625	29	2,894	38	60,955	53,000	70,875
500,001 - 1,000,000	16	61,641	74,741	44	66,302	57,949	78,424	33	3,357	44	68,820	60,094	78,983
1,000,001 - 5,000,000	24	80,438	99,969	79	86,385	70,970	97,850	70	5,972	79	91,677	71,400	106,000
5,000,001 - 10,000,000	4	90,249	108,525	15	95,051	83,732	108,333	12	7,094	15	100,699	90,300	117,799
Over 10,000,000	8	85,202	104,730	19	108,590	85,000	132,000	18	9,072	19	116,842	89,250	145,200
<b>All Organisations</b>	<b>83</b>	<b>69,884</b>	<b>86,264</b>	<b>260</b>	<b>74,331</b>	<b>54,950</b>	<b>90,000</b>	<b>211</b>	<b>4,671</b>	<b>260</b>	<b>78,114</b>	<b>55,370</b>	<b>95,386</b>

## Level 2: Deputy CEO – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022				Pension		Total Remuneration			
				No. of cases	Average	Lower Qtile	Upper Qtile	No. of Cases	Average	No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>													
1 - 2 employees	0	.	.	2	39,850	.	.	1	.	2	40,600	.	.
3 - 5 employees	0	.	.	1	.	.	.	1	.	1	.	.	.
6 - 9 employees	2	43,765	55,756	6	55,327	45,000	60,512	2	4,546	6	56,843	45,000	62,417
10 - 19 employees	4	40,025	47,831	13	50,220	36,504	56,717	5	3,231	13	51,462	36,504	60,120
20 - 99 employees	7	51,754	66,402	19	65,953	52,000	81,296	11	5,444	19	69,105	52,000	85,767
100 or more employees	5	87,496	106,410	9	86,005	73,441	102,225	5	7,891	9	90,389	76,880	116,537
<b>BY ACTIVITY</b>													
Advocacy, law and politics	1	.	.	4	74,761	.	.	3	3,705	4	77,539	.	.
Arts, Culture and heritage	1	.	.	7	55,011	50,000	56,875	5	3,404	7	57,442	51,500	62,417
Education	5	44,812	59,956	8	51,055	33,102	70,256	3	4,295	8	52,665	33,102	72,256
Environment	1	.	.	2	35,250	.	.	0	.	2	35,250	.	.
Health	4	78,139	92,315	7	79,898	70,000	84,000	3	5,892	7	82,424	70,000	88,200
Housing/Homelessness	0	.	.	1	.	.	.	1	.	1	.	.	.
International development	0	.	.	2	86,609	.	.	2	8,931	2	95,539	.	.
Other	1	.	.	5	54,232	45,000	53,000	2	3,501	5	55,632	45,000	55,446
Social Services	5	65,253	81,198	14	61,051	45,000	78,242	6	5,291	14	63,319	45,000	82,154
Sports and recreation	1	.	.	4	74,761	.	.	3	3,705	4	77,539	.	.
<b>BY INCOME</b>													
Less than 100,000	0	.	.	2	39,850	.	.	1	.	2	40,600	.	.
100,001 - 250,000	3	31,000	39,667	9	40,739	36,504	44,670	2	3,846	9	41,593	36,504	45,000
250,001 - 500,000	5	42,726	50,567	12	48,979	35,300	57,749	3	3,030	12	49,736	35,300	57,749
500,001 - 1,000,000	4	56,693	75,037	15	67,553	53,023	80,000	9	4,185	15	70,064	55,446	84,000
1,000,001 - 5,000,000	1	.	.	4	79,528	.	.	4	4,976	4	84,504	.	.
5,000,001 - 10,000,000	1	.	.	3	88,156	.	.	3	7,475	3	95,630	.	.
Over 10,000,000	0	.	.	2	39,850	.	.	1	.	2	40,600	.	.
<b>All Organisations</b>	<b>18</b>	<b>58,188</b>	<b>72,206</b>	<b>50</b>	<b>62,694</b>	<b>44,670</b>	<b>80,000</b>	<b>25</b>	<b>5,129</b>	<b>50</b>	<b>65,258</b>	<b>45,000</b>	<b>83,719</b>



## Level 2: Head of Finance – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022				Pension		Total Remuneration			
				No. of cases	Average	Lower Qtile	Upper Qtile	No. of Cases	Average	No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>													
3 – 5 employees	0	.	.	3	36,211	.	.	2	2,511	3	37,052	.	.
6 – 9 employees	0	.	.	2	74,055	.	.	2	2,579	2	76,634	.	.
10 – 19 employees	7	54,905	67,689	22	55,544	42,886	70,000	13	3,097	22	57,374	45,363	73,500
20 - 99 employees	21	59,315	75,547	48	70,410	52,957	82,368	28	5,479	48	73,606	52,957	88,273
100 or more employees	14	68,947	85,395	26	76,628	68,750	89,058	19	5,473	26	80,627	72,187	90,799
<b>BY ACTIVITY</b>													
Advocacy, law and politics	4	54,586	71,298	7	66,620	55,539	80,000	5	4,913	7	70,129	57,750	84,800
Arts, Culture and heritage	0	.	.	5	53,614	45,000	63,000	3	2,625	5	55,189	47,250	63,000
Education	3	56,293	74,361	10	51,053	30,212	72,000	4	4,999	10	52,802	30,212	72,000
Environment	2	36,532	46,875	5	48,277	38,000	45,000	3	2,888	5	50,010	38,000	47,250
Health	13	66,626	80,117	24	75,748	60,000	85,675	16	5,060	24	79,121	63,966	90,797
Housing/Homelessness	7	69,829	87,191	12	87,507	73,183	91,255	9	4,521	12	90,897	76,842	96,620
International development	2	72,500	87,500	4	78,654	.	.	4	6,736	4	85,390	.	.
Other	1	.	.	9	69,157	48,000	92,471	7	4,980	9	73,030	48,000	101,718
Social Services	10	58,398	75,223	26	62,678	50,000	75,000	14	4,872	26	65,302	50,000	80,000
Sports and recreation	1	.	.	1	.	.	.	1	.	1	.	.	.
<b>BY INCOME</b>													
100,001 - 250,000	0	.	.	3	34,514	.	.	1	.	3	34,514	.	.
250,001 - 500,000	1	.	.	3	31,187	.	.	0	.	3	31,187	.	.
500,001 - 1,000,000	3	41,749	66,947	10	46,319	32,000	60,000	4	4,126	10	47,969	32,000	60,000
1,000,001 - 5,000,000	17	59,421	73,753	47	66,015	50,313	74,028	29	4,756	47	68,949	50,313	77,250
5,000,001 – 10,000,000	7	66,336	81,188	10	78,824	75,000	84,877	8	4,537	10	82,453	80,250	88,000
Over 10,000,000	9	69,987	85,758	16	83,880	73,238	93,120	15	5,676	16	89,202	76,899	100,270
<b>All Organisations</b>	<b>43</b>	<b>61,964</b>	<b>77,691</b>	<b>103</b>	<b>68,064</b>	<b>50,313</b>	<b>82,174</b>	<b>66</b>	<b>4,834</b>	<b>103</b>	<b>71,137</b>	<b>50,313</b>	<b>88,000</b>

## Level 2: Rates of Pay for Head of HR/Personnel – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022				Pension		Total Remuneration			
				No. of cases	Average	Lower Qtile	Upper Qtile	No. of Cases	Average	No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>													
1 - 2 employees	1	.	.	1	.	.	.	0	.	1	.	.	.
3 - 5 employees	0	.	.	1	.	.	.	1	.	1	.	.	.
10 - 19 employees	0	.	.	3	49,212	.	.	2	2,870	3	51,125	.	.
20 - 99 employees	7	54,559	72,795	16	60,588	50,474	68,310	10	3,629	16	62,856	53,558	72,540
100 or more employees	14	64,945	81,347	22	72,959	64,786	85,000	14	4,673	22	75,933	68,025	88,560
<b>BY ACTIVITY</b>													
Advocacy, law and politics	2	38,372	54,237	2	42,161	.	.	1	.	2	44,928	.	.
Arts, Culture and heritage	0	.	.	1	.	.	.	0	.	1	.	.	.
Education	0	.	.	2	43,978	.	.	1	.	2	46,420	.	.
Environment	0	.	.	2	46,712	.	.	1	.	2	48,374	.	.
Health	8	61,911	76,634	13	72,243	64,000	84,877	8	4,286	13	74,880	64,000	90,714
Housing/Homelessness	4	62,638	81,239	6	71,551	61,570	85,000	4	3,145	6	73,647	64,648	85,000
International development	1	.	.	1	.	.	.	1	.	1	.	.	.
Other	1	.	.	3	59,030	42,041	71,500	3	3,652	3	62,683	.	.
Social Services	6	68,106	84,411	15	65,650	52,400	75,000	10	4,027	15	68,335	55,020	79,500
Sports and recreation	1	.	.	1	.	.	.	1	.	1	.	.	.
<b>BY INCOME</b>													
100,001 - 250,000	1	.	.	1	.	.	.	0	.	1	.	.	.
250,001 - 500,000	0	.	.	1	.	.	.	0	.	1	.	.	.
500,001 - 1,000,000	0	.	.	2	30,827	.	.	0	.	2	30,827	.	.
1,000,001 - 5,000,000	6	55,319	74,095	13	58,578	45,611	65,120	9	3,631	13	61,092	47,116	70,004
5,000,001 - 10,000,000	4	55,053	68,666	7	68,456	63,550	75,000	6	3,836	7	71,744	66,728	80,250
Over 10,000,000	8	66,564	82,982	13	77,919	72,315	86,833	10	4,975	13	81,745	75,930	90,714
<b>All Organisations</b>	<b>23</b>	<b>60,887</b>	<b>77,158</b>	<b>46</b>	<b>65,320</b>	<b>55,337</b>	<b>80,000</b>	<b>30</b>	<b>4,228</b>	<b>46</b>	<b>68,078</b>	<b>56,838</b>	<b>84,000</b>

## Level 2: Rates of Pay for Head of Fundraising – Detailed Pay Data

Breakdown				Actual Rate @ 15th June 2022				Pension		Total Remuneration			
	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile	No. of Cases	Average	No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>													
1 - 2 employees	0	.	.	1	.	.	.	0	.	1	.	.	.
3 - 5 employees	0	.	.	1	.	.	.	0	.	1	.	.	.
6 - 9 employees	0	.	.	1	.	.	.	0	.	1	.	.	.
10 - 19 employees	4	57,587	69,932	14	61,973	52,500	74,592	8	4,119	14	64,327	55,125	74,592
20 - 99 employees	9	68,029	82,865	26	70,820	60,724	80,000	16	5,490	26	74,198	62,390	80,000
100 or more employees	6	69,577	86,981	15	76,683	66,150	91,228	11	6,407	15	81,382	67,500	97,614
<b>BY ACTIVITY</b>													
Advocacy, law and politics	1	.	.	3	67,293	.	.	2	7,520	3	72,306	.	.
Arts, Culture and heritage	0	.	.	3	55,167	.	.	1	.	3	55,992	.	.
Education	2	62,761	88,324	3	59,317	.	.	1	.	3	60,677	.	.
Environment	2	36,532	46,875	4	50,155	.	.	2	3,383	4	51,846	.	.
Health	5	79,313	89,431	14	77,390	65,139	89,500	8	6,293	14	80,985	68,396	89,500
Housing/Homelessness	3	66,906	86,723	7	69,296	61,570	85,000	4	4,085	7	71,630	64,648	85,000
International development	3	70,715	84,280	8	76,683	66,929	86,414	5	7,581	8	81,421	68,691	96,006
Other	0	.	.	4	64,539	.	.	3	4,504	4	67,918	.	.
Social Services	2	64,862	77,523	11	68,644	60,000	80,000	8	4,950	11	72,244	60,000	84,000
Sports and recreation	1	.	.	1	.	.	.	1	.	1	.	.	.
<b>BY INCOME</b>													
Less than 100,000	0	.	.	1	.	.	.	0	.	1	.	.	.
100,001 - 250,000	0	.	.	1	.	.	.	0	.	1	.	.	.
250,001 - 500,000	1	.	.	3	42,651	.	.	0	.	3	42,651	.	.
500,001 - 1,000,000	1	.	.	4	52,155	.	.	1	.	4	53,146	.	.
1,000,001 - 5,000,000	7	72,486	88,149	23	68,860	60,000	78,750	15	5,052	23	72,154	61,000	79,800
5,000,001 - 10,000,000	3	67,382	78,241	9	73,635	67,500	77,841	5	5,295	9	76,577	67,500	85,625
Over 10,000,000	6	67,910	83,647	11	78,154	66,150	94,988	10	6,199	11	83,789	69,457	106,387
<b>All Organisations</b>	<b>19</b>	<b>66,320</b>	<b>81,442</b>	<b>58</b>	<b>69,449</b>	<b>60,000</b>	<b>80,000</b>	<b>35</b>	<b>5,465</b>	<b>58</b>	<b>72,747</b>	<b>61,165</b>	<b>82,400</b>

## Level 2: Rates of Pay for Head of Advocacy – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022				Pension		Total Remuneration			
				No. of cases	Average	Lower Qtile	Upper Qtile	No. of Cases	Average	No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>													
3 - 5 employees	0	.	.	2	49,984	.	.	1	.	2	52,939	.	.
6 - 9 employees	0	.	.	1	.	.	.	1	.	1	.	.	.
10 - 19 employees	5	48,050	61,615	12	54,674	50,978	58,875	7	2,944	12	56,391	50,978	61,995
20 - 99 employees	8	60,818	74,693	15	70,999	55,267	76,519	7	6,455	15	74,012	55,267	84,171
100 or more employees	7	68,074	85,029	11	79,439	67,800	89,760	10	5,828	11	84,737	70,979	100,055
<b>BY ACTIVITY</b>													
Advocacy, law and politics	4	49,313	63,688	7	62,627	49,421	75,000	3	4,613	7	64,604	49,421	75,000
Education	3	59,800	82,577	5	69,590	62,418	76,519	4	4,291	5	73,023	64,291	84,171
Environment	2	33,032	45,375	4	44,071	.	.	1	.	4	44,793	.	.
Health	5	68,416	77,678	12	74,346	55,606	87,500	8	5,220	12	77,826	58,661	90,000
Housing/Homelessness	3	66,906	86,723	3	80,026	.	.	2	4,812	3	83,234	.	.
International development	1	.	.	4	70,076	.	.	3	7,344	4	75,584	.	.
Other	0	.	.	2	54,995	.	.	2	4,424	2	59,419	.	.
Social Services	2	66,400	82,018	4	63,180	.	.	3	5,324	4	67,173	.	.
<b>BY INCOME</b>													
250,001 - 500,000	1	.	.	3	36,916	.	.	1	.	3	37,633	.	.
500,001 - 1,000,000	1	.	.	4	52,126	.	.	2	4,399	4	54,325	.	.
1,000,001 - 5,000,000	11	60,321	74,446	21	65,368	55,000	72,500	13	4,507	21	68,158	57,660	75,000
5,000,001 - 10,000,000	1	.	.	2	71,927	.	.	1	.	2	75,677	.	.
Over 10,000,000	5	67,743	83,234	8	82,695	78,000	91,635	8	6,218	8	88,913	81,500	100,293
<b>All Organisations</b>	<b>20</b>	<b>60,166</b>	<b>75,041</b>	<b>41</b>	<b>66,777</b>	<b>55,000</b>	<b>76,519</b>	<b>26</b>	<b>5,082</b>	<b>41</b>	<b>70,000</b>	<b>57,660</b>	<b>83,200</b>

## Level 2: Head of Housing – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022				Pension		Total Remuneration			
				No. of cases	Average	Lower Qtile	Upper Qtile	No. of Cases	Average	No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>													
6 - 9 employees	0	.	.	1	.	.	.	1	.	1	.	.	.
10 - 19 employees	1	.	.	3	52,500	.	.	1	.	3	53,616	.	.
20 - 99 employees	2	60,656	80,392	3	77,290	.	.	3	3,961	3	81,251	.	.
100 or more employees	6	58,652	76,214	6	69,841	59,793	85,000	5	3,944	6	73,161	63,979	85,000
<b>BY ACTIVITY</b>													
Environment	0	.	.	1	.	.	.	0	.	1	.	.	.
Housing/Homelessness	7	61,552	80,391	10	72,935	65,465	85,000	8	3,875	10	76,056	66,500	85,000
Social Services	2	50,679	66,164	2	61,031	.	.	2	3,650	2	64,681	.	.
<b>BY INCOME</b>													
500,001 - 1,000,000	0	.	.	1	.	.	.	0	.	1	.	.	.
1,000,001 - 5,000,000	1	.	.	3	66,488	.	.	3	3,542	3	70,030	.	.
5,000,001 - 10,000,000	2	54,419	70,893	2	62,843	.	.	1	.	2	64,323	.	.
Over 10,000,000	3	60,686	75,637	3	71,689	.	.	3	4,192	3	75,948	.	.
<b>All Organisations</b>	<b>9</b>	<b>59,136</b>	<b>77,230</b>	<b>13</b>	<b>67,340</b>	<b>61,570</b>	<b>67,000</b>	<b>10</b>	<b>3,830</b>	<b>13</b>	<b>70,301</b>	<b>64,848</b>	<b>70,350</b>

## Level 2: Head of Service – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022				Pension		Total Remuneration			
				No. of cases	Average	Lower Qtile	Upper Qtile	No. of Cases	Average	No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>													
3 – 5 employees	0	.	.	7	43,732	37,800	49,000	3	3,690	7	45,313	37,800	51,000
6 – 9 employees	1	.	.	4	51,720	.	.	1	.	4	52,428	.	.
10 – 19 employees	6	54,137	63,743	17	56,574	46,010	62,418	7	3,993	17	58,219	49,100	68,112
20 - 99 employees	14	67,262	83,409	29	69,820	60,000	77,818	22	5,144	29	73,722	64,338	82,834
100 or more employees	10	71,109	87,885	15	82,735	67,800	96,900	13	5,910	15	87,858	71,220	103,683
<b>BY ACTIVITY</b>													
Advocacy, law and politics	3	51,412	66,047	8	62,907	50,993	74,000	4	5,421	8	65,617	50,993	80,200
Arts, Culture and heritage	1	56,663	59,796	3	42,577	.	.	0	.	3	42,577	.	.
Education	5	56,880	74,546	11	55,645	45,000	62,418	6	4,141	11	57,904	46,800	64,338
Health	7	75,837	85,442	18	79,396	65,000	103,000	9	6,050	18	82,421	71,500	107,000
Housing/Homelessness	6	65,214	84,870	9	75,327	65,570	85,000	8	4,331	9	79,177	68,648	85,000
International development	1	.	.	4	70,748	.	.	4	7,447	4	78,195	.	.
Other	0	.	.	6	44,320	40,000	49,100	3	3,494	6	46,067	40,000	51,000
Social Services	8	64,812	79,615	16	64,031	49,231	73,750	13	4,530	16	67,712	52,116	78,800
Sports and recreation	1	.	.	1	.	.	.	1	.	1	.	.	.
<b>BY INCOME</b>													
Less than 100,000	0	.	.	1	.	.	.	0	.	1	.	.	.
100,001 - 250,000	0	.	.	2	56,750	.	.	0	.	2	56,750	.	.
250,001 - 500,000	0	.	.	4	39,576	.	.	0	.	4	39,576	.	.
500,001 - 1,000,000	4	52,916	59,324	10	53,336	42,300	58,230	3	3,944	10	54,519	45,000	58,230
1,000,001 - 5,000,000	16	65,124	80,363	35	66,107	56,650	70,000	25	4,557	35	69,362	59,482	74,800
5,000,001 - 10,000,000	4	61,893	73,452	6	69,231	68,853	71,004	6	5,104	6	74,335	74,554	77,000
Over 10,000,000	4	70,179	85,890	8	85,141	71,535	99,950	8	6,409	8	91,550	74,624	106,179
<b>All Organisations</b>	<b>32</b>	<b>65,133</b>	<b>79,651</b>	<b>76</b>	<b>65,771</b>	<b>51,625</b>	<b>76,076</b>	<b>48</b>	<b>5,001</b>	<b>76</b>	<b>68,929</b>	<b>51,625</b>	<b>80,441</b>

## Level 2: Head of Operations/Development – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022				Pension		Total Remuneration			
				No. of cases	Average	Lower Qtile	Upper Qtile	No. of Cases	Average	No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>													
1 - 2 employees	1	.	.	4	36,750	.	.	0	.	4	36,750	.	.
3 - 5 employees	0	.	.	7	37,555	29,396	45,000	2	3,368	7	38,518	31,159	48,000
6 - 9 employees	0	.	.	4	44,174	.	.	1	.	4	44,632	.	.
10 - 19 employees	11	54,544	66,166	27	55,340	45,000	68,250	15	3,107	27	57,066	46,725	72,345
20 - 99 employees	8	57,603	75,957	30	67,609	50,000	76,982	16	5,270	30	70,420	50,000	78,566
100 or more employees	8	68,632	85,396	14	70,637	67,800	84,874	7	4,258	14	72,766	68,310	84,874
<b>BY ACTIVITY</b>													
Advocacy, law and politics	3	54,967	68,078	7	59,976	47,250	76,050	2	3,349	7	60,933	47,250	76,050
Arts, Culture and heritage	0	.	.	3	38,619	.	.	2	2,082	3	40,007	.	.
Education	2	51,143	66,546	11	51,383	34,992	65,000	5	2,764	11	52,640	34,992	65,715
Environment	2	34,032	46,875	6	39,281	30,000	48,298	1	.	6	39,748	30,000	48,298
Health	7	68,495	79,322	17	66,063	50,000	80,250	7	4,175	17	67,782	50,000	84,250
Housing/Homelessness	4	65,684	86,873	7	82,001	72,315	91,228	3	4,450	7	83,909	75,930	97,614
International development	1	.	.	5	49,645	36,694	68,853	3	4,068	5	52,086	38,529	73,164
Other	2	54,065	73,590	13	62,167	45,000	74,825	7	6,335	13	65,579	45,000	78,566
Social Services	7	56,937	69,647	17	58,808	47,000	70,000	11	3,831	17	61,287	48,888	71,116
Sports and recreation	1	.	.	1	.	.	.	1	.	1	.	.	.
<b>BY INCOME</b>													
Less than 100,000	0	.	.	2	33,556	.	.	0	.	2	33,556	.	.
100,001 - 250,000	1	.	.	3	41,333	.	.	0	.	3	41,333	.	.
250,001 - 500,000	1	.	.	9	40,395	35,000	45,000	2	3,599	9	41,195	35,000	46,725
500,001 - 1,000,000	2	40,532	54,726	14	44,992	36,694	48,298	4	2,315	14	45,653	38,529	48,888
1,000,001 - 5,000,000	12	60,055	72,957	33	63,534	48,000	71,116	21	4,281	33	66,258	49,650	72,450
5,000,001 - 10,000,000	2	66,901	87,961	6	73,985	68,310	77,000	4	5,088	6	77,377	68,310	78,566
Over 10,000,000	6	66,171	83,097	9	79,948	71,005	90,799	7	4,743	9	83,637	74,555	97,155
<b>All Organisations</b>	<b>29</b>	<b>59,274</b>	<b>74,050</b>	<b>87</b>	<b>59,641</b>	<b>44,998</b>	<b>72,885</b>	<b>42</b>	<b>4,183</b>	<b>87</b>	<b>61,660</b>	<b>45,000</b>	<b>75,930</b>

## Level 3: Administration Manager – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
1 - 2 employees	0	.	.	1	.	.	.
3 - 5 employees	1	.	.	6	41,451	32,000	45,500
6 - 9 employees	1	.	.	6	42,611	37,400	45,846
10 - 19 employees	3	28,850	41,035	12	33,284	29,500	39,984
20 - 99 employees	14	39,316	51,829	29	45,044	37,500	54,982
100 or more employees	8	40,634	54,453	9	47,432	41,690	51,250
<b>BY ACTIVITY</b>							
Advocacy, law and politics	3	38,049	51,945	6	46,469	32,000	62,720
Arts, Culture and heritage	2	34,656	38,691	5	35,849	32,000	37,400
Education	3	32,396	44,371	8	34,650	27,493	38,545
Environment	1	.	.	2	28,406	.	.
Health	5	45,567	56,188	9	45,637	37,500	56,000
Housing/Homelessness	3	35,518	54,312	5	47,432	41,690	51,250
International development	2	44,791	57,840	2	48,211	.	.
Other	0	.	.	6	51,757	41,000	70,000
Social Services	8	37,341	50,306	20	41,383	34,534	46,790
<b>BY INCOME</b>							
100,001 - 250,000	0	.	.	3	34,595	.	.
250,001 - 500,000	2	28,510	42,665	10	41,870	32,000	40,877
500,001 - 1,000,000	6	34,735	46,647	12	37,143	28,000	44,173
1,000,001 - 5,000,000	7	37,662	49,437	20	42,533	33,801	47,489
5,000,001 - 10,000,000	4	42,106	53,153	6	44,544	37,618	48,334
Over 10,000,000	5	41,727	55,971	7	46,237	39,378	59,000
<b>All Organisations</b>	<b>27</b>	<b>38,273</b>	<b>50,965</b>	<b>63</b>	<b>42,454</b>	<b>33,568</b>	<b>49,014</b>



## Level 3: Project/Programme Manager – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
1 - 2 employees	1	.	.	3	58,069	.	.
3 - 5 employees	4	35,673	54,720	9	50,299	41,518	55,686
6 - 9 employees	3	33,394	44,056	16	41,809	35,000	45,500
10 - 19 employees	7	42,656	54,670	19	41,487	36,552	45,778
20 - 99 employees	19	46,352	59,959	39	55,377	46,000	65,000
100 or more employees	11	51,925	65,482	15	57,171	46,810	62,270
<b>BY ACTIVITY</b>							
Advocacy, law and politics	8	41,986	55,434	11	50,240	41,518	65,000
Arts, Culture and heritage	1	.	.	7	41,721	32,000	47,023
Education	4	43,322	55,626	13	45,554	38,000	50,000
Environment	2	39,514	49,855	4	38,807	.	.
Health	4	58,137	69,925	11	53,719	42,933	61,000
Housing/Homelessness	3	53,906	73,193	4	60,201	.	.
International development	5	52,187	66,286	10	53,967	44,000	70,625
Other	2	46,128	67,720	12	54,035	40,000	63,495
Social Services	17	43,205	55,826	30	52,273	43,999	58,682
Sports and recreation	0	.	.	1	.	.	.
<b>BY INCOME</b>							
Less than 100,000	1	.	.	5	51,811	32,000	72,333
100,001 - 250,000	2	49,714	59,992	4	52,558	.	.
250,001 - 500,000	4	31,936	48,031	12	40,073	35,250	40,489
500,001 - 1,000,000	9	40,312	50,571	22	43,392	35,200	47,023
1,000,001 - 5,000,000	17	46,452	60,298	37	54,214	42,000	59,077
5,000,001 - 10,000,000	3	47,610	58,228	6	53,337	44,353	60,000
Over 10,000,000	5	58,678	75,721	9	63,965	56,000	72,055
<b>All Organisations</b>	<b>46</b>	<b>45,616</b>	<b>58,918</b>	<b>103</b>	<b>50,681</b>	<b>40,000</b>	<b>58,682</b>

## Level 3: Finance Manager – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
3 - 5 employees	1	.	.	4	42,107	.	.
6 - 9 employees	1	.	.	4	50,739	.	.
10 - 19 employees	2	35,014	48,855	6	42,835	34,849	48,000
20 - 99 employees	10	52,145	69,670	16	62,265	55,787	70,785
100 or more employees	15	52,316	66,999	22	59,369	50,935	69,915
<b>BY ACTIVITY</b>							
Advocacy, law and politics	2	51,360	63,970	3	63,162	.	.
Arts, Culture and heritage	0	.	.	1	.	.	.
Education	4	40,547	54,112	7	54,803	30,212	60,625
Environment	1	.	.	2	35,800	.	.
Health	6	54,708	68,890	11	63,439	58,290	67,200
Housing/Homelessness	5	48,012	64,997	8	57,054	48,025	66,155
International development	3	53,442	71,929	6	56,848	42,955	70,000
Other	1	.	.	5	48,581	42,041	56,693
Social Services	8	55,333	70,847	12	59,831	46,953	68,177
Sports and recreation	1	.	.	1	.	.	.
<b>BY INCOME</b>							
250,001 - 500,000	0	.	.	2	39,659	.	.
500,001 - 1,000,000	5	39,573	53,676	9	50,108	36,585	56,574
1,000,001 - 5,000,000	8	50,168	65,800	16	54,878	44,900	61,426
5,000,001 - 10,000,000	6	54,422	69,607	9	61,226	55,000	65,000
Over 10,000,000	9	51,654	66,827	14	63,445	58,433	70,000
<b>All Organisations</b>	<b>31</b>	<b>50,040</b>	<b>65,419</b>	<b>56</b>	<b>57,316</b>	<b>45,260</b>	<b>65,250</b>

## Level 3: Communications Manager – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
3 – 5 employees	2	27,371	43,208	4	38,902	.	.
6 – 9 employees	1	.	.	8	40,724	32,480	49,000
10 – 19 employees	5	47,432	56,863	15	46,664	35,000	50,000
20 - 99 employees	13	47,774	62,148	24	55,022	47,270	58,560
100 or more employees	6	54,000	69,508	12	63,395	51,625	74,315
<b>BY ACTIVITY</b>							
Advocacy, law and politics	5	42,315	55,950	7	48,539	42,525	52,168
Arts, Culture and heritage	1	.	.	6	46,072	32,000	46,149
Education	2	37,925	48,312	4	37,963	.	.
Environment	1	.	.	3	34,355	.	.
Health	7	49,523	60,472	17	57,367	47,797	70,000
Housing/Homelessness	3	50,839	70,033	6	58,158	51,250	66,250
International development	4	56,358	69,321	8	55,222	49,665	59,255
Other	1	.	.	4	52,421	.	.
Social Services	2	43,328	57,587	7	51,535	46,743	53,000
Sports and recreation	1	.	.	1	.	.	.
<b>BY INCOME</b>							
Less than 100, 000	1	.	.	1	.	.	.
100,001 - 250,000	0	.	.	1	.	.	.
250,001 - 500,000	1	.	.	5	41,220	32,000	48,000
500,001 - 1,000,000	3	35,078	45,693	10	37,651	32,000	41,200
1,000,001 - 5,000,000	12	47,979	62,208	23	54,406	46,149	57,000
5,000,001 - 10,000,000	3	50,816	58,012	8	57,835	50,000	63,730
Over 10,000,000	5	56,934	71,871	9	63,245	53,000	73,630
<b>All Organisations</b>	<b>27</b>	<b>46,747</b>	<b>60,188</b>	<b>63</b>	<b>51,788</b>	<b>42,933</b>	<b>57,120</b>

## Level 3: Services/Centre Manager – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
3 – 5 employees	0	.	.	5	40,521	37,499	50,000
6 – 9 employees	1	.	.	4	38,738	.	.
10 – 19 employees	3	38,629	52,276	9	42,318	35,181	56,700
20 - 99 employees	6	45,595	58,669	18	46,464	38,238	52,557
100 or more employees	14	52,203	64,366	20	58,042	51,278	64,369
<b>BY ACTIVITY</b>							
Advocacy, law and politics	1	.	.	3	51,620	.	.
Arts, Culture and heritage	0	.	.	3	37,452	.	.
Education	5	43,707	56,250	8	47,286	39,619	54,629
Environment	0	.	.	1	.	.	.
Health	2	53,250	65,276	10	49,211	37,694	62,000
Housing/Homelessness	4	49,323	64,945	5	55,813	51,250	58,922
International development	1	.	.	2	63,042	.	.
Other	1	.	.	6	41,958	36,000	50,000
Social Services	12	49,143	60,015	20	50,180	39,108	59,298
<b>BY INCOME</b>							
Less than 100, 000	0	.	.	1	.	.	.
100,001 - 250,000	0	.	.	2	44,274	.	.
250,001 - 500,000	2	32,800	44,914	8	38,185	35,600	43,317
500,001 - 1,000,000	3	35,496	42,983	7	36,159	35,000	38,238
1,000,001 - 5,000,000	9	48,230	60,736	19	50,427	42,525	57,500
5,000,001 - 10,000,000	3	50,632	59,666	6	55,801	45,000	64,737
Over 10,000,000	5	56,620	71,185	9	61,019	59,212	64,000
<b>All Organisations</b>	<b>26</b>	<b>47,858</b>	<b>60,260</b>	<b>58</b>	<b>48,864</b>	<b>38,238</b>	<b>58,427</b>

## Level 3: Business Development Manager – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
3 – 5 employees	0	.	.	1	.	.	.
6 – 9 employees	0	.	.	5	48,754	43,000	50,937
10 – 19 employees	3	44,095	59,511	8	45,715	39,590	52,000
20 - 99 employees	4	54,853	71,705	11	56,234	46,000	70,000
100 or more employees	3	54,724	73,768	4	66,064	.	.
<b>BY ACTIVITY</b>							
Advocacy, law and politics	3	49,240	62,794	3	56,250	.	.
Education	1	.	.	5	45,305	43,000	50,562
Environment	0	.	.	1	.	.	.
Health	1	.	.	5	48,217	47,250	51,000
Housing/Homelessness	3	49,901	68,772	4	66,967	.	.
International development	2	60,164	78,894	6	59,392	49,020	64,831
Other	0	.	.	1	.	.	.
Social Services	0	.	.	4	48,000	.	.
<b>BY INCOME</b>							
250,001 - 500,000	0	.	.	2	38,625	.	.
500,001 - 1,000,000	1	.	.	5	46,900	35,500	52,000
1,000,001 - 5,000,000	4	46,327	63,700	11	49,002	45,000	52,000
5,000,001 - 10,000,000	1	.	.	4	61,350	.	.
Over 10,000,000	3	59,281	77,139	3	72,799	.	.
<b>All Organisations</b>	<b>10</b>	<b>51,587</b>	<b>68,666</b>	<b>29</b>	<b>53,089</b>	<b>45,000</b>	<b>61,388</b>

## Level 3: Junior/Assistant Manager – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
3 – 5 employees	1	.	.	4	31,151	.	.
6 – 9 employees	1	.	.	2	.	.	.
10 – 19 employees	1	.	.	7	36,720	28,080	45,000
20 - 99 employees	4	38,220	50,108	10	37,675	32,000	43,506
100 or more employees	7	44,729	59,831	9	47,253	39,378	53,458
<b>BY ACTIVITY</b>							
Advocacy, law and politics	2	45,250	57,150	3	44,983	.	.
Arts, Culture and heritage	1	.	.	4	32,745	.	.
Education	1	.	.	2	36,040	.	.
Environment	0	.	.	1	.	.	.
Health	2	48,775	59,694	5	44,025	40,000	49,388
Housing/Homelessness	3	43,643	59,944	5	44,444	39,378	51,250
International development	2	44,968	61,374	2	47,885	.	.
Other	1	.	.	6	35,675	31,603	36,944
Social Services	3	32,356	44,328	6	35,911	28,228	43,655
<b>BY INCOME</b>							
250,001 - 500,000	0	.	.	4	29,071	.	.
500,001 - 1,000,000	4	31,135	38,649	10	35,720	28,228	44,000
1,000,001 - 5,000,000	1	.	.	8	37,336	33,231	40,868
5,000,001 - 10,000,000	1	.	.	2	42,975	.	.
Over 10,000,000	5	48,484	63,749	6	52,378	45,771	62,270
<b>All Organisations</b>	<b>15</b>	<b>40,079</b>	<b>51,908</b>	<b>34</b>	<b>39,225</b>	<b>32,000</b>	<b>45,000</b>

## Level 3: Team Leader/Senior or Lead Professional – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
1 - 2 employees	0	.	.	1	.	.	.
3 - 5 employees	1	.	.	4	49,164	.	.
6 - 9 employees	2	40,920	52,382	8	40,631	38,011	45,784
10 - 19 employees	7	41,737	53,000	16	50,275	36,640	52,000
20 - 99 employees	21	49,483	63,864	37	55,488	45,000	57,920
100 or more employees	12	43,930	54,914	21	47,298	40,800	53,679
<b>BY ACTIVITY</b>							
Advocacy, law and politics	3	39,903	67,492	6	60,766	55,000	65,545
Arts, Culture and heritage	0	.	.	5	35,575	32,000	39,078
Education	6	44,204	57,657	9	51,683	40,000	59,353
Environment	2	39,514	49,855	2	46,640	.	.
Health	8	57,137	68,473	17	63,285	48,209	65,000
Housing/Homelessness	4	42,086	56,832	6	45,939	40,800	51,250
International development	4	40,164	52,452	6	47,869	46,000	52,000
Other	1	.	.	8	43,209	31,600	51,564
Social Services	17	44,541	55,584	30	48,236	40,500	52,038
Sports and recreation	0	.	.	1	.	.	.
<b>BY INCOME</b>							
Less than 100,000	0	.	.	1	.	.	.
100,001 - 250,000	3	38,683	64,166	10	42,283	29,120	43,440
250,001 - 500,000	8	43,120	52,257	14	46,565	40,500	54,317
500,001 - 1,000,000	20	50,096	64,349	40	55,162	40,766	56,803
1,000,001 - 5,000,000	1	.	.	5	45,984	40,000	50,000
5,000,001 - 10,000,000	10	44,042	55,655	15	51,672	44,128	58,000
Over 10,000,000	0	.	.	1	.	.	.
<b>All Organisations</b>	<b>45</b>	<b>45,945</b>	<b>59,303</b>	<b>90</b>	<b>50,651</b>	<b>40,000</b>	<b>55,000</b>

## Level 4: Development Worker – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
1 - 2 employees	2	33,815	42,483	4	34,330	.	.
3 - 5 employees	6	34,147	41,576	15	40,067	33,500	43,337
6 - 9 employees	4	38,416	51,851	8	39,312	30,546	46,418
10 - 19 employees	6	36,019	44,747	11	37,621	33,000	42,600
20 - 99 employees	12	35,557	51,679	19	43,766	37,625	50,000
100 or more employees	4	41,703	53,966	4	46,998	.	.
<b>BY ACTIVITY</b>							
Advocacy, law and politics	3	36,967	49,412	5	45,047	36,400	50,000
Arts, Culture and heritage	0	.	.	3	31,697	.	.
Education	6	37,527	51,123	9	44,454	40,000	47,459
Environment	0	.	.	1	.	.	.
Health	3	38,775	51,699	9	40,806	33,000	44,295
Housing/Homelessness	4	41,301	54,073	7	43,148	35,659	48,430
International development	2	41,200	61,555	3	41,952	.	.
Other	6	34,093	39,050	13	36,303	32,750	35,250
Social Services	10	33,675	47,004	11	41,626	37,625	46,861
Sports and recreation	1	.	.	1	.	.	.
<b>BY INCOME</b>							
100,001 - 250,000	7	33,216	41,739	14	37,401	33,000	37,625
250,001 - 500,000	3	36,363	51,317	8	43,015	40,486	46,418
500,001 - 1,000,000	4	36,939	49,490	8	36,871	31,046	41,096
1,000,001 - 5,000,000	12	35,839	48,803	21	42,127	35,307	50,000
5,000,001 - 10,000,000	2	34,803	45,250	3	37,507	.	.
Over 10,000,000	4	42,848	59,199	4	49,524	.	.
<b>All Organisations</b>	<b>35</b>	<b>36,366</b>	<b>48,381</b>	<b>62</b>	<b>40,745</b>	<b>34,100</b>	<b>46,861</b>



## Level 4: Fundraising Officer – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
1 - 2 employees	0	.	.	1	.	.	.
3 - 5 employees	1	.	.	3	25,900	.	.
6 - 9 employees	0	.	.	1	.	.	.
10 - 19 employees	5	48,200	57,935	14	45,882	34,000	40,500
20 - 99 employees	7	37,573	50,401	16	42,124	32,700	50,259
100 or more employees	7	42,702	52,453	12	42,986	34,060	48,412
<b>BY ACTIVITY</b>							
Advocacy, law and politics	1	.	.	2	40,323	.	.
Arts, Culture and heritage	0	.	.	1	.	.	.
Education	1	.	.	3	37,613	.	.
Environment	1	.	.	2	34,949	.	.
Health	9	47,386	56,834	18	45,997	30,000	48,527
Housing/Homelessness	1	.	.	3	37,201	.	.
International development	4	41,275	53,219	9	40,911	32,000	49,440
Other	0	.	.	2	43,625	.	.
Social Services	3	39,257	51,312	7	45,582	33,400	56,669
Sports and recreation	1	.	.	1	.	.	.
<b>BY INCOME</b>							
100,001 - 250,000	0	.	.	2	24,350	.	.
250,001 - 500,000	2	26,549	36,532	5	32,859	29,397	33,400
500,001 - 1,000,000	7	48,181	58,514	18	45,973	34,000	50,517
1,000,001 - 5,000,000	5	40,689	51,718	9	44,696	37,980	48,527
5,000,001 - 10,000,000	7	41,162	52,712	11	46,496	43,485	50,000
Over 10,000,000	0	.	.	2	24,350	.	.
<b>All Organisations</b>	<b>21</b>	<b>41,997</b>	<b>52,868</b>	<b>48</b>	<b>42,613</b>	<b>32,000</b>	<b>48,412</b>

## Level 4: HR Executive/Officer – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
10 - 19 employees	3	42,934	55,114	4	45,489	.	.
20 - 99 employees	7	41,165	54,659	10	44,149	34,801	47,797
100 or more employees	11	38,687	50,287	17	43,228	38,850	47,500
<b>BY ACTIVITY</b>							
Advocacy, law and politics	1	.	.	2	36,826	.	.
Arts, Culture and heritage	0	.	.	1	.	.	.
Education	2	31,632	52,686	2	41,955	.	.
Health	6	46,540	57,778	9	49,489	42,000	48,527
Housing/Homelessness	5	40,841	54,047	7	44,263	33,119	52,274
International development	3	42,261	53,816	4	42,539	.	.
Other	0	.	.	1	.	.	.
Social Services	3	37,043	47,059	5	42,940	40,000	45,549
Sports and recreation	1	.	.	1	.	.	.
<b>BY INCOME</b>							
1,000,001 - 5,000,000	5	42,846	58,628	6	48,015	35,000	47,797
5,000,001 - 10,000,000	5	41,681	50,828	9	43,696	40,000	50,752
Over 10,000,000	7	37,387	50,391	12	41,986	38,550	45,275
<b>All Organisations</b>	<b>21</b>	<b>40,120</b>	<b>52,434</b>	<b>32</b>	<b>43,716</b>	<b>37,000</b>	<b>48,162</b>

## Rates of Pay for Project/Support Worker – Detailed View

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
3 – 5 employees	1	.	.	7	35,225	29,120	37,500
6 – 9 employees	3	36,068	50,473	10	45,399	38,134	52,500
10 – 19 employees	4	33,595	45,191	17	36,748	32,800	43,140
20 - 99 employees	8	33,686	47,626	22	41,083	33,700	47,849
100 or more employees	11	33,336	45,077	15	39,072	35,720	45,000
<b>BY ACTIVITY</b>							
Advocacy, law and politics	4	36,550	45,478	8	36,368	28,560	43,604
Arts, Culture and heritage	0	.	.	2	28,150	.	.
Education	3	34,831	51,928	10	39,633	32,000	49,074
Environment	0	.	.	3	34,533	.	.
Health	4	35,242	47,307	11	42,960	33,630	46,860
Housing/Homelessness	5	33,703	44,604	8	36,671	34,710	38,487
International development	1	.	.	4	43,510	.	.
Other	2	29,396	45,113	6	43,416	31,850	53,220
Social Services	8	32,726	45,791	20	40,077	34,388	45,116
<b>BY INCOME</b>							
100,001 - 250,000	1	.	.	6	37,583	27,300	50,928
250,001 - 500,000	3	34,801	45,676	11	40,601	31,000	44,574
500,001 - 1,000,000	3	30,060	42,618	10	40,152	33,581	45,000
1,000,001 - 5,000,000	9	34,498	48,589	25	39,946	35,000	44,459
5,000,001 - 10,000,000	3	34,954	47,073	8	37,093	33,000	40,770
Over 10,000,000	5	30,248	42,650	9	38,888	35,720	45,000
<b>All Organisations</b>	<b>27</b>	<b>33,732</b>	<b>46,518</b>	<b>72</b>	<b>39,572</b>	<b>33,261</b>	<b>44,787</b>

## Level 4: Programme Worker/Officer – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
1 - 2 employees	1	.	.	2	48,966	.	.
3 - 5 employees	3	30,671	38,322	7	32,085	30,000	35,837
6 - 9 employees	1	.	.	6	38,552	34,837	45,975
10 - 19 employees	8	35,674	46,585	18	40,112	32,000	48,605
20 - 99 employees	7	32,955	45,046	15	56,861	33,537	44,855
100 or more employees	6	39,700	49,760	7	44,898	32,948	52,254
<b>BY ACTIVITY</b>							
Advocacy, law and politics	3	36,667	47,767	7	38,460	32,000	49,000
Arts, Culture and heritage	1	.	.	5	39,400	28,000	37,870
Education	2	38,136	51,556	6	37,284	29,026	45,975
Environment	1	.	.	1	.	.	.
Health	3	34,957	39,048	6	39,547	30,000	50,000
Housing/Homelessness	3	40,573	53,833	4	45,430	.	.
International development	4	40,025	51,719	7	42,579	32,000	53,205
Other	2	31,006	39,983	5	35,161	33,333	35,837
Social Services	7	33,112	43,574	13	61,943	35,000	47,061
Sports and recreation	0	.	.	1	.	.	.
<b>BY INCOME</b>							
Less than 100,000	0	.	.	1	.	.	.
100,001 - 250,000	3	30,671	39,989	6	39,599	30,000	42,132
250,001 - 500,000	1	.	.	3	39,992	.	.
500,001 - 1,000,000	6	29,904	40,881	14	55,769	30,027	41,768
1,000,001 - 5,000,000	7	32,880	42,953	19	38,014	32,948	41,616
5,000,001 - 10,000,000	2	44,692	55,223	3	51,617	.	.
Over 10,000,000	5	39,798	51,452	6	44,928	40,483	50,000
<b>All Organisations</b>	<b>26</b>	<b>35,418</b>	<b>45,961</b>	<b>55</b>	<b>44,419</b>	<b>32,000</b>	<b>47,278</b>

## Level 4: Social Worker – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
10 - 19 employees	0	.	.	1	.	.	.
20 - 99 employees	5	47,872	60,805	6	54,463	38,397	51,779
100 or more employees	6	42,380	57,803	6	49,696	46,661	54,000
<b>BY ACTIVITY</b>							
Health	6	52,747	69,835	7	60,051	50,011	57,898
Housing/Homelessness	0	.	.	1	.	.	.
Social Services	7	38,854	51,789	7	47,922	38,358	51,779
<b>BY INCOME</b>							
500,001 - 1,000,000	1	.	.	2	42,225	.	.
1,000,001 - 5,000,000	5	54,132	70,142	6	60,209	48,299	63,000
5,000,001 - 10,000,000	2	45,466	59,443	2	54,612	.	.
Over 10,000,000	3	42,492	61,531	3	50,305	.	.
<b>All Organisations</b>	<b>13</b>	<b>45,266</b>	<b>60,118</b>	<b>15</b>	<b>52,947</b>	<b>46,053</b>	<b>56,000</b>

## Level 4: Childcare Worker – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
6 - 9 employees	0	.	.	1	.	.	.
10 - 19 employees	0	.	.	2	27,806	.	.
20 - 99 employees	4	30,508	37,772	11	36,368	26,000	44,306
100 or more employees	4	30,431	43,457	4	34,931	.	.
<b>BY ACTIVITY</b>							
Advocacy, law and politics	1	.	.	1	.	.	.
Education	2	24,120	34,787	2	31,042	.	.
Health	1	.	.	2	35,120	.	.
Housing/Homelessness	2	29,020	38,128	2	31,805	.	.
Social Services	3	27,949	38,374	13	33,735	26,364	35,500
<b>BY INCOME</b>							
100,001 - 250,000	0	.	.	1	.	.	.
250,001 - 500,000	0	.	.	1	.	.	.
500,001 - 1,000,000	1	.	.	5	31,941	26,364	33,979
1,000,001 - 5,000,000	3	35,163	43,196	6	39,853	26,000	52,500
5,000,001 - 10,000,000	1	.	.	2	30,489	.	.
Over 10,000,000	1	.	.	2	40,757	.	.
<b>All Organisations</b>	<b>9</b>	<b>30,417</b>	<b>40,213</b>	<b>20</b>	<b>34,349</b>	<b>26,384</b>	<b>39,127</b>

## Level 4: Information Officer – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
3 – 5 employees	0	.	.	1	.	.	.
6 – 9 employees	1	.	.	3	37,095	.	.
10 – 19 employees	3	31,287	42,263	8	37,040	30,000	43,862
20 - 99 employees	6	34,409	47,890	10	41,276	37,660	46,000
100 or more employees	2	45,459	56,042	3	41,292	.	.
<b>BY ACTIVITY</b>							
Advocacy, law and politics	0	.	.	3	28,262	25,386	30,000
Arts, Culture and heritage	0	.	.	1	.	.	.
Education	4	34,505	46,643	4	45,318	.	.
Environment	1	.	.	2	31,534	.	.
Health	1	.	.	4	35,342	.	.
Housing/Homelessness	2	36,177	49,422	2	39,906	.	.
International development	0	.	.	1	.	.	.
Other	0	.	.	3	39,068	.	.
Social Services	5	37,854	50,624	6	41,984	34,035	46,916
<b>BY INCOME</b>							
100,001 - 250,000	0	.	.	1	.	.	.
250,001 - 500,000	1	.	.	3	37,095	.	.
500,001 - 1,000,000	4	30,449	42,931	5	37,745	30,000	46,000
1,000,001 - 5,000,000	5	38,653	49,229	11	38,984	30,000	46,916
5,000,001 - 10,000,000	0	.	.	2	48,964	.	.
Over 10,000,000	2	32,035	46,369	3	34,956	.	.
<b>All Organisations</b>	<b>13</b>	<b>35,524</b>	<b>47,359</b>	<b>26</b>	<b>38,521</b>	<b>30,000</b>	<b>46,000</b>

## Level 4: Administration Officer – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
3 - 5 employees	4	27,422	140,169	10	41,339	30,800	45,000
6 - 9 employees	4	28,232	45,608	11	32,169	22,308	38,500
10 - 19 employees	5	25,464	38,283	16	34,188	27,772	34,842
20 - 99 employees	9	29,206	40,728	26	32,282	28,488	36,205
100 or more employees	10	31,491	42,717	13	35,277	26,645	41,079
<b>BY ACTIVITY</b>							
Advocacy, law and politics	1	.	.	5	38,953	28,488	29,400
Arts, Culture and heritage	1	.	.	4	27,974	.	.
Education	7	27,724	41,784	8	36,868	29,518	43,327
Environment	1	.	.	3	27,726	.	.
Health	6	34,592	47,120	17	33,868	30,000	36,951
Housing/Homelessness	2	32,940	41,641	7	30,676	26,075	35,720
International development	2	27,636	36,239	3	31,674	.	.
Other	3	27,593	38,087	8	42,076	33,413	44,285
Social Services	8	29,256	94,332	20	33,743	25,706	37,793
Sports and recreation	1	.	.	1	.	.	.
<b>BY INCOME</b>							
Less than 100,000	0	.	.	1	.	.	.
100,001 - 250,000	2	27,272	240,275	6	41,537	24,570	64,942
250,001 - 500,000	4	26,382	42,531	13	32,960	29,120	37,329
500,001 - 1,000,000	5	23,400	35,545	13	31,999	27,544	35,835
1,000,001 - 5,000,000	11	30,415	43,624	24	35,350	27,393	40,165
5,000,001 - 10,000,000	2	26,023	38,778	4	31,935	.	.
Over 10,000,000	5	33,922	43,449	9	36,949	35,172	39,405
<b>All Organisations</b>	<b>32</b>	<b>28,990</b>	<b>54,008</b>	<b>76</b>	<b>34,371</b>	<b>27,772</b>	<b>38,378</b>

## Level 4: Family Support Worker – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
6 - 9 employees	2	31,187	38,435	2	43,160	.	.
10 - 19 employees	3	33,938	43,535	7	34,804	29,120	36,204
20 - 99 employees	5	32,911	44,948	11	41,489	35,500	42,032
100 or more employees	5	32,350	45,069	7	37,930	33,947	41,048
<b>BY ACTIVITY</b>							
Advocacy, law and politics	0	.	.	1	40,000	.	.
Education	1	.	.	1	57,469	.	.
Health	2	31,995	43,598	6	38,159	34,000	41,048
Housing/Homelessness	1	.	.	1	37,207	.	.
Other	0	.	.	3	40,165	.	.
Social Services	11	31,608	42,698	15	37,847	34,649	39,000
<b>BY INCOME</b>							
100,001 - 250,000	1	.	.	2	28,985	.	.
250,001 - 500,000	3	37,463	49,587	3	42,976	.	.
500,001 - 1,000,000	2	33,565	41,632	5	35,903	35,069	35,500
1,000,001 - 5,000,000	4	32,699	45,697	9	43,596	39,912	48,333
5,000,001 - 10,000,000	1	.	.	1	.	.	.
Over 10,000,000	2	32,305	42,985	4	36,426	.	.
<b>All Organisations</b>	<b>15</b>	<b>32,700</b>	<b>43,837</b>	<b>27</b>	<b>38,957</b>	<b>34,649</b>	<b>41,048</b>



## Level 4: Training Officer/Teacher – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
3 – 5 employees	0	.	.	1	.	.	.
6 – 9 employees	1	.	.	3	32,328	.	.
10 – 19 employees	2	36,849	51,329	5	43,008	35,500	47,880
20 - 99 employees	1	.	.	3	39,345	.	.
100 or more employees	4	39,866	50,995	8	47,276	36,829	55,475
<b>BY ACTIVITY</b>							
Advocacy, law and politics	1	.	.	2	43,940	.	.
Education	2	31,675	53,065	5	42,944	44,062	47,000
Environment	0	.	.	1	.	.	.
Health	3	41,738	52,246	5	52,177	38,000	60,000
Housing/Homelessness	1	.	.	2	35,163	.	.
International development	0	.	.	1	.	.	.
Other	0	.	.	1	.	.	.
Social Services	1	.	.	3	38,011	34,034	45,000
<b>BY INCOME</b>							
Less than 100, 000	0	.	.	1	.	.	.
250,001 - 500,000	0	.	.	1	.	.	.
500,001 - 1,000,000	2	31,675	53,065	5	38,257	35,000	44,062
1,000,001 - 5,000,000	2	34,474	48,080	4	43,729	.	.
5,000,001 – 10,000,000	1	.	.	2	60,243	.	.
Over 10,000,000	2	43,125	53,620	5	44,255	37,207	50,949
<b>All Organisations</b>	<b>8</b>	<b>36,470</b>	<b>50,783</b>	<b>20</b>	<b>41,813</b>	<b>34,517</b>	<b>47,440</b>

## Level 4: Nurse – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
3 – 5 employees	0	.	.	1	.	.	.
10 – 19 employees	1	.	.	1	.	.	.
100 or more employees	9	37,171	48,974	11	49,992	40,000	54,500
<b>BY ACTIVITY</b>							
Advocacy, law and politics	0	.	.	1	.	.	.
Health	7	40,014	50,406	10	48,649	40,000	54,500
Housing/Homelessness	1	.	.	1	.	.	.
Other	0	.	.	1	.	.	.
Social Services	2	30,373	47,273	2	55,324	.	.
<b>BY INCOME</b>							
1,000,001 - 5,000,000	2	40,955	53,703	5	52,623	46,500	60,792
5,000,001 – 10,000,000	4	39,171	49,072	5	55,733	42,013	76,535
Over 10,000,000	3	39,036	49,977	4	48,249	.	.
<b>All Organisations</b>	<b>10</b>	<b>38,681</b>	<b>50,156</b>	<b>15</b>	<b>51,620</b>	<b>40,560</b>	<b>60,792</b>

## Level 4: IT/Executive Officer – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
6 - 9 employees	0	.	.	1	.	.	.
10 - 19 employees	4	39,673	50,403	6	42,905	37,000	46,800
20 - 99 employees	5	38,023	51,590	16	46,491	41,400	48,669
100 or more employees	3	46,983	60,452	5	45,736	35,000	48,527
<b>BY ACTIVITY</b>							
Advocacy, law and politics	2	36,670	48,025	5	41,165	37,000	43,824
Education	2	33,637	46,427	5	40,013	38,760	42,000
Health	2	48,064	58,463	5	41,065	32,000	48,527
Housing/Homelessness	2	46,473	60,600	4	47,739	.	.
International development	4	40,016	53,472	4	45,855	.	.
Other	0	.	.	4	57,468	.	.
Social Services	0	.	.	1	.	.	.
Sports and recreation	0	.	.	1	.	.	.
<b>BY INCOME</b>							
1,000,001 - 5,000,000	3	34,758	45,951	13	45,220	40,000	46,800
5,000,001 - 10,000,000	3	42,169	54,088	5	48,506	45,000	48,000
Over 10,000,000	4	42,100	56,818	6	44,869	35,000	48,034
<b>All Organisations</b>	<b>12</b>	<b>40,813</b>	<b>53,410</b>	<b>29</b>	<b>45,171</b>	<b>40,000</b>	<b>48,034</b>

## Level 4: Accountant – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
6 - 9 employees	0	.	.	1	.	.	.
10 - 19 employees	1	.	.	4	77,183	29,821	124,545
20 - 99 employees	3	50,123	64,760	10	57,806	42,248	65,000
100 or more employees	8	49,154	63,614	12	55,928	45,733	64,047
<b>BY ACTIVITY</b>							
Advocacy, law and politics	0	.	.	1	.	.	.
Education	1	.	.	3	34,859	.	.
Environment	0	.	.	1	.	.	.
Health	2	59,187	72,439	6	89,411	60,000	77,625
Housing/Homelessness	3	50,950	66,750	4	57,916	.	.
International development	2	42,410	59,215	3	53,941	.	.
Other	0	.	.	2	.	.	.
Social Services	4	46,327	58,502	6	51,188	40,000	54,062
Sports and recreation	0	.	.	1	.	.	.
<b>BY INCOME</b>							
250,001 - 500,000	0	.	.	1	.	.	.
500,001 - 1,000,000	1	.	.	2	36,413	.	.
1,000,001 - 5,000,000	2	55,185	70,140	7	81,764	42,248	83,720
5,000,001 - 10,000,000	1	.	.	2	40,000	.	.
Over 10,000,000	7	46,123	61,147	12	54,670	49,098	60,215
<b>All Organisations</b>	<b>12</b>	<b>48,092</b>	<b>62,085</b>	<b>27</b>	<b>59,626</b>	<b>41,069</b>	<b>65,000</b>

## Level 4: Finance Officer – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
1 - 2 employees	0	.	.	1	.	.	.
3 - 5 employees	0	.	.	6	32,269	27,300	42,041
6 - 9 employees	0	.	.	6	38,630	29,450	44,291
10 - 19 employees	7	33,470	44,553	15	54,587	34,580	60,600
20 - 99 employees	13	31,435	45,382	26	41,760	35,000	48,000
100 or more employees	11	36,431	47,649	15	39,787	33,119	47,000
<b>BY ACTIVITY</b>							
Advocacy, law and politics	5	32,363	42,502	9	46,027	35,000	52,500
Arts, Culture and heritage	0	.	.	2	27,146	.	.
Education	2	26,877	47,538	6	42,886	35,000	52,800
Health	8	34,758	45,744	14	51,433	34,580	48,527
Housing/Homelessness	5	40,175	53,178	10	43,733	37,207	54,221
International development	2	34,955	45,533	5	38,382	36,750	39,900
Other	1	.	.	10	36,465	30,940	42,041
Social Services	8	31,562	44,030	12	41,046	32,548	46,306
Sports and recreation	0	.	.	2	31,365	.	.
<b>BY INCOME</b>							
Less than 100,000	0	.	.	2	23,296	.	.
100,001 - 250,000	0	.	.	2	24,804	.	.
250,001 - 500,000	3	30,264	42,656	9	42,938	32,000	52,500
500,001 - 1,000,000	1	.	.	3	38,759	.	.
1,000,001 - 5,000,000	12	29,906	42,802	28	47,498	35,000	46,930
5,000,001 - 10,000,000	5	37,320	50,540	9	38,370	28,689	44,930
Over 10,000,000	7	34,819	45,898	12	39,936	36,925	44,000
<b>All Organisations</b>	<b>31</b>	<b>33,667</b>	<b>45,999</b>	<b>70</b>	<b>42,787</b>	<b>33,119</b>	<b>45,000</b>

## Level 4: Communications/Media Officer – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
3 – 5 employees	0	.	.	5	28,943	27,000	32,760
6 – 9 employees	0	.	.	6	33,401	27,500	40,500
10 – 19 employees	8	42,953	52,872	15	44,556	32,000	55,000
20 - 99 employees	9	31,310	46,003	24	39,463	32,270	44,273
100 or more employees	7	36,848	49,131	11	40,104	31,220	49,365
<b>BY ACTIVITY</b>							
Advocacy, law and politics	4	36,750	47,075	10	39,124	32,760	46,974
Arts, Culture and heritage	0	.	.	3	30,333	.	.
Education	3	33,062	52,365	6	36,566	28,665	40,326
Environment	0	.	.	1	.	.	.
Health	6	42,916	53,587	14	41,247	31,220	45,008
Housing/Homelessness	3	40,753	52,878	5	41,801	37,207	46,630
International development	4	37,089	48,936	8	41,288	37,750	45,188
Other	0	.	.	4	45,282	.	.
Social Services	3	27,350	40,874	9	36,853	29,981	45,000
Sports and recreation	1	.	.	2	32,252	.	.
<b>BY INCOME</b>							
Less than 100, 000	0	.	.	1	.	.	.
100,001 - 250,000	0	.	.	3	26,593	.	.
250,001 - 500,000	0	.	.	5	34,820	27,500	34,000
500,001 - 1,000,000	3	30,566	40,886	3	34,605	.	.
1,000,001 - 5,000,000	10	38,655	52,623	27	41,287	31,000	45,008
5,000,001 - 10,000,000	3	38,265	46,848	6	39,859	34,000	46,326
Over 10,000,000	6	36,990	51,049	12	41,068	33,810	48,170
<b>All Organisations</b>	<b>24</b>	<b>36,806</b>	<b>49,205</b>	<b>62</b>	<b>39,286</b>	<b>31,500</b>	<b>45,008</b>

## Level 4: Research Officer – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
3 – 5 employees	0	.	.	2	33,470	.	.
6 – 9 employees	0	.	.	2	30,000	.	.
10 – 19 employees	2	30,849	44,829	8	35,789	31,000	40,658
20 - 99 employees	4	33,664	48,789	9	42,669	37,247	46,353
100 or more employees	4	39,645	55,141	7	44,988	37,207	50,770
<b>BY ACTIVITY</b>							
Advocacy, law and politics	2	30,450	42,469	6	36,413	32,000	39,860
Arts, Culture and heritage	0	.	.	1	.	.	.
Education	2	33,724	48,559	4	44,785	.	.
Environment	0	.	.	1	.	.	.
Health	3	34,003	50,920	11	38,514	34,000	45,000
Housing/Homelessness	2	39,879	53,067	2	43,989	.	.
International development	1	.	.	1	.	.	.
Other	0	.	.	2	39,950	.	.
<b>BY INCOME</b>							
250,001 - 500,000	0	.	.	3	33,980	.	.
500,001 - 1,000,000	2	30,849	44,829	3	33,438	.	.
1,000,001 - 5,000,000	4	33,664	48,789	13	40,463	34,000	45,000
Over 10,000,000	4	39,645	55,141	7	44,988	37,207	50,770
<b>All Organisations</b>	<b>10</b>	<b>35,493</b>	<b>50,538</b>	<b>28</b>	<b>39,721</b>	<b>34,000</b>	<b>45,000</b>

## Level 4: Psychologist/Counsellor – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
3 – 5 employees	0	.	.	3	68,369	.	.
6 – 9 employees	0	.	.	1	.	.	.
10 – 19 employees	0	.	.	3	49,022	.	.
20 - 99 employees	5	47,131	62,706	8	60,569	40,525	82,500
100 or more employees	8	48,748	69,121	10	52,278	42,807	60,080
<b>BY ACTIVITY</b>							
Advocacy, law and politics	0	.	.	1	.	.	.
Education	1	.	.	2	77,042	.	.
Health	5	52,957	72,463	13	72,268	47,500	75,000
Housing/Homelessness	1	.	.	1	.	.	.
Social Services	7	39,511	57,876	10	49,034	42,000	48,936
<b>BY INCOME</b>							
100,001 - 250,000	0	.	.	3	64,421	.	.
250,001 - 500,000	0	.	.	3	103,286	.	.
500,001 - 1,000,000	3	45,499	63,046	3	49,903	.	.
1,000,001 - 5,000,000	3	51,058	63,908	8	68,592	46,296	89,963
5,000,001 - 10,000,000	3	61,542	86,276	3	62,386	.	.
Over 10,000,000	3	38,018	49,530	5	42,958	38,587	45,584
<b>All Organisations</b>	<b>14</b>	<b>48,260</b>	<b>65,821</b>	<b>27</b>	<b>63,473</b>	<b>42,807</b>	<b>75,000</b>

## Level 4: Youth Worker – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
3 - 5 employees	0	.	.	1	.	.	.
6 - 9 employees	1	.	.	2	35,000	.	.
10 - 19 employees	0	.	.	2	40,844	.	.
20 - 99 employees	5	38,531	53,478	7	43,357	37,625	49,263
100 or more employees	3	29,875	41,872	4	34,039	.	.
<b>BY ACTIVITY</b>							
Health	0	.	.	1	.	.	.
Housing/Homelessness	1	.	.	1	.	.	.
Social Services	8	34,864	49,702	14	38,264	30,575	40,344
<b>BY INCOME</b>							
100,001 - 250,000	0	.	.	3	38,111	.	.
250,001 - 500,000	1	.	.	2	28,270	.	.
500,001 - 1,000,000	1	.	.	3	39,748	.	.
1,000,001 - 5,000,000	3	38,327	54,392	4	42,520	.	.
Over 10,000,000	2	32,812	46,307	2	37,791	.	.
<b>All Organisations</b>	<b>9</b>	<b>34,796</b>	<b>49,428</b>	<b>16</b>	<b>38,305</b>	<b>32,788</b>	<b>40,162</b>

## Level 5: Care Workers with FETAC L5/L6 – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
3 - 5 employees	0	.	.	1	.	.	.
6 - 9 employees	0	.	.	1	.	.	.
10 - 19 employees	0	.	.	2	32,484	.	.
20 - 99 employees	3	32,603	41,894	9	35,568	20,930	44,211
100 or more employees	9	26,275	35,509	13	30,422	25,974	34,164
<b>BY ACTIVITY</b>							
Advocacy, law and politics	1	.	.	1	.	.	.
Health	5	26,578	36,422	8	29,961	26,500	33,175
Housing/Homelessness	0	.	.	3	31,769	.	.
Social Services	7	28,707	39,170	16	34,647	27,888	42,808
<b>BY INCOME</b>							
100,001 - 250,000	0	.	.	2	28,898	.	.
250,001 - 500,000	0	.	.	3	32,376	.	.
500,001 - 1,000,000	0	.	.	4	35,429	.	.
1,000,001 - 5,000,000	3	30,489	39,502	6	37,550	23,500	49,309
5,000,001 - 10,000,000	2	23,376	32,743	3	27,081	.	.
Over 10,000,000	6	26,566	36,211	7	31,371	29,799	34,710
<b>All Organisations</b>	<b>13</b>	<b>27,678</b>	<b>37,239</b>	<b>28</b>	<b>32,690</b>	<b>25,977</b>	<b>36,764</b>

## Level 5: Childcare/Youth Worker with FETAC L5/L6 – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
6 - 9 employees	0	.	.	1	.	.	.
10 - 19 employees	0	.	.	2	24,973	.	.
20 - 99 employees	4	26,433	34,826	11	27,824	23,712	30,680
100 or more employees	3	28,010	37,374	3	33,781	.	.
<b>BY ACTIVITY</b>							
Arts, Culture and heritage	0	.	.	1	.	.	.
Education	2	23,938	31,782	2	31,042	.	.
Health	2	29,148	39,562	2	34,587	.	.
Social Services	3	27,864	36,247	12	27,166	24,024	30,329
<b>BY INCOME</b>							
100,001 - 250,000	0	.	.	1	.	.	.
250,001 - 500,000	0	.	.	2	25,389	.	.
500,001 - 1,000,000	1	.	.	5	25,144	23,712	25,480
1,000,001 - 5,000,000	3	24,940	34,790	6	29,026	25,584	32,169
Over 10,000,000	1	.	.	1	.	.	.
<b>All Organisations</b>	<b>7</b>	<b>27,109</b>	<b>35,918</b>	<b>17</b>	<b>28,402</b>	<b>24,648</b>	<b>32,169</b>

## Level 5: Senior Administrative Assistant/Senior Clerical – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
1 - 2 employees	0	.	.	1	.	.	.
3 - 5 employees	1	.	.	5	29,561	28,000	31,212
6 - 9 employees	4	26,970	44,421	8	33,889	28,587	39,704
10 - 19 employees	5	30,590	39,669	15	32,298	27,192	36,400
20 - 99 employees	9	28,845	41,931	16	36,137	28,412	41,992
100 or more employees	10	32,705	44,863	14	39,379	36,000	43,198
<b>BY ACTIVITY</b>							
Advocacy, law and politics	2	30,500	39,000	3	32,404	.	.
Arts, Culture and heritage	0	.	.	2	32,000	.	.
Education	5	25,705	39,649	9	35,382	27,699	43,345
Health	6	32,796	44,857	15	34,773	28,000	42,891
Housing/Homelessness	2	33,302	44,556	3	34,989	.	.
International development	3	30,984	42,480	5	34,882	32,000	38,125
Other	1	.	.	3	31,198	.	.
Social Services	10	30,163	44,011	20	37,867	29,212	41,093
<b>BY INCOME</b>							
Less than 100, 000	0	.	.	2	49,276	.	.
100,001 - 250,000	0	.	.	4	31,309	.	.
250,001 - 500,000	2	29,249	46,968	8	32,086	27,081	39,704
500,001 - 1,000,000	5	26,044	38,159	6	30,543	25,480	38,125
1,000,001 - 5,000,000	12	28,828	42,096	26	35,528	30,000	38,988
5,000,001 - 10,000,000	4	33,000	43,715	6	36,020	29,250	39,985
Over 10,000,000	4	30,017	42,743	6	38,376	36,000	41,092
<b>All Organisations</b>	<b>29</b>	<b>30,155</b>	<b>42,794</b>	<b>60</b>	<b>35,526</b>	<b>29,029</b>	<b>40,532</b>



## Level 5: Office Supervisor – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
3 – 5 employees	0	.	.	1	.	.	.
6 – 9 employees	0	.	.	1	.	.	.
10 – 19 employees	2	31,000	36,000	6	31,898	24,000	37,000
20 - 99 employees	3	34,696	46,996	10	33,576	29,089	42,480
100 or more employees	2	39,189	51,899	6	43,109	32,130	50,872
<b>BY ACTIVITY</b>							
Advocacy, law and politics	2	34,670	46,525	3	37,460	.	.
Arts, Culture and heritage	0	.	.	3	28,251	.	.
Education	1	.	.	2	36,262	.	.
Environment	0	.	.	1	.	.	.
Health	1	.	.	2	36,229	.	.
Housing/Homelessness	1	.	.	2	55,806	.	.
International development	0	.	.	1	.	.	.
Other	0	.	.	3	35,016	.	.
Social Services	0	.	.	5	33,189	30,000	34,719
Sports and recreation	2	30,500	36,240	2	36,240		
<b>BY INCOME</b>							
100,001 - 250,000	1	.	.	2	29,778	.	.
250,001 - 500,000	0	.	.	2	27,799	.	.
500,001 - 1,000,000	0	.	.	5	32,028	24,754	36,799
1,000,001 - 5,000,000	2	34,375	44,730	8	33,018	29,642	38,500
5,000,001 - 10,000,000	2	34,170	46,765	2	42,865	.	.
Over 10,000,000	1	.	.	4	44,615	.	.
<b>All Organisations</b>	<b>7</b>	<b>34,924</b>	<b>45,255</b>	<b>24</b>	<b>35,507</b>	<b>29,420</b>	<b>42,865</b>

## Level 5: Senior Accounts Officer – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
6 - 9 employees	0	.	.	1	.	.	.
10 - 19 employees	2	32,262	43,698	5	49,947	36,225	50,952
20 - 99 employees	3	29,085	38,918	7	36,196	30,000	43,000
100 or more employees	8	38,187	48,979	12	42,380	36,202	49,186
<b>BY ACTIVITY</b>							
Advocacy, law and politics	1	.	.	1	.	.	.
Arts, Culture and heritage	0	.	.	2	30,333	.	.
Education	1	.	.	3	54,206	.	.
Health	3	42,271	52,762	5	46,970	43,000	51,371
Housing/Homelessness	2	31,305	43,564	2	39,064	.	.
International development	1	.	.	1	.	.	.
Other	0	.	.	1	.	.	.
Social Services	5	34,994	44,480	10	40,292	33,451	50,000
<b>BY INCOME</b>							
250,001 - 500,000	0	.	.	2	26,075	.	.
500,001 - 1,000,000	0	.	.	2	65,976	.	.
1,000,001 - 5,000,000	3	31,508	41,298	7	35,426	33,451	36,225
5,000,001 - 10,000,000	2	39,883	46,909	2	45,148	.	.
Over 10,000,000	4	31,465	43,004	7	41,434	36,320	47,000
<b>All Organisations</b>	<b>13</b>	<b>35,175</b>	<b>45,844</b>	<b>25</b>	<b>41,461</b>	<b>35,844</b>	<b>47,000</b>

## Level 5: Senior Receptionist – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
6 - 9 employees	0	.	.	1	.	.	.
10 - 19 employees	3	36,183	42,520	11	35,381	27,300	31,500
20 - 99 employees	6	29,312	38,602	15	32,877	27,150	31,000
100 or more employees	7	27,688	41,937	10	34,484	30,000	39,783
<b>BY ACTIVITY</b>							
Advocacy, law and politics	1	.	.	2	30,500	.	.
Arts, Culture and heritage	0	.	.	3	26,598	.	.
Education	0	.	.	3	27,032	.	.
Health	6	36,234	47,448	13	38,916	30,000	39,783
Housing/Homelessness	2	32,290	44,440	2	35,545	.	.
International development	1	.	.	2	27,650	.	.
Other	0	.	.	1	.	.	.
Social Services	6	23,902	34,575	11	34,236	27,612	41,092
<b>BY INCOME</b>							
100,001 - 250,000	0	.	.	1	.	.	.
250,001 - 500,000	0	.	.	2	30,832	.	.
500,001 - 1,000,000	1	.	.	4	26,032	.	.
1,000,001 - 5,000,000	6	35,118	44,826	16	38,180	27,806	45,478
5,000,001 - 10,000,000	3	25,682	35,803	5	32,027	27,500	34,354
Over 10,000,000	4	28,233	41,885	6	33,486	30,000	41,092
<b>All Organisations</b>	<b>16</b>	<b>29,890</b>	<b>40,796</b>	<b>37</b>	<b>34,059</b>	<b>28,000</b>	<b>34,354</b>

## Level 6: Junior Receptionist – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
3 – 5 employees	2	23,165	32,686	2	51,455	.	.
6 – 9 employees	0	.	.	1	.	.	.
10 – 19 employees	0	.	.	5	28,808	20,533	33,973
20 - 99 employees	4	29,921	38,790	14	27,909	22,750	32,870
100 or more employees	3	26,008	35,649	4	27,757	.	.
<b>BY ACTIVITY</b>							
Advocacy, law and politics	1	.	.	2	33,935	.	.
Arts, Culture and heritage	0	.	.	1	.	.	.
Education	1	.	.	4	25,370	.	.
Health	1	.	.	3	26,135	.	.
Housing/Homelessness	2	26,462	35,301	3	29,598	.	.
Other	2	23,165	32,686	3	42,129	.	.
Social Services	2	34,930	40,570	10	28,946	22,105	35,061
<b>BY INCOME</b>							
Less than 100, 000	0	.	.	1	.	.	.
100,001 - 250,000	2	23,165	32,686	4	39,563	.	.
250,001 - 500,000	0	.	.	4	28,561	.	.
500,001 - 1,000,000	0	.	.	3	21,741	.	.
1,000,001 - 5,000,000	2	31,938	42,119	8	28,942	22,519	34,487
5,000,001 - 10,000,000	1	.	.	1	.	.	.
Over 10,000,000	2	26,462	35,301	2	29,397	.	.
<b>All Organisations</b>	<b>9</b>	<b>27,115</b>	<b>36,386</b>	<b>26</b>	<b>29,699</b>	<b>22,296</b>	<b>33,973</b>

## Level 6: Junior Administrative Assistant/Junior Clerical – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
1 - 2 employees	0	.	.	1	.	.	.
3 - 5 employees	0	.	.	1	.	.	.
6 - 9 employees	0	.	.	1	.	.	.
10 - 19 employees	4	24,479	32,092	7	26,613	26,000	29,000
20 - 99 employees	7	25,995	39,309	17	30,804	27,000	32,549
100 or more employees	11	26,396	36,271	12	30,740	27,201	33,501
<b>BY ACTIVITY</b>							
Advocacy, law and politics	1	.	.	1	.	.	.
Education	3	25,794	38,636	5	30,395	26,475	32,549
Health	7	26,676	37,466	11	33,402	28,000	38,645
Housing/Homelessness	3	27,726	38,619	4	29,653	.	.
International development	2	25,894	32,175	3	28,450	.	.
Other	0	.	.	2	26,625	.	.
Social Services	5	25,511	37,922	12	27,785	21,513	33,501
Sports and recreation	1	.	.	1	.	.	.
<b>BY INCOME</b>							
Less than 100, 000	0	.	.	1	.	.	.
100,001 - 250,000	1	.	.	2	28,091	.	.
250,001 - 500,000	0	.	.	2	23,882	.	.
500,001 - 1,000,000	1	.	.	3	23,238	.	.
1,000,001 - 5,000,000	7	25,523	38,153	14	31,447	26,475	32,549
5,000,001 - 10,000,000	3	27,789	36,381	4	29,590	.	.
Over 10,000,000	7	26,440	34,894	8	30,984	27,201	33,203
<b>All Organisations</b>	<b>22</b>	<b>25,920</b>	<b>36,478</b>	<b>39</b>	<b>29,743</b>	<b>26,475</b>	<b>32,549</b>

## Level 6: Driver – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
3 – 5 employees	0	.	.	1	.	.	.
6 – 9 employees	0	.	.	1	.	.	.
10 – 19 employees	0	.	.	3	22,550	.	.
20 - 99 employees	1	.	.	6	25,837	20,280	30,500
100 or more employees	3	27,249	34,326	6	28,430	22,736	32,454
<b>BY ACTIVITY</b>							
Advocacy, law and politics	1	.	.	2	26,842	.	.
Education	0	.	.	2	20,494	.	.
Health	2	27,222	33,194	6	28,883	23,829	32,760
Housing/Homelessness	0	.	.	3	28,166	.	.
Other	0	.	.	1	.	.	.
Social Services	2	26,652	34,390	5	26,178	21,513	29,799
<b>BY INCOME</b>							
Less than 100, 000	0	.	.	1	.	.	.
250,001 - 500,000	0	.	.	4	26,288	.	.
500,001 - 1,000,000	0	.	.	2	20,202	.	.
1,000,001 - 5,000,000	1	.	.	4	24,448	.	.
5,000,001 – 10,000,000	0	.	.	3	29,412	.	.
Over 10,000,000	3	26,435	33,656	4	31,027	.	.
<b>All Organisations</b>	<b>5</b>	<b>27,271</b>	<b>34,439</b>	<b>19</b>	<b>27,045</b>	<b>21,513</b>	<b>31,321</b>

## Level 6: Junior Accounts Officer – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
10 – 19 employees	1	.	.	3	34,543	.	.
20 - 99 employees	4	28,141	38,319	7	32,463	28,000	35,770
100 or more employees	5	27,305	41,126	9	31,205	29,015	34,508
<b>BY ACTIVITY</b>							
Advocacy, law and politics	1	.	.	1	.	.	.
Arts, Culture and heritage	0	.	.	2	38,889	.	.
Education	0	.	.	1	.	.	.
Health	2	29,249	46,968	5	31,821	29,015	38,109
Housing/Homelessness	4	28,321	40,278	4	32,276	.	.
International development	1	.	.	2	26,710	.	.
Other	0	.	.	1	.	.	.
Social Services	2	25,801	39,096	3	30,340	.	.
<b>BY INCOME</b>							
250,001 - 500,000	0	.	.	1	.	.	.
500,001 - 1,000,000	0	.	.	3	29,132	.	.
1,000,001 - 5,000,000	0	.	.	2	38,889	.	.
5,000,001 – 10,000,000	3	29,055	43,714	3	36,711	.	.
Over 10,000,000	5	26,505	36,159	8	30,817	28,718	33,674
<b>All Organisations</b>	<b>10</b>	<b>27,919</b>	<b>40,416</b>	<b>19</b>	<b>32,196</b>	<b>28,000</b>	<b>36,255</b>

## Level 6: General Operative – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
3 - 5 employees	1	.	.	3	22,735	.	.
6 - 9 employees	0	.	.	2	42,284	.	.
10 - 19 employees	0	.	.	12	25,449	22,388	26,723
20 - 99 employees	1	.	.	9	24,306	20,930	26,937
100 or more employees	5	24,873	31,921	8	26,804	23,246	30,157
<b>BY ACTIVITY</b>							
Arts, Culture and heritage	0	.	.	3	24,824	.	.
Education	1	.	.	4	23,566	.	.
Environment	0	.	.	1	.	.	.
Health	2	27,403	33,600	5	27,199	23,829	31,000
Housing/Homelessness	2	24,970	33,077	4	32,239	.	.
Other	1	.	.	7	27,268	21,000	32,000
Social Services	1	.	.	12	24,648	23,070	25,249
<b>BY INCOME</b>							
Less than 100,000	0	.	.	2	21,869	.	.
100,001 - 250,000	0	.	.	2	22,938	.	.
250,001 - 500,000	0	.	.	7	28,773	21,513	31,339
500,001 - 1,000,000	0	.	.	9	25,587	21,513	26,853
1,000,001 - 5,000,000	2	.	.	7	24,350	21,000	26,937
5,000,001 - 10,000,000	0	.	.	3	28,686	.	.
Over 10,000,000	4	23,981	31,351	5	27,609	27,167	29,314
<b>All Organisations</b>	<b>7</b>	<b>22,588</b>	<b>32,644</b>	<b>36</b>	<b>26,311</b>	<b>22,222</b>	<b>29,672</b>

## Level 6: Care Assistant – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
3 - 5 employees	1	.	.	1	.	.	.
10 - 19 employees	0	.	.	1	.	.	.
20 - 99 employees	0	.	.	3	25,317	.	.
100 or more employees	5	27,019	37,463	9	31,361	29,447	34,164
<b>BY ACTIVITY</b>							
Health	5	26,146	36,512	7	33,715	31,000	35,000
Housing/Homelessness	1	.	.	2	26,609	.	.
Social Services	2	23,716	27,673	7	27,499	21,840	30,921
<b>BY INCOME</b>							
Less than 100,000	1	.	.	1	.	.	.
250,001 - 500,000	0	.	.	1	.	.	.
500,001 - 1,000,000	0	.	.	1	.	.	.
1,000,001 - 5,000,000	2	24,710	28,133	5	35,095	29,447	41,534
5,000,001 - 10,000,000	2	28,033	37,793	3	30,810	.	.
Over 10,000,000	2	25,515	38,922	3	31,369	.	.
<b>All Organisations</b>	<b>8</b>	<b>25,786</b>	<b>34,137</b>	<b>16</b>	<b>30,107</b>	<b>23,290</b>	<b>34,164</b>

## Level 6: Cleaner/Housekeeper – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
3 – 5 employees	0	.	.	1	.	.	.
6 – 9 employees	0	.	.	2	28,150	.	.
10 – 19 employees	1	.	.	7	28,569	21,250	33,250
20 - 99 employees	3	24,279	27,556	16	23,422	20,544	24,351
100 or more employees	8	24,984	30,646	15	28,562	23,000	31,321
<b>BY ACTIVITY</b>							
Arts, Culture and heritage	0	.	.	2	20,635	.	.
Education	1	.	.	4	30,958	.	.
Health	5	23,546	27,419	12	25,270	20,984	30,165
Housing/Homelessness	2	23,265	30,752	4	24,202	.	.
Other	0	.	.	5	25,048	23,898	25,200
Social Services	4	26,017	31,439	15	27,660	22,204	32,351
<b>BY INCOME</b>							
Less than 100, 000	0	.	.	1	.	.	.
100,001 - 250,000	0	.	.	4	25,512	.	.
250,001 - 500,000	0	.	.	3	23,019	.	.
500,001 - 1,000,000	1	.	.	9	24,128	21,513	23,400
1,000,001 - 5,000,000	3	24,669	28,436	12	28,643	21,454	32,101
5,000,001 - 10,000,000	2	25,307	28,862	4	27,328	.	.
Over 10,000,000	4	23,441	30,032	7	26,763	22,935	32,351
<b>All Organisations</b>	<b>12</b>	<b>24,226</b>	<b>28,986</b>	<b>42</b>	<b>26,316</b>	<b>21,840</b>	<b>30,952</b>



## Level 6: Catering Assistant – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
3 – 5 employees	0	.	.	1	.	.	.
6 – 9 employees	0	.	.	1	.	.	.
10 – 19 employees	0	.	.	2	26,434	.	.
20 - 99 employees	0	.	.	4	20,650	.	.
100 or more employees	6	24,735	29,546	10	27,642	21,513	27,628
<b>BY ACTIVITY</b>							
Arts, Culture and heritage	0	.	.	1	.	.	.
Education	0	.	.	1	.	.	.
Health	3	25,011	28,551	6	24,300	21,294	25,588
Housing/Homelessness	1	.	.	3	29,311	.	.
Other	0	.	.	1	.	.	.
Social Services	2	24,174	28,560	7	28,743	21,513	31,574
<b>BY INCOME</b>							
100,001 - 250,000	0	.	.	1	.	.	.
250,001 - 500,000	0	.	.	4	28,439	.	.
500,001 - 1,000,000	0	.	.	2	21,222	.	.
1,000,001 - 5,000,000	2	24,174	28,560	5	27,901	20,968	23,829
5,000,001 - 10,000,000	1	.	.	2	24,490	.	.
Over 10,000,000	2	24,455	31,217	4	24,771	.	.
<b>All Organisations</b>	<b>6</b>	<b>24,735</b>	<b>29,546</b>	<b>19</b>	<b>26,110</b>	<b>21,000</b>	<b>27,628</b>

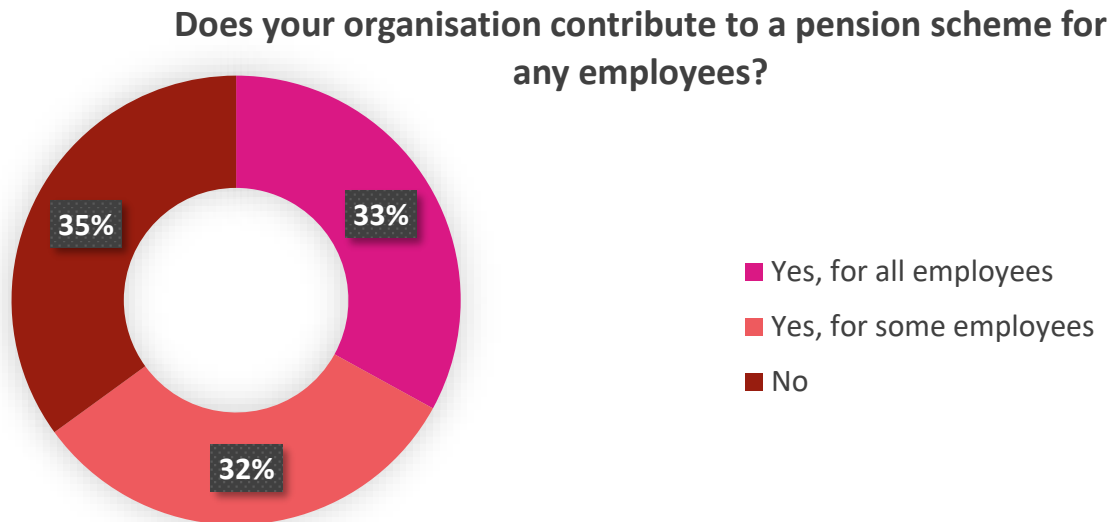
## Level 6: Cook/Chef – Detailed Pay Data

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 15th June 2022			
				No. of cases	Average	Lower Qtile	Upper Qtile
<b>BY ORGANISATION SIZE</b>							
3 – 5 employees	0	.	.	2	21,579	.	.
10 – 19 employees	0	.	.	2	26,448	.	.
20 - 99 employees	3	22,628	31,031	9	28,800	22,568	28,886
100 or more employees	8	30,233	38,900	13	33,126	25,837	37,625
<b>BY ACTIVITY</b>							
Arts, Culture and heritage	1	.	.	4	29,241	.	.
Education	2	22,942	30,316	3	24,825	.	.
Health	3	28,284	35,974	6	31,717	30,100	34,763
Housing/Homelessness	1	.	.	4	29,819	21,658	37,979
Other	0	.	.	1	.	.	.
Social Services	4	30,690	38,101	9	30,515	22,600	36,153
<b>BY INCOME</b>							
Less than 100, 000	0	.	.	1	.	.	.
100,001 - 250,000	0	.	.	1	.	.	.
250,001 - 500,000	0	.	.	3	24,558	.	.
500,001 - 1,000,000	1	.	.	3	21,961	.	.
1,000,001 - 5,000,000	4	25,510	36,017	8	32,455	25,959	39,382
5,000,001 - 10,000,000	1	.	.	3	33,646	.	.
Over 10,000,000	4	33,404	42,586	7	35,135	25,086	40,590
<b>All Organisations</b>	<b>11</b>	<b>28,159</b>	<b>36,754</b>	<b>27</b>	<b>30,394</b>	<b>22,568</b>	<b>36,153</b>

## Pension Schemes

### Contribution to pension scheme

A total of 301 organisations provided details on the provision of pension schemes to employees. Employers contribute to a pension scheme in 196 (65%) of organisations that provided details. Pensions were provided for all employees in one-third (33%) of organisations, or for some employees in 32% of organisations. No pension contribution is made in around a third (35%) of the respondents to this question.



Where a pension was provided, employers were asked to state if the contribution was the same for all employees. For the 196 organisations that contributed to a pension scheme, the contribution was the same for all employees in just over two-thirds (66%). One company (<1%) did not provide details and the contribution differed in 34%.

Table 13: 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%	11
5%	40
5.1 – 6.9%	12
7%	15
7.1 – 9.9%	6
10%	15
More than 10%	-
Total (N=119)	100
<i>Average: 6.2% Median: 5.0% Lower Quartile: 5.0% Upper Quartile: 7.0%</i>	

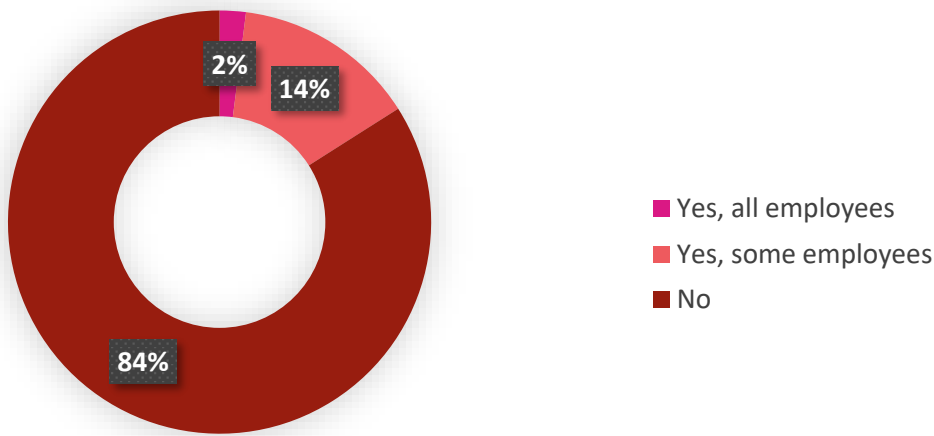
Table 14: Organisation contribution to pension where it is different for different levels

Level	(N)	Average %	Median %	Lower Quartile %	Upper Quartile %
Level 1: CEO/General Manager	57	10.0	10.0	6.75	10
Level 2: Head of Function/Senior Managers	38	7.4	6.8	5.0	10
Level 3: Managers	32	5.9	5.0	5.0	7.8
Level 4: Specialist/Professional Staff	36	5.2	5.0	5.0	7.0
Level 5: Semi-Professional/ Administration Staff	33	4.9	5.0	3.5	6.5
Level 6: Entry Level Staff	28	4.5	5.0	3.25	5.75

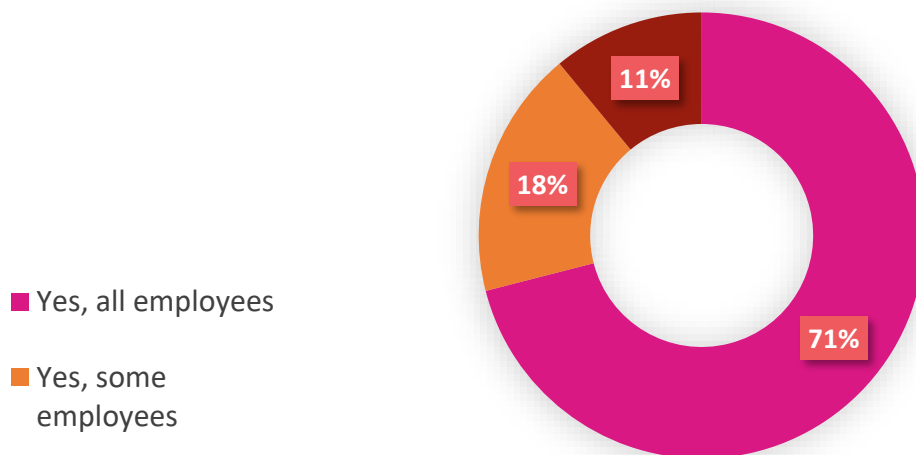
## Overtime

Organisations in the survey were asked whether they paid for overtime working, or operated time in lieu policies. Some 90% of organisations, who did not pay for overtime working, operated a time in lieu policy.

### Are employees paid for overtime working? (N = 298)



### Does your organisation operate a 'time in lieu' overtime policy? (N = 292)



## Paid Leave

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 (62%), many did not (38%).

### Basic Annual Leave:

Is the basic annual leave entitlement the same for all employees? N = (298)

- **Yes:** 62%
- **No:** 38%

Table 15: Number of annual leave days where all employees receive the same

No. of Days	% of Organisations
20	21
21	12
22 - 24	21
25	34
26 - 28	10
More than 28	2
<b>Total (N = 178)</b>	<b>100%</b>
<i>Average: 23.3 days / Median: 24 days / Lower Quartile: 21 days / Upper Quartile: 25 days</i>	

Table 16: 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
Level 1: CEO/General Manager	98	28	28.5	26	30	23 - 35
Level 2: Head of Function/Snr. Manager	86	25	25	22	28	20 - 32
Level 3: Managers	75	24	24	21	25	20 - 32
Level 4: Specialist/Professional Staff	78	23	23	21	25	20 - 30
Level 5: Semi-Professional/Administration	78	23	22	21	25	20 - 28
Level 6: Entry Level Staff	72	22	22	20	24	20 - 28

### Additional Service Leave:

Additional service leave days can be granted on completion of a specified number of years' service with an organisation. The number of additional days can vary depending on the number of years of service, for example, a typical service leave entitlement could be 2 additional days after 5 years' service, followed by an additional 3 days after 10 years' service. Organisations were asked whether they provided any additional service leave days and as can be seen below around a quarter of organisations do so (N = 258).

- **Yes, additional service leave days granted: 41%**
- **No additional leave days granted for service: 59%**

Table 17: Additional maximum days granted for length of service

Maximum Additional Days <sup>4</sup>	% of Organisations
1 - 2 days	29
3	11
4	6
5	29
6 - 8 days	11
9 - 10 days	14
<b>Total (N = 65)</b>	<b>(100)</b>
<i>Average: 4.7 days/ Median: 5 days/Lower Quartile: 2 days/ Upper Quartile: 5.5 days</i>	

### Christmas/Easter Leave:

A number of organisations shut down over the Christmas and/or Easter holiday periods. In some of these organisations employees are required to keep some of their annual leave entitlement to cover the shut-down period. In others, the leave is in addition to their annual leave entitlement. Details as to how organisations in the survey (N = 296), address this are shown below.

- **Yes, additional leave granted: 56%;**
- **Days taken as part of annual leave: 25%**
- **No additional days granted: 19%**

Table 18: Additional paid leave related to Christmas/Easter break

Type of Other Benefit	% of Organisations
<b>1-2 days (generally Christmas Eve &amp; /or Good Friday)</b>	59%
<b>Christmas Period (generally from Christmas Eve to 2nd January)</b>	11%
<b>3 days</b>	10%
<b>4 days</b>	2%
<b>5 days</b>	2%
<b>Days before Christmas +Christmas Period + Easter Period</b>	14%
<b>*Other</b>	2%
<b>Total (163)</b>	<b>100%</b>

<sup>4</sup> The maximum additional days are shown in this table i.e. the maximum number of additional days paid for maximum service.

## 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 = 295).

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

Table 19: Number of paid days<sup>5</sup> where a formal approach is taken to special/compassionate leave

No. of Days <sup>6</sup>	Bereavement – immediate family members (N=124)	Bereavement – extended family members (N=123)	Marriage – an employee’s own marriage (N=110)
	Percentage of Organisations		
0	-	11%	68%
1	1%	36%	4%
1.5	-	1%	-
2	4%	18%	2%
3	46%	27%	12%
4	1%	-	-
5	47%	6%	12%
7	-	1%	1%
10	1%	-	1%

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

<sup>6</sup> Where respondents stated that 1 or 2 weeks were provided, this was translated as 5 or 10 days respectively.

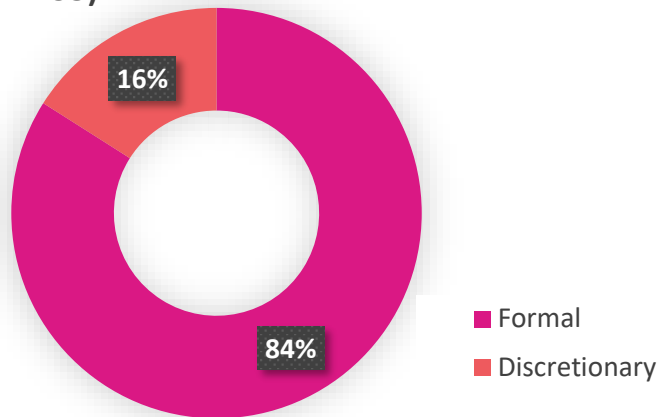
## Sick Leave

### Formal or Discretionary Approach

Does your organisation take a formal or discretionary approach to Sick Leave? (N = 295)

- **Formal:** 84%
- **Discretionary:** 16%

Does your organisation take a formal or discretionary approach to Sick Leave? (N=295)



Where formal, does the organisation follow the Public Service Sick Leave Scheme?? (N = 249)

- **Yes:** 31%
- **No:** 65%
- **Not Stated:** 4%

Table 20: Formal sick leave schemes

Sick Leave Scheme Details	% of Organisations
Full pay for 6 months	4
Full pay for 12/13 weeks/3 months	3
Full pay for 6 weeks	5
Full pay for 4 weeks/20 days/1 month	17
Full pay for 2/3 weeks	14
Full pay for a specified number of days – 10 or less	22
Full pay for 6 months followed by half pay for 6 months	5
Full pay for 12/13 weeks/3 months followed by half pay for 12/13 weeks/3 months	6
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 3 weeks followed by half pay for 3 weeks	2
Service-Related entitlement	6
Full pay followed by a proportion of pay (n.e.c.)	5
Other sick leave scheme	8
<b>Total (N=166)</b>	<b>100%</b>

<sup>7</sup> i.e. a maximum of 3 months on full pay followed by 3 months on half pay in a rolling 4-year period



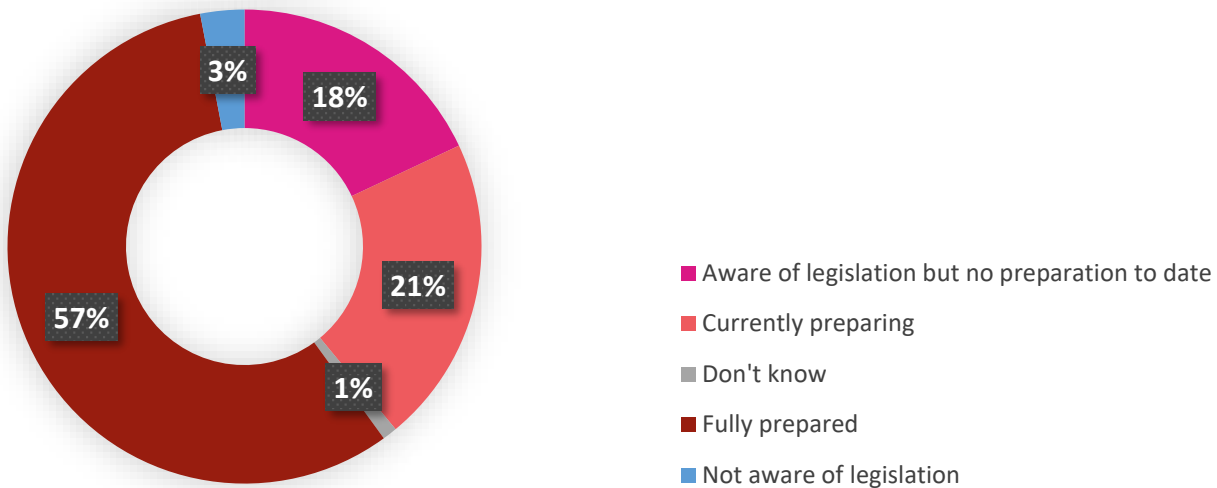
Organisations were also asked whether the scheme was the same for all employees (N = 240), with answers detailed as follows:

- **Same for all employees:** 84%
- **Not same for all employees:** 16%

### Statutory Sick Pay Changes

Statutory sick pay has been phased in in Ireland from September 2022, with three days paid leave granted in the initial phase. Organisations were asked to evaluate their level of preparedness for the introduction of statutory sick pay. Almost one in five organisations had not made any preparations at the time of the survey, while three out of five were fully prepared for the introduction of this legislation.

**How prepared would you say your organisation is for the implementation of statutory sick pay?**

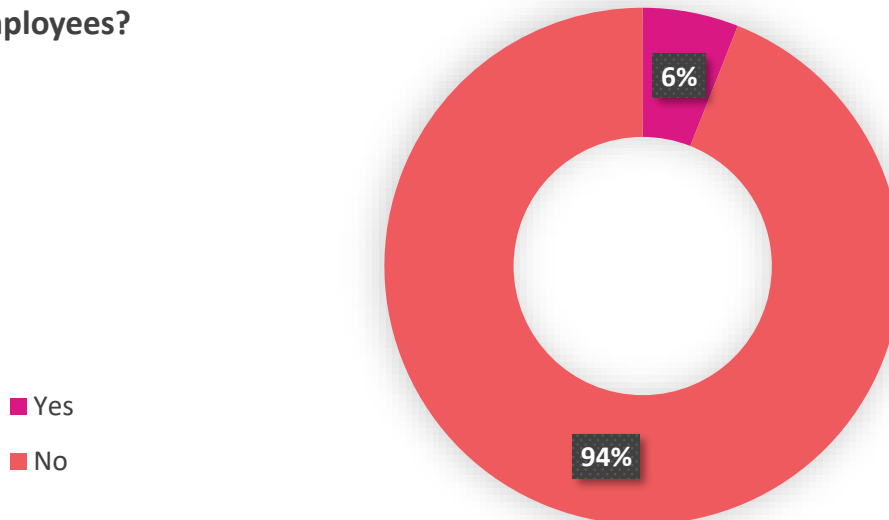


## Health Insurance

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?

Does the organisation contribute to a Health Insurance Scheme (e.g.VHI) for employees?  
(N = 293)



### Details of employer contribution to Health Insurance Scheme

Organisations were asked to indicate if the organisation contribution the same for all employees, where a contribution was provided? (N = 18)

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

#### *Where the contribution is the same for all employees (N = 11):*

- €125 per annum
- 100% of cost
- €14.10 per month for the Hospital Saturday Fund (HSF)
- 50% of premium up to €1000
- Employer pays the maximum possible towards premium
- Full policy covered for full time permanent employees
- Group scheme offered which is discounted
- HSF contributions
- Legacy benefit for 30 employees
- Optional policy after 6 months for employee.

#### *Where the contribution was NOT the same for all employees (N=7).*

- 100% contribution for CEO's – in four organisations
- Allowance of up to €4,200 to cover individual, spouse and dependents in education for both CEOs and Heads of function – 1 organisation
- €2,500 for heads of function/Senior Managers – 1 organisation.

## Educational Assistance

Organisations were invited to comment on the type of educational assistance they provided to employees, if any. Table 21 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 22), along with details of the type or amount of study leave provided (Table 23), and finally details on time off to attend courses (Table 24) where this was provided.

### Type of Educational Assistance

Table 21: Types of educational assistance and approach taken

Types of Educational Assistance:	Yes - Is Provided	Approach Taken	
		Formal	Discretionary
Financial support (N = 275)	79%	30%	70%
Study leave (N = 252)	73%	29%	71%
Time off to attend courses (N = 262)	85%	24%	76%

### Employer Contribution towards Cost of Fees

Table 22: Details of organisations' contributions towards the cost of fees, where financial support is provided

Financial Assistance	% of Organisations
Addressed on a case by case basis, or varies based on available funding and relevance to job	31%
Course fees paid (generally specified short courses and where relevant to role)	14%
Up to 50% of fees (usually with a capped maximum amount)	14%
Up to 100% of fees	10%
Allowance for fees per year (amount not specified)	20%
As per company agreement	6%
Fees paid for courses on company approved list	2%
*Other	3%
<b>Total (N=106)</b>	<b>100%</b>

\*Other includes: No contribution made; training budget prepared each year and split among staff; Percentage of income split between staff each year.

## Study Leave Arrangements

Table 23: Study leave arrangements

Study Leave	% of Organisations
Offered on a case by case basis / allowance unspecified	25%
Up to 5 days per year	14%
Based on relevance to role	11%
Leave varies by course	14%
Days per exam only	10%
3 days	7%
6/7 days	4%
Other	6%
Not specified/Not Stated/Don't know	9%
<b>Total (N=72)</b>	<b>(100)</b>

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

Table 24: Time off to attend course

Study Leave	% of Organisations
Time off is provided to attend courses where course is relevant to role	43
Time as needed (not specified)	13
Time off as agreed with management	23
5 days per annum/1 week	4
3 days per annum	4
Other*	15
<b>Total (N=75)</b>	<b>(100)</b>

\* Other includes: 1 day per month; 2.5 days; 4 days; 6 days; as per company policy (2 organisations); small amounts; Time off in lieu (2 organisations); ½ day per month; None given yet.

## Commitment to organisation following completion of course

Organisations were also asked to provide details of any clawback of financial support or if employees were required to stay with the organisation for a specified period, on completion of their studies (182 organisations answered this question):

- **Yes:** 59%
- **No/Not Applicable:** 41%

For those who did require a specific commitment, details in 107 organisations are shown below:

Table 25: Duration of commitment post study

Duration	Number of Organisations
6 months	5
12 months	21
24 months	27
36 months	4
Sliding scale*	7
Duration depends on the cost of the course	10
Case by case basis	8
Clawback in existence (no additional details)	7
Currently setting up	2
Depends on the duration of the course	2
Other	6

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

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

## Cost of Training

### Spend on Training

Organisations were asked to provide details of the percentage of payroll spent on training in 2021. Table 26 presents the details. It can be seen from Table 26 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 2021.

Table 26: Spending on training as a percentage of payroll for 2021

Spend on Training as a % of Payroll for 2018	% of Organisations
0%	12%
0.1 – 0.99%	18%
1%	26%
1.1 – 1.9%	8%
2%	15%
2.1 – 4.9%	11%
5%	4%
More than 5%	6%
<b>Total (N=251)</b>	<b>(100)</b>
<i>Average: 1.9%/ Median: 1.0%/ Lower Quartile: 0.5%/ Upper Quartile: 2.0%</i>	

## Maternity and Paternity Leave

### Maternity Leave

Organisations were invited to provide information on whether they make payments to employees during maternity leave, on top of their statutory entitlement. Almost half of organisations answering this question (50%), paid over the statutory entitlement, and of these, some 68% 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 = 290)

- **Yes:** 51%
- **No:** 49%

If yes, is there a minimum service requirement for employees to avail of Maternity Leave? (N = 145)

- **Yes:** 68%
- **No:** 32%

Table 27: Minimum service requirement for maternity leave payment

Minimum Service Requirement	% of Organisations
6 months	16
1 year	57
18 months	1
2 years	10
3 years	3
Post probation	4
Other	9
<b>Total (N=98)</b>	<b>(100)</b>

### Paternity Leave

The [Paternity Leave and Benefit Act 2016](#) provides for statutory paternity leave of 2 weeks. Similar to Maternity Benefit, employees may qualify for Paternity Benefit if they have sufficient PRSI contributions. Organisations in the survey were asked to state whether they pay over and above the statutory entitlement for Paternity Leave (N = 277).

- **Yes, we pay over the statutory entitlement:** 29%
- **No, we don't pay over the statutory entitlement:** 71%

### Parent's Leave/Benefit

Both parents are entitled to 7 weeks paid parents leave from July 2022, for a child born or adopted after November 1, 2019. There is a statutory payment for this leave, which is currently €245 per week [as of June 2022]. Organisations were asked if they pay over and above the statutory entitlement for Parent's Benefit. Some 286 organisations provided details. Of these, the majority (almost four out of five, 79%) indicated that they do not pay over and above the statutory entitlement for Parent's leave, 13% were considering such a payment and 8% currently paid over and above the statutory entitlement for Parent's Benefit.

Nineteen organisations provided details of the number of weeks top-up provided, where the organisation paid over and above the statutory entitlement. The following details were provided:

- 0.25 weeks – 1 organisation
- 2 weeks – 3 organisations
- 4 weeks – 1 organisation
- 5 weeks – 8 organisations
- 7 weeks – 6 organisations

### Parental Leave

Organisations were asked to identify how employees were required to take Parental leave within their organisations. Some 166 organisations provided details.

Table 28: Minimum Service Requirement for Parental Leave

<b>Minimum Service Requirement</b>	<b>% of Organisations</b>
In a single block only	9
In blocks of one day	12
In blocks of one week	10
In blocks of four weeks	6
In blocks of six weeks	6
In any combination of days/weeks	6
As agreed between organisation and employee	15
Discretionary/Case by Case basis	21
Don't know/Not stated	11
Other	4



## 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 = 294)

- **Yes, one or some:** 6%
- **Yes, all:** 13%
- **No:** 81%

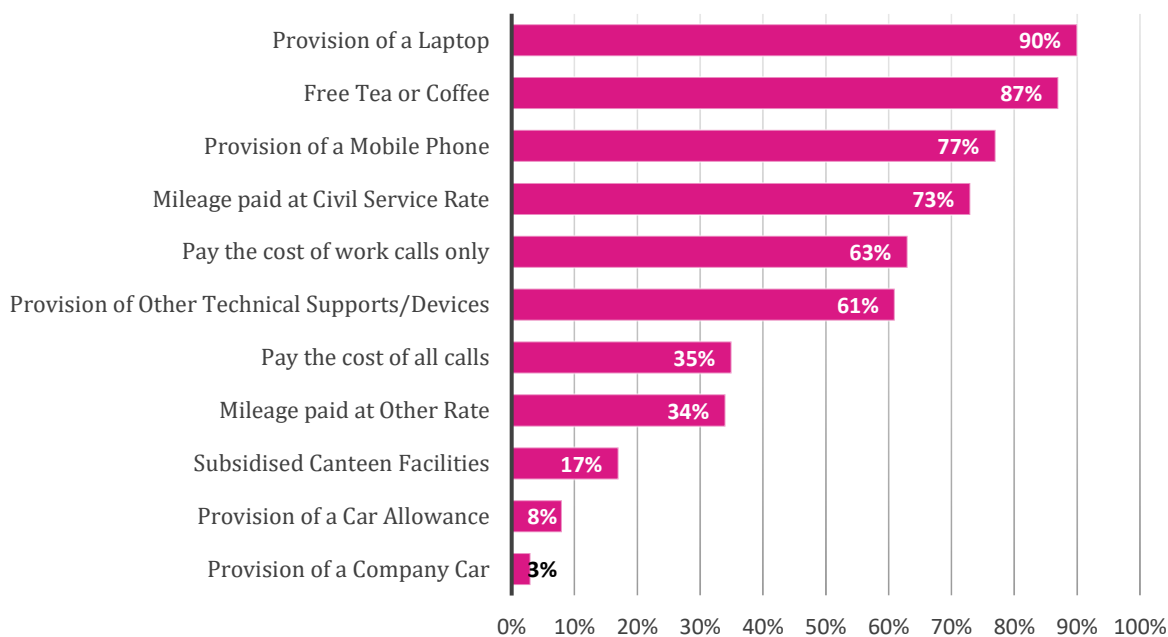
Table 29: Amount of bonus payment

Bonus	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
< €249	7	6	8	8	11	10
€250	5	3	4	4	2	3
€251 - €499	4	5	4	3	1	2
€500	12	6	9	8	9	7
<b>€501 - €999</b>	-	-	-	1	-	-
€1,000 - €4,999	4	3	1	1	3	1
€5,000 - €6,999	2	1	-	-	-	-
€7,000 - €10,000	1	1	1	-	-	-
€10,001 - €30,000	2	1	-	-	-	-
Percentage of salary	1	2	1	2	-	1
1 weeks wages	-	1	-	1	-	-
Service-Related bonus	1	-	-	-	-	-
<b>Total N</b>	<b>39</b>	<b>29</b>	<b>28</b>	<b>28</b>	<b>26</b>	<b>24</b>

## Other Benefits

Organisations were asked to identify benefits provided within their organisations. The provision of a laptop (90%) and Free Tea or Coffee (87%) were the most widespread benefits offered. Mobile phones were offered in just over three quarters of respondent organisations (77%). Almost two thirds of organisations paid the cost of work calls only, while 35% paid the cost of all calls. Car allowances and company cars were among the rarer benefits offered with 8% providing a car allowance and 3% providing a company car.

### Does your organisation offer any of the following benefits



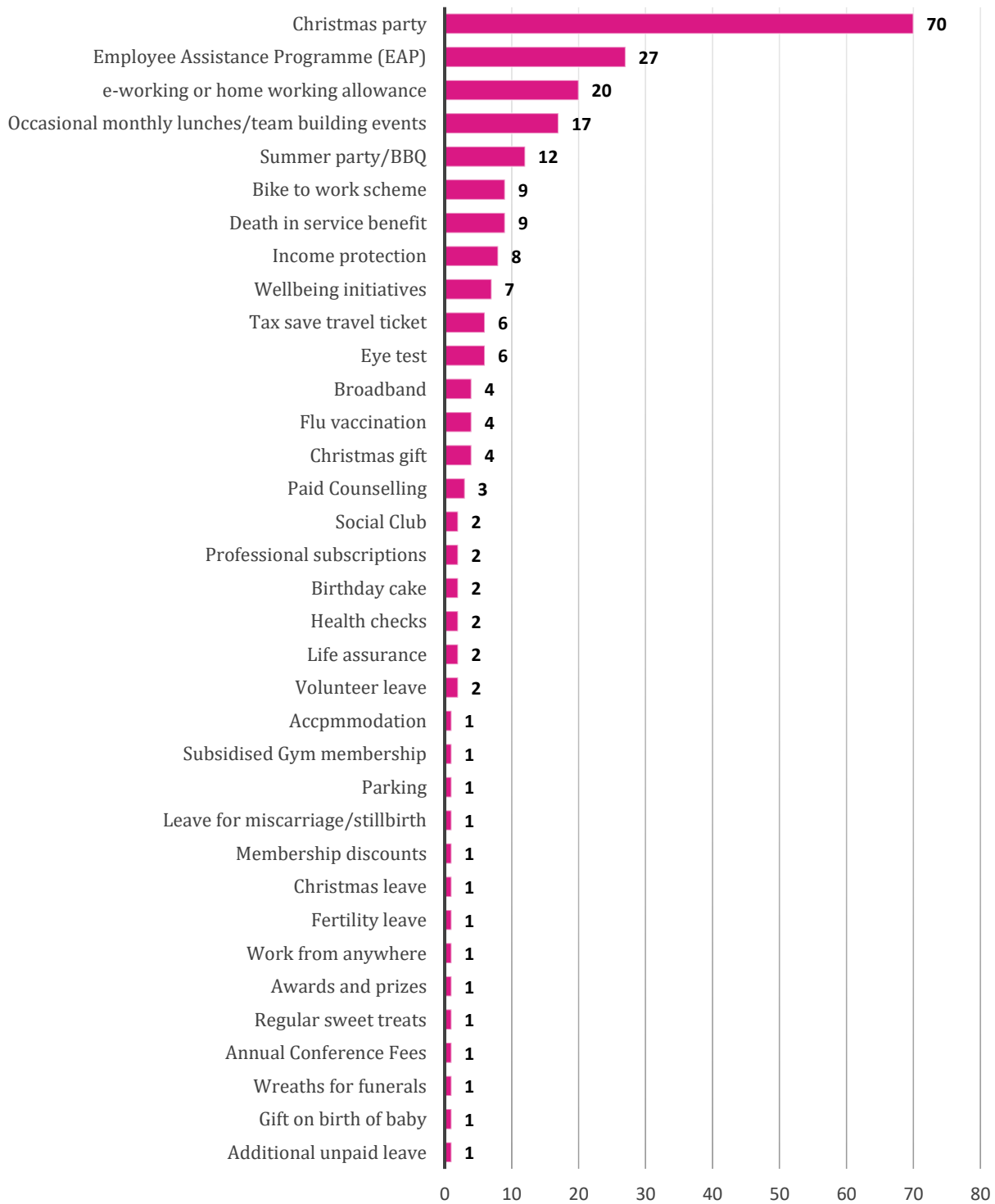
### Details of Non-Civil Service Mileage Rates

A total of 58 organisations provided details of their mileage rates, where Civil Service Mileage Rates did not apply. The average rate was 41c per mile, with a median of 40c. The lower quartile rate was 35c and the upper quartile rate was 44c.

### Other Benefits

A number of other benefits were identified by organisations in a free text field. A count of the number of organisations mentioning each benefit is listed overleaf. Because of the way in which this question was asked, it is not intended to be a count of the total number of organisations offering those benefits, as some organisation who offer particular benefits may not have mentioned them. Rather this is a way of examining the range of benefits on offer and to provide a sense of the breadth and range of offerings across the sector.

## Additional Benefits (Number of Companies)



## Employee Absence

Organisations were asked to provide details of their absence rate for 2021. The formula that respondents were asked to use is replicated below. A total of 197 organisations gave details of their absence rate for 2021.

### Formula to Calculate Employee Absence

To calculate your absence rate, take the number of days' absence for all employees for the full year 2021. Express this as a percentage of the total number of days available for work which is the total number of work days multiplied by the total number of staff.

$$\frac{\text{Total unexcused absence days in full year for all employees}}{\text{Total number of employees x number of available days for work}^*} \times 100$$

\*To calculate the number of days available for work - 365 (days in a year) - weekends (104 days) - annual leave entitlement - other excused days off

Table 30: Employee Absence rate 2021

Employee Absence Rate	% of Organisations
0%	38%
0.1 - 0.99%	7%
1 - 1.99%	16%
2 - 2.99%	10%
3 - 3.99%	8%
4 - 4.99%	6%
Over 5%	15%
<b>Total (N=197)<sup>8</sup></b>	
<i>Average</i>	2.2%
<i>Median</i>	1.0%
<i>Lower Quartile</i>	0.0%
<i>Upper Quartile</i>	3.2%

<sup>8</sup> N = the number of people who answered this question

## Employee Turnover

Organisations were asked to provide details of their employee turnover rate for 2021. The formula that respondents were asked to use is replicated below. A total of 253 organisations provided details of their employee turnover rate.

### Formula to Calculate Employee Turnover

To calculate employee turnover, take the number of permanent full-time employees who left your organisation voluntarily in 2021 (excluding redundancies and dismissals) and express this as a percentage of the permanent employees you had working in your organisation at the start of 2021.

$$\frac{\text{Total permanent full-time employees who left during the year}}{\text{Total permanent full-time employees at beginning of year}} \times 100$$

As illustrated below, a significant number of organisations (39%) did not have any employee turnover in 2021. The average turnover rate for that year was 9.9%. It is important to bear in mind when reading the figures below, that the size of an organisation has a significant impact on a turnover rate. For example, the loss of 2 employees in an organisation of 100 employees would be 2%, whilst if the organisation had only 4 employees in the first place, the turnover figure would be 50%. For this reason, presenting both the median as well as the average is important.

Table 31: Employee turnover rate 2021

Employee Turnover Rate	% of Organisations
<b>0%</b>	39%
<b>0.1 - 4.9%</b>	8%
<b>5 - 9.9%</b>	11%
<b>10 - 19.9%</b>	22%
<b>20% or more</b>	20%
<b>Total (N=253)<sup>9</sup></b>	
<i>Average</i>	9.9%
<i>Median</i>	6.0%
<i>Lower Quartile</i>	0.0%
<i>Upper Quartile</i>	16.0%

<sup>9</sup> N = the number of people who answered this question

## Cost of Benefits

### 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 279 organisations who answered this question, one in five stated that they did measure the cost of benefits.

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

## 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 those with such arrangements in place (N=269). Please note in table 32 - many organisations have more than one form of flexible working arrangement in place.

Table 32: Type of flexible working arrangement in operation

Type of Arrangement	% of Organisations
Flexitime	69%
Part-time work (such as half time, or a 2/3/4 day week)	76%
Personalised hours (individually negotiated)	51%
Working from home (1 or 2 days per week)	78%
<b>Working from home (5 days per week)</b>	31%
Career breaks	25%
Job sharing	15%
Term time-working (working only during school terms)	9%
*Other	4%
<b>Total (N=269)</b>	<b>100%</b>

**\*Other types of flexible working arrangement include (11 organisations provided details):**

- Compressed/Condensed Working Hours – **3 Organisations**
- Flexible working days
- Occasional flexi-time and working from home
- pilot hybrid working scheme underway for all staff adapted to various role requirements
- Depending on the team the person is working in, working hours can be flexible but not in all cases, e.g. childcare facility cannot operate work from home or flexible hours.
- We would take each employee's situation into consideration where needed/as their circumstances change.
- Work from Anywhere policy 4 weeks/year
- working from home 3-4 days per week
- Working from home when requested

## Pay Policy

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

Table 33: How decisions on pay rates are made

Cost of living	Performance Related Pay	Linked to Public Sector/HSE pay increases	Minimum Wage Paid	Ability to Pay	Increments	This survey
28%	12%	25%	13%	41%	14%	19%

**\*Other details included:** (N=45)

- Based on experience – **2 organisations**
- Existing pay cut has not been reinstated – **2 organisations**
- Benchmarking, externally and against the market – **13 organisations**
- Calculation taking into account Public Sector & Charity sector
- Commercial rates using an online calculator with location metrics
- Decided by the Board, but decision on how to do so not disclosed.
- Dictated by Dept. of Social Protection/HSE/Pobal etc. – **7 organisations**
- Using existing salary scales – **5 organisations**
- Funder conditions – **6 organisations**
- No formal method
- Increased responsibility
- Internal review
- Negotiated
- Recommendations from other similar services
- Variable rates depending on role
- We are all volunteers - nobody receives any payments whatsoever

Organisations were also asked to identify the factors on which decisions on pay increases were based and results are shown in Table 34. In many instances decisions are based on more than one factor.

Table 34: 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	This Survey	*Other
31%	16%	20%	9%	15%	43%	17%	10%

**\*Other details included:** (N=32)

- External benchmarking
- Funder dependent
- Increments
- For additional performance/output

- Board decisions
- No pay increases in several years

## Increments

Organisations were asked whether their organisations pay automatic increments to employees and 288 organisations answered this:

- **Yes, currently:** 27%
- **Yes, previously but not currently:** 15%
- **No:** 58%

## Pay Increases

Pay increases by level are shown in Table 35 below for the last 12 months. Only organisations that had given an increase are included. Organisations could give increases to more than one category of employee.

Table 35: Details of pay increases, where given, in last 12 months

	No. of cases	Average	Median	Lower Quartile	Upper Quartile
Level 1: CEO/General Manager	23	3.06%	3.00%	1.00%	6.00%
Level 2: Head of Function/Snr. Manager	24	4.92%	3.10%	2.00%	6.50%
Level 3: Managers	30	2.67%	2.25%	2.00%	3.63%
Level 4: Specialist/Professional Staff	26	2.77%	2.25%	2.00%	3.63%
Level 5: Semi-Professional/Administration	30	3.11%	2.50%	2.00%	4.00%
Level 6: Entry Level	19	3.64%	3.00%	2.00%	4.00%

Organisations were also asked to provide information on expected pay increases for employees in the next 12 months.

Table 36: Expected pay increases in next 12 months

	No. of cases	Average	Median	Lower Quartile	Upper Quartile
Level 1: CEO/General Manager	41	4.17%	3.50%	2.75%	5.00%
Level 2: Head of Function/Snr. Manager	44	4.07%	3.00%	2.50%	5.00%
Level 3: Managers	49	3.84%	3.00%	2.25%	5.00%
Level 4: Specialist/Professional Staff	47	3.67%	3.00%	2.50%	5.00%
Level 5: Semi-Professional/Administration	47	3.49%	3.00%	2.50%	5.00%
Level 6: Entry Level - Non-Professional Staff	36	3.84%	3.13%	2.63%	5.00%



## Human Resource Management 2022

### Top Organisational Priorities 2022

Many of the key priorities identified by respondent organisations were related to either managing costs (87%) or increasing funding for the organisation (87%). Given the relative uncertainty of the current economic climate, this is unsurprising. The importance of retaining talent (87%) and attracting skilled talent (71%) is evident from the findings. Managing employee wellbeing (85%) and implementing organisational strategies (86%) have also emerged as key organisational priorities for the year.

### Top Organisational Priorities 2022



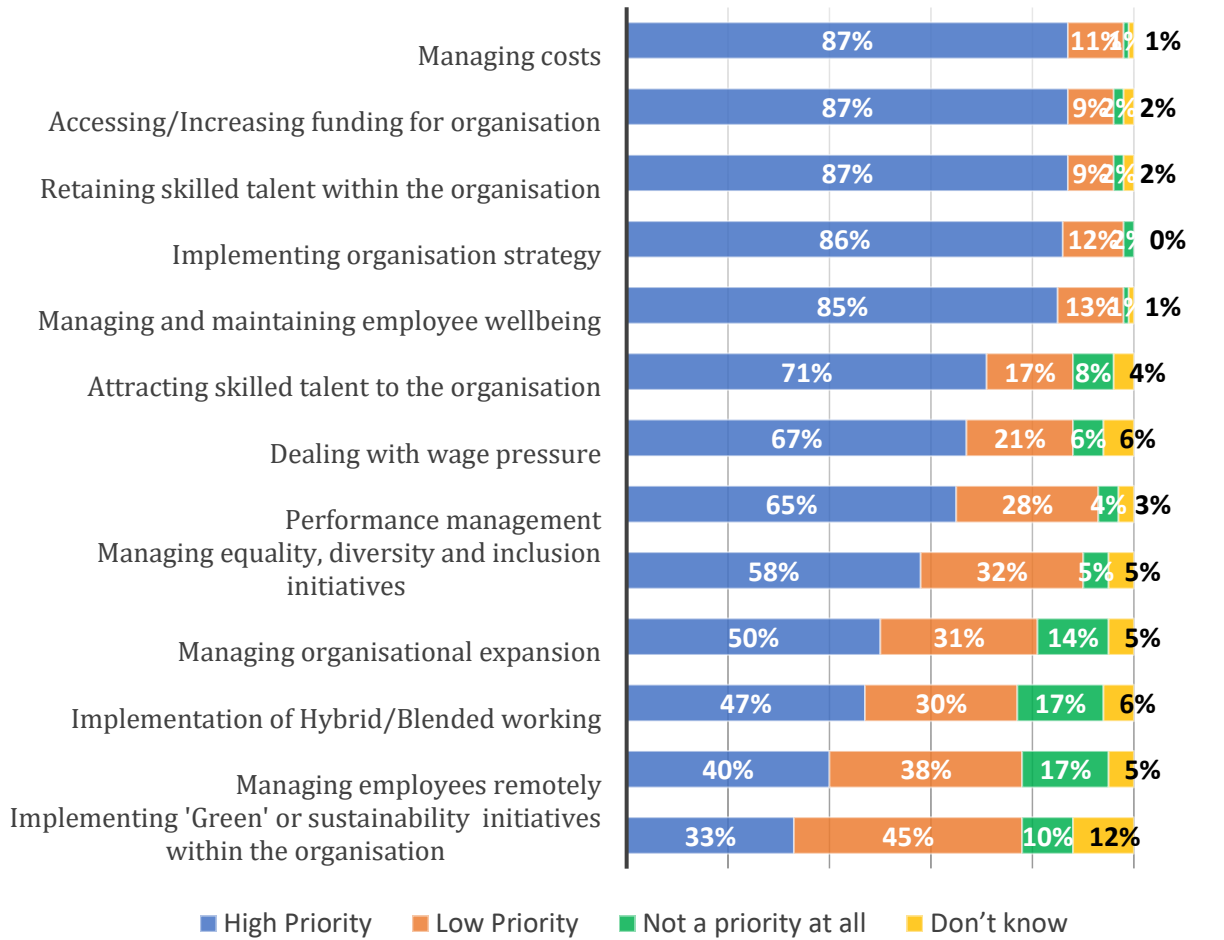
### 2022 Priorities by Level of Priority

Some of the changes occurring as a result of the COVID-19 pandemic have meant that many organisations have had to embrace hybrid or remote working. While the ongoing management of these working arrangements is a current priority for almost half the respondents, this method of working and employee management has clearly been embedded in respondent organisations with almost half (47%) indicating

the implementation of hybrid working is either low priority or not a priority, while managing employees remotely is low priority in almost 2 out of 5 organisations (38%) and not a priority in 17%.

Sustainability is another key business area for organisations, with the clear focus on climate change, managing waste sustainably and responsible business emerging as a major business priority. This was a current high priority in a third of respondents (33%), low priority in almost half (45%) and not a priority in 10%.

### Organisation Priorities 2022 by Priority Level



## Key Business Concerns

Similar to the key priorities identified by respondents for the current year, over 9 out of 10 respondents have indicated that managing the cost of running their organisations will be a key concern. This is unsurprising given the current rate of inflation and the expected rise in energy costs in the short-term.

The impact of COVID-19 on respondent organisations is clear as well. Almost three quarters (75%) have found that the way in which they work has changed **permanently** following the pandemic. Over two-thirds expect to enter a consultation process with office-based employees around returning to work onsite, a third (34%) expect to struggle to balance both the needs of the organisation and the individual employee around the practice of hybrid working. However, a quarter expect to return fully to pre-COVID-19 working patterns in the next year, indicating that at least for some organisations hybrid/blended working will not be continued indefinitely. This may be due to the nature of the work done by organisations which cannot easily be facilitated off site. However, it is worth noting that 28% of respondents strongly disagreed that they would return to pre-COVID-19 working patterns within the next year.

### Strongly Agreed or Agreed with Statements



Full details of the responses by organisations are provided below.

While 64% of respondents agreed that environment goals are a key part of their strategy, it is clear from the previous section that these goals are not being embraced as a matter of priority in the current year. (This was a current high priority in a third of respondents (33%), low priority in almost half (45%) and not a priority in 10%.)

### Agreement with Statements



## Conclusion

This survey has examined a broad range of pay and benefits available within the community, voluntary and charity sector and has highlighted the extent of various conditions of employment that apply across the sector. The employment landscape is changing and the context in which HR departments and professionals conduct their work is in flux. The COVID-19 pandemic and associated restrictions has changed the way in which organisations work, with employees adjusting to working largely from home, where mandated, and implementing alternative ways of conducting business. Many of these changes will remain with us, as we move forward.

Additionally, several areas of concern arise from a cost perspective, and are priorities for the organisations that responded to this survey. Almost nine out of ten of the respondent organisations identified the management of costs as a key priority for this year. The same proportion (87%) cited the importance of accessing and increasing funding for their organisation as a top priority. Not only will new legislation currently in train, potentially increase costs, but inflation and the cost of living are at a high level and look likely to remain there for the short-term at least. This creates a constrained context for organisations, that may already be operating on tight margins, creating the need to reduce costs, limit investment or increase the funds available to operate the organisation.

Employee wellbeing is a key concern for 85% of the respondent organisations. This focus was evident in research conducted during the pandemic restrictions, however, cost of living increases and the resulting financial constraints on individuals may also create wellbeing issues for employees, and organisations will need to be in a position to respond, and to support employees, where possible. Across the community, voluntary and charity sector, organisations work to support their clients, particularly those in vulnerable situations. Societal issues may compound wellbeing issues for frontline staff in these areas, again highlighting the need for wellbeing supports.

The organisations that provided information for this report have been generous with their time in doing so. The data collected will serve to inform the sector, and assist in benchmarking pay and benefits, helping organisations to develop policies and processes that drive organisations forward and support them in providing benefits both to clients and staff. We hope you find the report useful.

## List of Participating Organisations

Ace Enterprise Park	Carmichael	County Wicklow Volunteer Centre
Acquired Brain Injury Ireland	Carrigoran House	Create, the National Development Agency for Collaborative Arts
ActionAid Ireland	CBM Ireland	Creative Lives
Active Retirement Ireland	Cedar House Nursing Home	Crime Victims Helpline
ADHD Ireland	Centre for Effective Services	Croi na Gaillimhe - A Resource Centre of SVP
Age Action	Childhood Development Initiative	Crosscare
AHEAD	Children in Crossfire	Cuan Saor Women's Refuge & Support Services CLG
Aidlink	Children in Hospital Ireland	Cumann na Daoine CDP
Aiseiri Cahir Ltd	Children's Books Ireland	CyberSafeKids
Alcohol Forum Ireland	Childrens Health Foundation	Cystinosis Ireland
ALLF	Christian Aid Ireland	Darndale Belcamp Integrated Childcare Service Ltd
Alpha Ireland	Church in Chains	Darndale Belcamp Village Centre CLG
AMRI	Clanwilliam Institute	Daughters of Charity Child & Family Service
An Chistin	Clare Volunteer Centre	Daughters of Charity Child and Family Service
An Táin Arts Centre	Clarecare	Daughters of Charity Child and Family Service
An Taisce	Claremont Stadium / CSG Sports Club CLG	Daughters Of Charity Child and Family Service
ARC CANcer Support Centres	Claremorris Community Radio	Daughters of Charity Child and Family Services
Aster Family support	Cliona's Foundation	Daughters of Charity Community Services
Asthma Society	Clonmel Community Mother Programme	Deaf Enterprises CLG
Athlone Community Services Council CLG	Clontarf Community Employment Project	DEBRA Ireland
Athy Community Family Resource Centre	Cluid Housing	Delta Centre CLG
Axis Centre	Co-operative Housing Ireland	Depaul
Balally Family Resource Centre	Coeliac Society of Ireland	Disability Federation of Ireland
Baldoyle Forum Clg	Cois Nore Cancer Support Centre	Dóchas - The Irish Association of Non-Governmental Dolmen Clubhouse CLG
BALLYDUFF FAMILY AND COMMUNITY SUPPORT FORUM CLG	COMES Clg - Oranmore CE Comhlamh	Domestic Violence Advocacy Service Ltd
Ballyfermot Advance Project	Community Radio Kilkenny City	Don Bosco Care
BEAM Services	Compass Child and Family Services, CLG	Donegal FRC
Bergerie Trust CLG	Coolmine TC	Donegal Volunteer Centre
Blackrock Castle Observatory	Coolmine Therapeutic Community	Doonbeg Community Development Ltd
Bray Women's Refuge Housing Association Clg	Coolock Development Council CLG	
Bray Womens Refuge	COPD Support Ireland	
BREAKING THROUGH CLG	COPE Galway	
Brickens logboy Tulrahan Hpousing Ass	Cork Centre for Independent Living	
Brighter Communities Worldwide	Cork Mental Health Foundation	
Bundoran Community Development CLG	COS Culture & Sport CE Project	
Cabhrú Housing Association		
CANCER CARE WEST		
Carlow PPN		

Doras	glór Music DAC	Laois Volunteer Centre
Draiocht	Grow Mental Health	LauraLynn, Ireland's Children's Hospice
Drogheda Youth Development CLG	Grow Remote Ireland CLG	Le Cheile Mentoring
Dublin Cemeteries Trust	HAIL Housing Assoc for Integrated Living	Leave No Trace Ireland
Dublin City Volunteer Centre	Hierarchy General Purposes Trust	Leitrim Volunteer Centre
Dublin Cycling Campaign CLG	Holy Ghost Residential Home	Liberties Training Centre
Dublin LGBTQ+ Pride	HomeLife	Limerick Civic Trust
Dublin Rape Crisis Centre	Humanist Association of Ireland	Limerick Youth Service
Dublin Simon Community	ICOS	Local Link Wexford
Dublin South MABS	ICUF	Localise Youth & Community Service
Dundalk Media Centre Dundalk FM	IEN	Locallink Wexford
Dyslexia Association of Ireland	IMNDA	Longford Volunteer Centre
Dyspraxia DCD Ireland	Innovista Ireland	Louth Volunteer Centre
Early Childhood Ireland	IPPN	LWL
Early Parkinsons Ireland CLG	Irish Heart Foundation	MABS
Edmund Rice Development	Irish Cancer Society	Mahon frc
Educate Together	Irish Deaf Society	Maigne Rivers Trust
EIL Intercultural Learning	Irish Episcopal Conference	Mayo Volunteer Centre
Enclude	Irish Film Institute	Medicines San Frontières Ireland
Engaging Dementia	Irish Georgian Society	Meitheal Mara CTR
EPIC Empowering People In Care	Irish Green Building council	Mental Health Ireland
Epilepsy Ireland	Irish Heritage Trust	Mental Health Reform
Ethiopiaid	Irish Hospice Foundation	Merchants Quay Ireland CLG
Exchange House Ireland	Irish Kidney Association	Mercy Law Resource Centre
Extern	Irish Museums Association	Milford & District Resource CLG
Family Carers Ireland	Irish Penal Reform Trust	Mill Hill Missionaries
Fenagh Development Company	Irish Primary Principals Network	Misean Cara
Fighting Blindness	Irish Sudden Infant Death Association t/a FirstLig	Muintir na Tire
FLAC	iScoil	MyMind
Focus Family Resource Centre CLG	Islamic Cultural Centre of Ireland	Na Píobairí Uilleann
Focus Ireland	ISPCC	NAS
FoodCloud	ISQua	National Adult Literacy Agency
Foroige The National Youth Development Organisatio	Jack & Jill Childrens Foundation	National Women's Council of Ireland
FORUM Connemara CLG	Jobcare CLG	NCBI
Friends of the Earth Ireland	Kildare County Chidlcare Committee	Neurology Support Centre
Front Line Defenders	Kildare Volunteer Centre	Newbury House Family Centre
Gaisce - The President's Award	Kilkenny Volunteer Centre	No Name Club
Galway Centre for Independent Living	Killaloe Ballina Community and Family Resource Cen	North & East Housing Association Clg
Galway Volunteer Centre	Kilmurphy Sport and Social Centre Limited	North and East Housing
Gasóga na hEireann / Scouting Ireland	Kinia	Northside partnership
Gay Project	Knockmore Rathduff ESD Co.	Northside Partnership
GENERATION: YOU		Novas
EMPLOYED, IRELAND		Ó Cualann Cohousing Alliance CLG
		OFFALY VOLUNTEER CENTRE

Ógras	SharingPoint	Traveller Counselling Service
Old Coolattin Country CLG	Shine	Trócaire
Omeath District Development CLG	Sightsavers Ireland	Tuam Cancer Care
ONE	Silver Arch Family Resource Centre	TW
One Family	Silver Arch FRC	Vantastic CLG
One in Four	Simon Community Galway	Viaiores Christi CLG
One Town One Voice CLG	Sligo Volunteer Centre	Vincentian Lay Missionaries
Orbis	Social Entrepreneurs Ireland	Vintners' Federation
Outhouse - LGBT+ Community Resource Centre	Solas Project	Welfare/Support Schemes DAC
Oxfam Ireland	SOS Kilkenny clg	Volunteer Ireland
Pi foundation Ireland	South Munster Citizens Information Service	Waterford Healing Arts Trust
Plan International Ireland	SPADE Enterprise Centre	Waterford Leader Partnership CLG
PMVT Learning Centre, CMS	Special Olympics Ireland	Waterford Marine Search and Rescue
Polio Survivors Ireland	Specialisterne Ireland CLG	Waterford Volunteer Centre
Praxis Care	SRCC	West Clare Family Resource Centre
Probation and Linkage Limerick Scheme (PALLS)	St Gabriel's Foundation	West Cork Womens Project
Quality Matters	St John of God Housing Association	Western Care Association
Quarryvale FRC	St Olivers Community Centre CLG	Wexford Volunteer Centre
Ratoath Men's Shed	StartBright Early Learning Centres CLG	Women's Aid Dundalk CLG
rcni	Suas Educational Development	Women's Aid. Ireland
ReCreate	Sunbeam House Services	YAP Ireland
Recycle IT	Sustainable Projects Ireland CLG	Yarn Social Day Club
Rediscovery Centre	SWEETS CLG	CareBright CLG
Restorative Justice Services	Table Tennis Ireland	YMCA Dublin
Rialto Day Care Centre	Tay Valley CLG	Young Social Innovators
Rialto Development Association	Teach Bhríde Holistic Education Centre	
RMHC IRL	Team Hope	
Ronald McDonald House Charities Ireland	Terenure Enterprise Centre	
Roscommon Volunteer Centre	The Cavan Centre	
RSG	The Cavan Centre C.L.G	
Rutland Centre DAC	The Crann Centre	
Sail Training Ireland for Youth Development CLG	The Glens Centre	
Saint John of God Community Services Clg	The Irish Pilgrimage Trust	
Saint John of God Housing Association	The Octagon Ensemble	
SCCUL Enterprise Centre	The Secondary Education Committee	
SCCUL Enterprises CLG	The Wheel	
Screen Composers Guild of Ireland	Threshold	
Seal Rescue Ireland	Tintean Housing Association CLG	
SeeBeyondBorders Ireland	Tipp-Midwest Radio	
Senior Citizens Concern CLG	Tipperary Childcare Committee	
Sensational Kids CLG	Tipperary TCU CLG	





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