

PAY AND BENEFITS

**IN THE COMMUNITY
& VOLUNTARY SECTOR**

A Report by The Wheel

Supported by

Community
Foundation
Ireland



Table of Contents

Contents

Foreword	5
Executive Summary	6
Introduction and Background	8
Report Methodology	9
Changes to the 2024 survey	9
Participant Profile	10
Activity	10
Area of Operation	10
Organisation service provisions	11
Number of Employees	11
Type of Employment (full-time and part-time)	11
Gender of Employees	12
Trade Union Membership	12
Organisational Income	13
Source of Funding for 2023	13
Boards of Management: Composition	14
Notes on Interpretation	15
Levels	15
Annual Basic Pay	16
Pension & Total Remuneration	16
Notes on Interpreting Pay Data	17
Summary Pay Data	18
Level 1: CEO – Detailed Pay Data	20
Level 2: Deputy CEO – Detailed Pay Data	21
Level 2: Head of Finance – Detailed Pay Data	22
Level 2: Rates of Pay for Head of HR/Personnel – Detailed Pay Data	23
Level 2: Rates of Pay for Head of Fundraising – Detailed Pay Data	24
Level 2: Rates of Pay for Head of Advocacy – Detailed Pay Data	25
Level 2: Head of Housing – Detailed Pay Data	26
Level 2: Head of Service – Detailed Pay Data	27
Level 2: Head of Operations/Development – Detailed Pay Data	28
Level 3: Administration Manager – Detailed Pay Data	29
Level 3: Project/Programme Manager – Detailed Pay Data	30
Level 3: Finance Manager – Detailed Pay Data	31
Level 3: Communications Manager – Detailed Pay Data	32
Level 3: Services/Centre Manager – Detailed Pay Data	33
Level 3: Business Development Manager – Detailed Pay Data	34
Level 3: Junior/Assistant Manager – Detailed Pay Data	34
Level 3: Team Leader/Senior or Lead Professional – Detailed Pay Data	35
Level 4: Development Worker – Detailed Pay Data	36
Level 4: Fundraising Officer – Detailed Pay Data	37
Level 4: HR Executive/Officer – Detailed Pay Data	38

Level 4: Rates of Pay for Project/Support Worker – Detailed View.....	39
Level 4: Programme Worker/Officer – Detailed Pay Data	40
Level 4: Social Worker – Detailed Pay Data.....	40
Level 4: Childcare Worker – Detailed Pay Data	41
Level 4: Information Officer – Detailed Pay Data.....	42
Level 4: Administration Officer – Detailed Pay Data.....	43
Level 4: Family Support Worker – Detailed Pay Data	44
Level 4: Training Officer/Teacher – Detailed Pay Data	44
Level 4: Nurse – Detailed Pay Data.....	45
Level 4: IT/Executive Officer – Detailed Pay Data	45
Level 4: Accountant – Detailed Pay Data	46
Level 4: Finance Officer – Detailed Pay Data.....	46
Level 4: Communications/Media Officer – Detailed Pay Data	47
Level 4: Research Officer – Detailed Pay Data	47
Level 4: Psychologist/Counsellor – Detailed Pay Data	48
Level 4: Youth Worker – Detailed Pay Data.....	48
Level 5: Care Workers with FETAC L5/L6 – Detailed Pay Data	49
Level 5: Childcare/Youth Worker with FETAC L5/L6 – Detailed Pay Data	49
Level 5: Senior Administrative Assistant – Detailed Pay Data.....	50
Level 5: Office Supervisor – Detailed Pay Data	51
Level 5: Senior Accounts Officer – Detailed Pay Data.....	51
Level 5: Senior Receptionist – Detailed Pay Data.....	52
Level 6: Junior Receptionist – Detailed Pay Data	52
Level 6: Junior Administrative Assistant/Junior Clerical – Detailed Pay Data.....	52
Level 6: Driver – Detailed Pay Data.....	53
Level 6: Junior Accounts Officer – Detailed Pay Data	53
Level 6: General Operative – Detailed Pay Data.....	53
Level 6: Cleaner/Housekeeper – Detailed Pay Data.....	53
Level 6: Catering Assistant – Detailed Pay Data	54
Level 6: Cook/Chef – Detailed Pay Data.....	54
Pension Schemes	55
Contribution to pension scheme	55
Overtime.....	56
Paid Leave.....	57
Basic Annual Leave:.....	57
Additional Service Leave:	58
Jury Service Leave:	58
Public Holiday Leave:	58
Christmas/Easter Leave:	59
Compassionate Paid Leave	60
Sick Leave	61
Formal or Discretionary Approach	61
Fitness to Work certificates.....	63
Statutory Sick Pay Changes	63
Health Insurance.....	64
Does the organisation contribute to a Health Insurance Scheme? (N=166)	64
Educational Assistance.....	64
Type of Educational Assistance.....	64

Employer Contribution towards Cost of Fees	65
Study Leave Arrangements.....	65
Time off to attend courses	65
Commitment to organisation following completion of course	66
Cost of Training	67
Spend on Training	67
Employee Assistance Programme	67
Maternity and Paternity Leave	68
Maternity Leave	68
Paternity Leave.....	69
Parent's Leave/Benefit.....	69
Parental Leave	70
Other Leave.....	70
Bonus Schemes.....	71
Other Benefits	72
Details of Non-Civil Service Mileage Rates	72
Other Benefits.....	73
Employee Absence	74
Formula to Calculate Employee Absence	74
Employee Turnover	75
Cost of Benefits.....	76
Measuring the Cost of Benefits.....	76
Flexible Working Arrangements	76
Retention of hybrid/remote working patterns.....	77
Pay Policy.....	78
Increments	79
Pay Increases	79
Human Resource Management 2024	80
Top Organisational Priorities 2024	80
2024 Priorities by Level of Priority	80
Key Business Concerns.....	82
Conclusion	84
List of Participating Organisations	85

Foreword

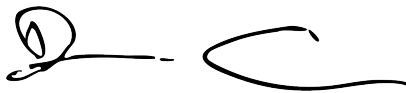
We are delighted to present the sixth edition of the National Guide to Pay and Benefits in Community, Voluntary and Charitable Organisations. This guide provides a reference point for pay and benefits within the sector and is used as a benchmark by many — we hope you find it useful, too.

The world has seen huge changes since the last edition of this guide in 2022. These changes have in turn had serious impacts on our sector, from the impact of the Russian invasion of Ukraine, to a cost-of-living crisis affecting both operational costs and fundraising capacity. We are also dealing with an increase in anti-NGO rhetoric which risks impacting public trust in our vital sector. 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 nfpResearch for conducting the survey and research work on our behalf. They have produced a very 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 Lily Power at lily@wheel.ie.



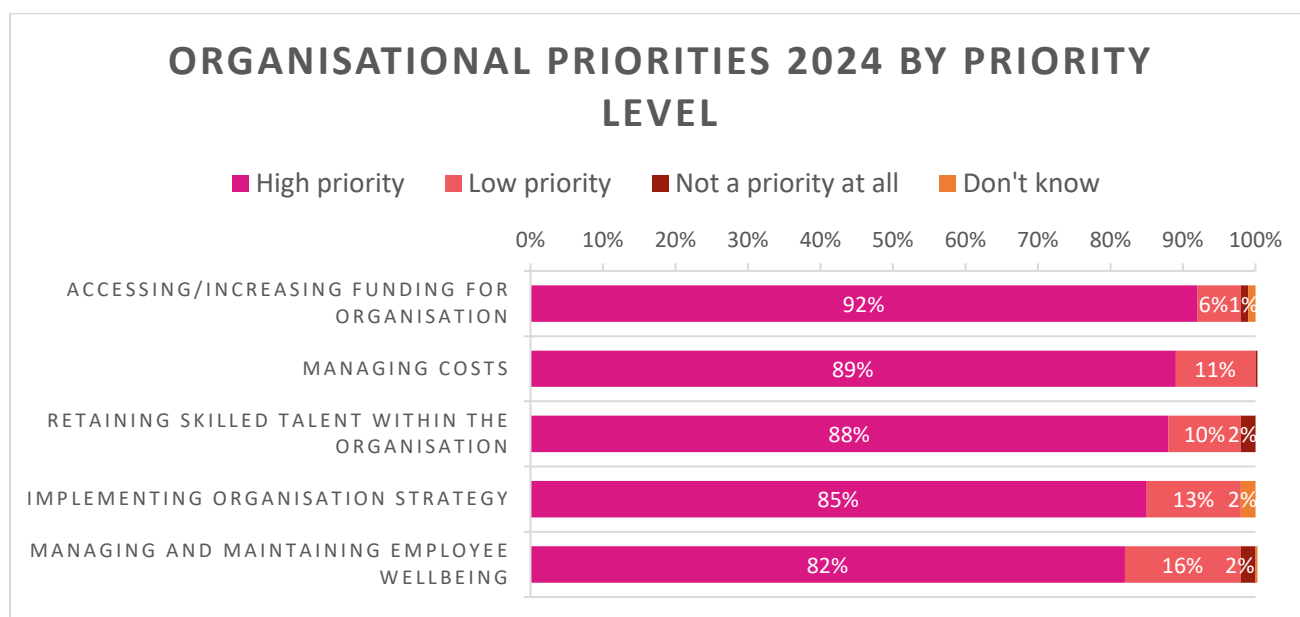
*Denise Charlton,
CEO, Community Foundation Ireland*



*Ivan Cooper,
CEO, The Wheel*

Executive Summary

A total of 592 organisations responded to the survey and provided at least some data¹. The top five HR priorities identified by respondent organisations are identified below. Financial issues make up the top two concerns, with a focus on accessing / increasing funding (92%) and managing costs (89%). Talent retention also remains important, being selected as a high priority by 88% of respondents.



A range of important organisational metrics were collected. The average absence rate was 4.1%, up from 2.2% in the most recent wave of research in 2022. Turnover rates were also up from 9.9% to 12.6%, underlining the importance placed by organisations on retaining skilled talent.

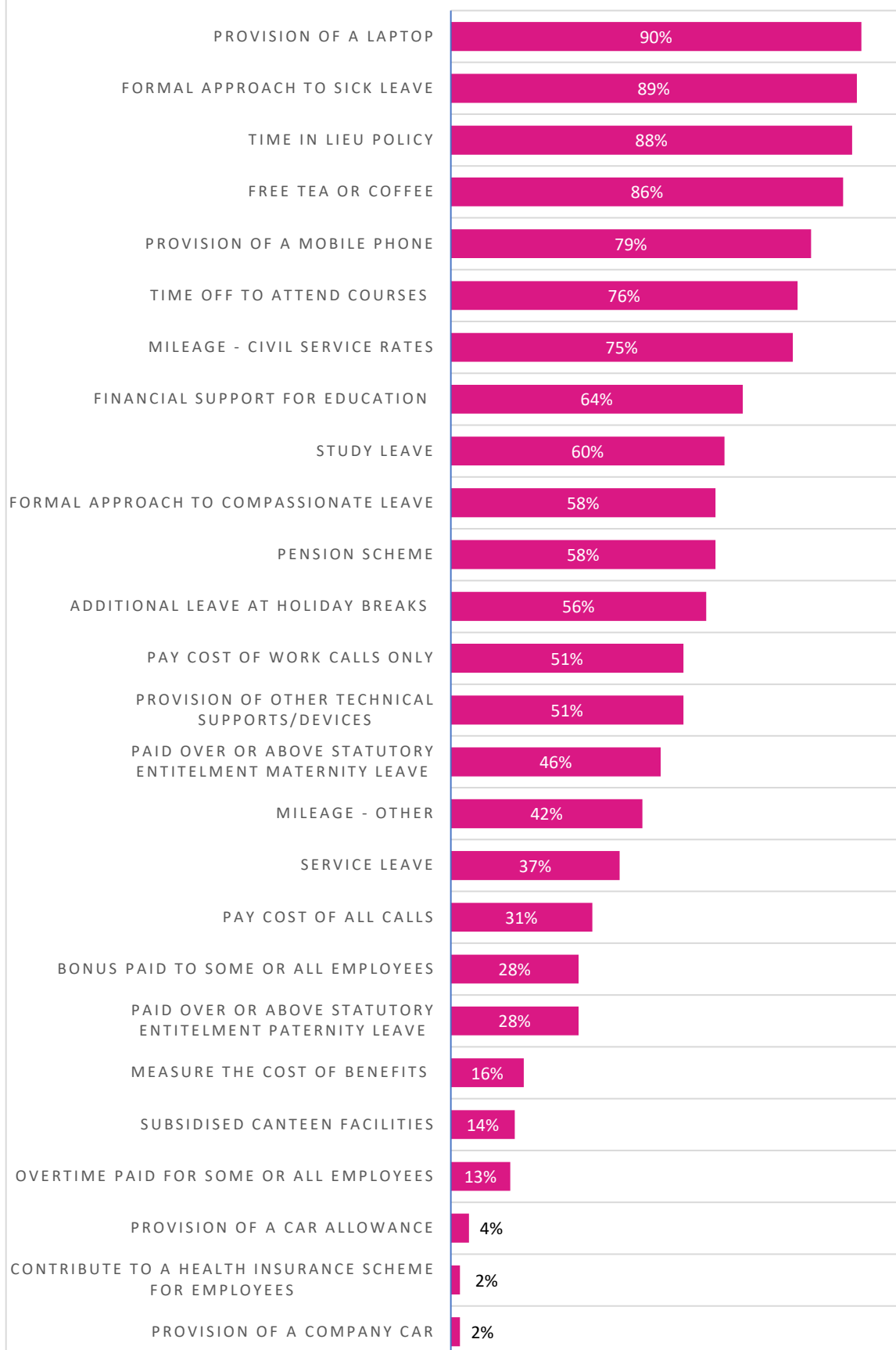
Table 1: Organisational metrics of organisations surveyed

Organisational Metrics	
Average Number of Annual Leave Days	23.6 days
Average Spend on Training	3.24% of payroll
Average Absence Rate	4.1%
Average Employee Turnover Rate	12.6%

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, as well as information in relation to the provision of flexible working arrangements for example.

¹ Response rates vary by question – the total for each is shown on relevant tables

EMPLOYEE BENEFITS



Introduction and Background

The sixth edition of our survey on community, voluntary and charity sector pay in Ireland comes in the context of a time of great change and challenges for the Irish sector. This report aims to provide a detailed overview of pay and benefits within the sector, while also exploring important metrics for HR departments such as absence and turnover rates, spending on training and more. We also examine internal priorities for HR departments within organisations to understand what shared challenges are faced by community and voluntary sector organisations.

As with our last wave of research, managing costs and bringing in income remain high priorities. In particular, high inflation throughout 2022 has driven up the cost base for many organisations and put them under significant financial pressure. In addition, a drop in donations from the public has tended to mean a greater reliance on income from the state², suggesting a need for greater diversity of income streams.

At almost the same level of priority as financial concerns among our responding organisations was retaining skilled talent among staff. The importance of this for HR departments was underlined by an increasing staff turnover rate (from 9.9% in 2022 to 12.1% in 2024) and increased absence rates (from 2.2% to 4.1%), potentially suggesting higher levels of dissatisfaction among staff. While the labour market may have cooled a little since the high inflation period of 2022 and our last survey, results from this year suggest that charities are not finding it any easier to recruit and retain skilled staff within their organisations.

From ongoing concerns about cost of living, to growing international uncertainty and domestic challenges to trust in the sector, it is a complex and challenging time for those governing Irish charities. As well as ongoing financial concerns, there are the permanent changes to ways of working that most respondents reported, the challenge of reaching environmental goals and preparing for changes in employment law over the coming years. We hope that with this report we can provide some guidance, context and benchmarking for best practice within the sector around pay and benefits.

² [Charities Regulator Report 2024](#)

Report Methodology

The data contained in this report was collected via an online survey between August and October 2024. This is the second year that this survey has been conducted entirely online.

Changes to the 2024 survey

This is the sixth 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, 2019 and 2022. This year, following feedback from survey sponsors and key stakeholders, the following changes have been made:

- Additional questions included about different types of leave
 - Jury Service leave
 - Adoption leave
 - Force Majeure leave
 - Carer's leave
 - Leave for medical purposes
 - Domestic violence leave
- A revised statutory sick pay question in preparation for changes to the policy in 2025

Participant Profile

A total of 592 organisations responded to the survey and provided at least some data. These organisations employed a total of 10,898 employees (full time or part time)³. There were 1,440 people engaged in funded employment schemes. There were also approximately 34,272 volunteers volunteering with the organisations that responded. In total there were over 45,170 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.

Table 2: Sector breakdown of organisations surveyed

Sector	Number	%
Health⁴	46	13%
Social Services⁵	39	11%
Education	26	7%
Arts, Culture & Heritage	22	6%
Environment	16	5%
Housing and Homelessness	16	5%
Advocacy, Law & Politics	15	4%
International Development	8	2%
Sports & Recreation	8	2%
Other	157	44%
Total	353	(100)

The most commonly identified areas of primary activity were Health (13%), Social Services (11%), and Education (7%).

Area of Operation

A significant majority of organisations were operating in Ireland (97%), while 12% of organisations were operating in Northern Ireland, and 12% 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.

Table 3: Area of operation

Area of Operation	No. of Organisations	%
Republic of Ireland	338	97%
Northern Ireland	43	12%
International	41	12%

³ This figure refers only to those respondents who have provided information about employee numbers – a total of 278 organisations

⁴ Health includes general and specialist health service providers including drug and alcohol support services

⁵ Social services includes client facing community, youth and family information & support services, local development organisations and local employment services

Organisation service provisions

Almost nine in ten organisations (88%) provides services directly, with remainder acting as an umbrella organisation or group (19%) and a small overlap of those who do both.

Number of Employees

A total of 10,898 employees were employed by the organisations that participated in the survey and responded to the question about employee numbers. As illustrated in Table 4 below, nearly two fifths of organisations (37%) had fewer than ten employees, though over half of employees (54%) 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	%
1 - 2 employees	24	8%	36	0%
3 - 5 employees	42	16%	169	2%
6 - 9 employees	43	16%	323	3%
10 - 19 employees	62	23%	872	8%
20 - 99 employees	84	31%	3,876	36%
100 + employees	23	9%	5,622	52%
Total	278	100%	10,898	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, based on the 270 organisations who answered the overall organisational size question. In some cases, an overall number of employees has been provided without a breakdown between full-time and part-time. As a result, the total column of all employees does not match to the sum of the other columns.

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	%	
1 - 2 employees	16	-	20	1	36
3 - 5 employees	97	2	72	2	169
6 - 9 employees	190	3	122	4	323
10 - 19 employees	459	5	327	7	872
20 - 99 employees	2,178	41	1,073	31	3,876
100 + employees	3,252	49	1,726	56	5,622
All	6,192	100%	3,340	100%	10,898

Gender of Employees

Table 6 indicates that seven in ten (71%) employees in the survey were female and 28% were male. A small number of employees identified as non-binary. Women also accounted for an even higher proportion - eight out of ten (80%) - 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	%
Full-time (6,205)	1,767	28%	4,424	71%	14	-
Part-time (3,344)	658	20%	2,679	80%	7	-
Total (10,898)	3,166	29	7,694	71	38	-

Trade Union Membership

In two-thirds of respondent organisations (56%), 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	%
No	156	56
Less than 50%	34	12
Approximately 50%	7	3
Over 50%	12	4
Percentage not provided/known	69	25
Total	278	100

Organisational Income

Two in five organisations (39%) in the survey had an annual income of €500,000 or less for 2023, and a similar number (41%) had more than €1million. This is shown below in Table 8.

Table 8: Organisation income for 2023

Annual Income	No. of Organisations	%
Less than €100,000	5	3%
€100,001 - 250,000	22	14%
€250,001 - 500,000	33	22%
€500,001 - 1,000,000	32	21%
€1,000,001 - 5,000,000	41	27%
€5,000,001 - 10,000,000	14	9%
More than €10,000,000	5	3%
Total	152	100%

Source of Funding for 2023

An average breakdown of the funding received in 2023 by the organisations surveyed is shown in Table 9. For all organisations, the average funding from government was 59.3% with the second highest contribution coming from earned income at 19%. Organisations also noted donations/bequest funding of 15%.

Table 9: Overall funding by source (N = 142)

Funding Source	Average % of Funding
Government	59.3
Earned Income	19
Donations and bequests	15
Deposit interest	1.3
Other	5.4
Total	100%

Table 10: HSE funding breakdown

Type of HSE Funding	Number of cases	% of Organisations in receipt of this HSE Funding
<i>Section 38</i>	111	7%
<i>Section 39 - less than €250,000</i>	115	21%
<i>Section 3- more than €250,000</i>	128	26%

Boards of Management: Composition

In terms of the composition of Boards of Management among the organisations surveyed, the majority of organisations (80%) 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	%
2 - 5 members	38	14%
6 - 9 members	135	49%
10 - 19 members	84	31%
20 or more	17	6%
Total	274	100%

In terms of the gender composition of boards, two in five (39%) of all organisations had fewer than 50% female board members and three in five (62%) had 50% or more female board members as illustrated in Table 12.

Table 1: Gender composition of boards

Female Board members	Number of Organisations	%
No female board members	10	4%
Fewer than 25%	16	6%
25%-49%	80	29%
50%	33	12%
51-69%	81	30%
70-99%	43	16%
100%	11	4%
Total	274	100

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:

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.*

Annual Basic Pay

For each job type in the survey, information was requested on Annual Basic Pay @ 1st August 2024 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 2023, 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 1st August 2024.
- **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 as the salary involved was not plausible. 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.
- **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 2022 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 @ 1 st August 2024				WHERE A PAY SCALE EXISTS		
	No. of Cases	Average €	Lower Quartile €	Upper Quartile €	No. of Cases	Average Minimum Salary Point €	Average Maximum Salary Point €
LEVEL 1: Head of Organisation/Chief Executive							
Chief Executive (CEO)	190	74,836	54,500	91,000	84	69,952	84,130
LEVEL 2: Head of Function/Senior Manager							
Deputy CEO	20	68,661	48,560	88,609	8	63,406	74,062
Head of Finance	55	71,936	57,120	87,000	28	60,745	77,097
Head of HR/Personnel	29	64,842*	56,213	74,235	17	53,768	68,352
Head of Fundraising	31	69,730	60,000	82,400	10	64,353	81,726
Head of Advocacy	26	65,960*	56,358	72,000	13	55,267	71,882
Head of Housing	7	71,918	-	-	2	-	-
Head of Services	40	67,854	50,101	81,800	20	56,156	71,324
Head of Operations	51	64,700	48,500	80,000	20	60,895	73,733
LEVEL 3: Middle Manager							
Administration Manager/Administrator	46	42,560	35,000	49,236	16	39,896	54,100
Business Development Manager	17	53,955	42,000	55,816	7	54,813	68,695
Communications Manager	40	52,332	42,757	62,166	16	52,255	66,415
Finance Manager	48	56,375	41,193	67,887	23	50,667	65,038
Project/Programme Manager/Coordinator	62	52,077	45,000	62,000	35	45,400	57,063
Services/Centre Manager	32	52,435	44,125	63,125	12	49,925	57,587
Junior/Assistant Manager	7	39,315	-	-	3	-	-
Team Leader/Senior or Lead Professional	32	51,440	42,196	60,197	20	46,649	60,502
LEVEL 4: Specialist/Professional Staff							
Accountant	10	52,398	51,660	55,000	4	-	-
Administration Officer	55	34,949	29,835	40,148	31	31,589	42,351
Childcare Worker	12	31,406*	28,408	36,258	7	27,421	35,994
Communication/Media Officer	27	41,764	36,000	46,696	11	34,544	49,509
Development Worker/Officer	29	42,051	36,680	45,761	17	36,551	50,789
Family Support Worker/Support Worker	26	39,262	35,742	42,528	10	34,977	48,450
Finance Officer	31	42,435*	36,067	46,300	16	36,103	50,986
Fundraising Officer ⁶	10	38,748*	30,395	49,421	3	-	-
HR Executive/Officer	19	43,652*	41,200	46,350	11	39,331	53,236
Information Officer	15	34,526*	29,192	40,000	5	28,872	44,879

⁶ This data was not originally collected in the online survey. Participants were emailed to send in this information if they had the position of fundraising officer at their organisation or a similar role. As a result, response rates may be lower than for other roles. We apologise for the error.

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 €
LEVEL 4: Specialist/Professional Staff (cont'd)							
IT Executive/Officer	15	47,300	41,200	52,000	6	38,744	54,457
Nurse	10	47,579*	39,858	52,800	7	40,414	51,329
Programme Worker/Officer	28	37,676*	32,077	43,316	14	36,186	45,228
Project/Support Worker	42	38,046*	34,307	41,498	26	35,608	44,632
Psychologist/Counsellor	11	49,553*	42,528	50,596	7	51,369	67,840
Research Officer	16	43,467	36,827	46,421	9	34,004	47,490
Social Worker	7	51,064*	-	-	5	40,940	54,677
Training Officer/ Teacher	7	44,361	-	-	6	35,261	55,117
Youth Worker	15	39,838	35,977	45,723	10	33,176	45,723
LEVEL 5: Semi Professional & Administration Staff							
Care Workers (Fetac L5/6)	13	29,966*	25,480	34,635	8	29,155	35,522
Childcare/Youth Worker (Fetac L5/6)	8	28,878	-	-	3	-	-
Office Supervisor	8	33,554*	-	-	2	-	-
Senior Accounts Officer	9	36,183*	-	-	5	34,357	42,574
Senior Administrative Assistant/Senior Clerical	23	35,899	32,352	38,000	15	30,725	41,815
Senior Receptionist	15	35,340	30,985	37,800	8	32,366	40,370
LEVEL 6: Entry Level Staff							
Care Assistant	5	30,229	-	-	2	-	-
Catering Assistant	13	26,610	23,660	30,175	3	-	-
Cleaner/Housekeeper	21	25,628*	23,114	26,936	7	28,312	33,147
Cook/Chef	12	31,432	24,252	38,256	4	-	-
Driver	9	26,429*	-	-	2	-	-
General Operative	15	27,536	23,660	33,906	4	-	-
Junior Accounts Officer	8	33,472	-	-	4	-	-
Jnr Administrative Assistant /Junior Clerical	14	28,899*	25,000	31,230	7	27,295	33,837
Junior Receptionist	12	27,610*	24,461	30,675	4	-	-

Level 1: CEO – Detailed Pay Data

				Actual Rate @ 1 st August 2024				Pension		Total Remuneration			
Breakdown	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
BY ORGANISATION SIZE													
1 - 2 employees	2	-	-	8	50,417	-	-	7	2,135	8	57,294	-	-
3 – 5 employees	13	53,769	60,652	27	57,945	49,500	70,000	27	1,957	27	59,902	49,669	70,000
6 – 9 employees	14	55,017	66,477	21	63,840	49,891	84,340	20	2,905	21	67,038	49,891	85,000
10 – 19 employees	13	65,798	83,712	43	69,580	51,000	80,090	37	3,700	41	71,561	49,891	88,180
20 - 99 employees	28	74,953	91,139	59	85,905	70,000	100,000	54	5,943	58	94,345	70,000	109,250
100 or more employees	9	103,646	123,578	15	109,385	91,000	127,970	15	9,972	15	119,356	98,802	136,928
Advocacy law and politics	2	-	-	8	82,338	-	-	7	6,064	7	93,665	-	-
Arts, culture and heritage	3	-	-	14	63,633	50,672	75,000	13	3,468	14	69,796	51,000	82,907
Education	5	85,133	103,060	9	86,626	-	-	8	7,625	9	93,404	-	-
Environment	6	74,551	83,898	10	76,943	55,000	85,000	8	2,563	10	78,993	55,000	85,000
Health	12	84,462	96,233	28	81,060	62,050	98,901	26	4,511	27	85,761	64,050	107,735
Housing / homelessness	3	-	-	12	101,944	90,765	126,243	11	11,032	12	113,655	98,500	141,942
International development	4	-	-	6	76,528	-	-	6	5,783	6	82,312	-	-
Social services	8	69,446	82,235	15	61,063	47,000	73,618	13	1,843	14	61,450	47,000	70,000
Sports and recreation	1	-	-	3	-	-	-	3	-	3	-	-	-
Less than 100, 000	-			1	-	-	-	1	-	1	-	-	-
100,001 - 250,000	8	45,317	54,638	18	51,621	47,000	58,000	16	1,456	18	52,860	47,000	58,000
250,001 - 500,000	13	53,981	63,071	30	57,580	49,500	65,200	29	1,387	30	58,937	49,500	66,000
500,001 - 1,000,000	12	62,929	76,049	31	69,047	61,170	84,000	29	3,309	31	72,475	61,297	85,752
1,000,001 - 5,000,000	21	82,147	100,129	41	91,461	76,692	103,390	37	6,795	40	98,184	81,648	122,257
5,000,001 – 10,000,000	8	94,932	115,209	13	110,571	95,000	127,970	13	9,211	13	120,128	101,584	136,928
Over 10,000,000	3	-	-	5	131,685	-	-	5	14,299	5	147,984	-	-
All Organisations	84	69,952	84,130	190	74,836	54,500	91,000	173	4,475	186	80,024	57,174	98,400

Level 2: Deputy CEO – Detailed Pay Data

				Actual Rate @ 1 st August 2024				Pension		Total Remuneration			
Breakdown	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
BY ORGANISATION SIZE													
3 – 5 employees	2	-	-	2	-	-	-	1	-	2	-	-	-
10 – 19 employees	2	-	-	7	63,205	-	-	6	4,271	7	66,937	-	-
20 - 99 employees	2	-	-	9	72,610	-	-	4	3,053	9	73,966	-	-
100 or more employees	2	-	-	2	-	-	-	1	-	1	-	-	-
BY ACTIVITY													
Advocacy, law and politics	-	-	-	-	-	-	-	-	-	-	-	-	-
Arts, Culture and heritage	-	-	-	4	-	-	-	3	-	4	-	-	-
Education	1	-	-	1	-	-	-	-	-	1	-	-	-
Environment	1	-	-	2	-	-	-	1	-	2	-	-	-
Health	1	-	-	2	-	-	-	2	-	2	-	-	-
Social Services	1	-	-	2	-	-	-	1	-	1	-	-	-
Sports and recreation	-	-	-	1	-	-	-	-	-	1	-	-	-
BY INCOME													
100,001 - 250,000	1	-	-	1	-	-	-	-	-	1	-	-	-
250,001 - 500,000	1	-	-	2	-	-	-	2	-	2	-	-	-
500,001 - 1,000,000	2	-	-	4	-	-	-	3	-	4	-	-	-
1,000,001 - 5,000,000	3	-	-	10	76,195	63,000	91,411	5	5,981	9	77,882	-	-
5,000,001 – 10,000,000	1	-	-	2	-	-	-	1	-	2	-	-	-
All Organisations	8	63,406	74,062	20	68,661	48,560	88,610	12	3,407	19	69,641	48,084	84,214

Level 2: Head of Finance – Detailed Pay Data

				Actual Rate @ 1 st August 2024				Pension		Total Remuneration			
Breakdown	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
BY ORGANISATION SIZE													
3 – 5 employees	-	-	-	1	-	-	-	1	-	1	-	-	-
6 – 9 employees	2	-	-	5	52,586	-	-	4	-	5	54,047	-	-
10 – 19 employees	4	-	-	13	64,807	52,500	80,000	11	4,556	13	68,734	52,500	83,200
20 - 99 employees	14	56,969	75,918	25	73,204	61,606	85,849	21	4,745	25	77,537	61,606	94,351
100 or more employees	8	72,563	88,625	11	89,991	80,357	95,292	10	6,477	11	95,879	85,982	101,962
Advocacy, law and politics	1	-	-	2	-	-	-	2	-	2	-	-	-
Arts, Culture and heritage	-	-	-	-	-	-	-	-	-	-	-	-	-
Education	3	-	-	4	-	-	-	3	-	4	-	-	-
Environment	2	-	-	4	-	-	-	1	-	4	-	-	-
Health	4	-	-	8	78,485	-	-	8	3,947	8	82,457	-	-
Housing/Homelessness	3	-	-	8	84,850	-	-	8	6,645	8	91,857	-	-
International development	-	-	-	1	-	-	-	1	-	1	-	-	-
Social Services	4	-	-	7	64,228	-	-	5	2,815	7	66,366	-	-
Sports and recreation	-	-	-	1	-	-	-	-	-	1	-	-	-
100,001 - 250,000	-	-	-	2	-	-	-	2	-	2	-	-	-
250,001 - 500,000	-	-	-	2	-	-	-	2	-	2	-	-	-
500,001 - 1,000,000	5	45,048	55,767	9	47,990	-	-	6	1,696	9	49,120	-	-
1,000,001 - 5,000,000	10	61,695	79,105	18	69,972	61,000	80,000	14	4,868	18	73,812	61,606	82,813
5,000,001 – 10,000,000	7	70,150	88,502	11	85,379	66,613	95,292	10	6,196	11	91,108	72,527	99,532
Over 10,000,000	3	-	-	5	95,828	-	-	5	9,993	5	106,206	-	-
All Organisations	28	60,745	77,097	55	71,936	57,120	87,000	47	4,768	55	76,185	60,747	91,910

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

Breakdown	No of cases	Minimum	Maximum	Actual Rate @ 1 st August 2024				Pension		Total Remuneration			
				No. of cases	Average	Lower Qtile	Upper Qtile	No. of Cases	Average	No. of cases	Average	Lower Qtile	Upper Qtile
20 - 99 employees	9	51,216	64,883	14	59,120	41,900	70,000	11	3,927	14	62,229	41,900	74,235
100 or more employees	6	60,904	77,642	12	72,097	57,181	87,500	10	4,972	12	76,240	59,286	93,900
Advocacy, law and politics	1	-	-	1	-	-	-	1	-	1	-	-	-
Arts, Culture and heritage	-	-	-	1	-	-	-	1	-	1	-	-	-
Education	1	-	-	1	-	-	-	1	-	1	-	-	-
Environment	-	-	-	-	-	-	-	-	-	-	-	-	-
Health	2	-	-	3	-	-	-	3	-	3	-	-	-
Housing/Homelessness	1	-	-	5	76,674	-	-	5	6,406	5	83,145	-	-
Social Services	4	-	-	4	-	-	-	1	-	4	-	-	-
Sports and recreation	-	-	-	1	-	-	-	-	-	1	-	-	-
250,001 - 500,000	1	-	-	1	-	-	-	1	-	1	-	-	-
500,001 - 1,000,000	1	-	-	1	-	-	-	-	-	1	-	-	-
1,000,001 - 5,000,000	7	59,581	74,970	10	62,658	56,213	74,235	8	2,911	10	65,016	57,618	74,235
5,000,001 - 10,000,000	4	-	-	10	67,880	62,721	75,000	8	4,429	10	71,422	66,798	75,250
Over 10,000,000	2	-	-	3	-	-	-	3	-	3	-	-	-
All Organisations	17	53,768	68,352	29	64,842	56,213	74,235	24	4,426	29	68,527	57,618	80,670

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

				Actual Rate @ 1 st August 2024				Pension		Total Remuneration			
Breakdown	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
BY ORGANISATION SIZE													
3 – 5 employees	1	-	-	3	-	-	-	3	-	3	-	-	-
10 – 19 employees	2	-	-	6	67,018	-	-	5	4,883	6	71,137	-	-
20 - 99 employees	4	-	-	16	70,266	61,997	81,300	14	4,953	16	74,575	61,997	86,340
100 or more employees	3	-	-	6	81,376	-	-	5	5,942	6	86,327	-	-
BY ACTIVITY													
Advocacy, law and politics	1	-	-	1	-	-	-	1	-	1	-	-	-
Arts, Culture and heritage	-	-	-	1	-	-	-	1	-	1	-	-	-
Education	1	-	-	1	-	-	-	1	-	1	-	-	-
Environment	1	-	-	2	-	-	-	2	-	2	-	-	-
Health	1	-	-	7	63,214	-	-	6	3,927	7	66,608	-	-
Housing/Homelessness	1	-	-	2	-	-	-	2	-	2	-	-	-
International development	1	-	-	1	-	-	-	1	-	1	-	-	-
Social Services	-	-	-	2	-	-	-	2	-	2	-	-	-
Sports and recreation	-	-	-	1	-	-	-	-	-	1	-	-	-
BY INCOME													
Less than 100, 000	-	-	-	1	-	-	-	1	-	1	-	-	-
250,001 - 500,000	-	-	-	1	-	-	-	1	-	1	-	-	-
500,001 - 1,000,000	1	-	-	1	-	-	-	1	-	1	-	-	-
1,000,001 - 5,000,000	3	-	-	10	71,917	65,000	80,000	9	5,080	10	76,539	65,000	86,520
5,000,001 – 10,000,000	2	-	-	7	78,541	-	-	5	6,105	7	82,900	-	-
Over 10,000,000	3	-	-	4	-	-	-	4	-	4	-	-	-
All Organisations	10	64,353	81,726	31	69,730	60,000	82,400	27	4,573	31	73,709	60,000	88,300

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

				Actual Rate @ 1 st August 2024				Pension		Total Remuneration			
Breakdown	No of cases	Minim um	Maximu m	No. of cases	Average	Lower Qtile	Upper Qtile	No. of Cases	Average	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE													
6 – 9 employees	-	-	-	1	-	-	-	1	-	1	-	-	-
10 – 19 employees	3	-	-	6	58,018	-	-	5	2,111	6	59,777	-	-
20 - 99 employees	7	49,737	67,283	15	62,707	56,358	71,400	7	4,871	15	64,994	59,737	75,884
100 or more employees	3	-	-	4	-	-	-	2	-	4	-	-	-
BY ACTIVITY													
Advocacy, law and politics	1	-	-	2	-	-	-	2	-	2	-	-	-
Education	1	-	-	1	-	-	-	1	-	1	-	-	-
Environment	1	-	-	2	-	-	-	1	-	2	-	-	-
Health	1	-	-	4	-	-	-	3	-	4	-	-	-
Housing/Homelessness	1	-	-	3	-	-	-	2	-	3	-	-	-
International development	-	-	-	1	-	-	-	1	-	1	-	-	-
Social services	4	-	-	4	-	-	-	-	-	4	-	-	-
Sports and recreation	-	-	-	1	-	-	-	-	-	1	-	-	-
BY INCOME													
500,001 - 1,000,000	3	-	-	5	52,758	-	-	3	-	5	54,771	-	-
1,000,001 - 5,000,000	5	61,943	79,036	12	67,239	60,134	72,336	8	3,822	12	69,804	62,134	78,213
5,000,001 – 10,000,000	3	-	-	4	-	-	-	2	-	4	-	-	-
Over 10,000,000	1	-	-	1	-	-	-	1	-	1	-	-	-
All Organisations	13	55,267	71,882	26	65,960	56,358	72,000	15	4,205	26	68,394	59,737	78,895

Level 2: Head of Housing – Detailed Pay Data

				Actual Rate @ 1 st August 2024				Pension		Total Remuneration			
Breakdown	No of cases	Minim um	Maximu m	No. of cases	Average	Lower Qtile	Upper Qtile	No. of Cases	Average	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE													
6 – 9 employees	-	-	-	2	-	-	-	2	-	2	-	-	-
10 – 19 employees	-	-	-	1	-	-	-	1	-	1	-	-	-
20 - 99 employees	-	-	-	1	-	-	-	1	-	1	-	-	-
100 or more employees	2	-	-	3	-	-	-	3	-	3	-	-	-
BY ACTIVITY													
Health	1	-	-	1	-	-	-	1	-	1	-	-	-
Housing/Homelessness	1	-	-	5	76,367	-	-	5	7,013	5	83,687	-	-
BY INCOME													
500,001 - 1,000,000	-	-	-	1	-	-	-	1	-	1	-	-	-
1,000,001 - 5,000,000	-	-	-	2	-	-	-	2	-	2	-	-	-
Over 10,000,000	1	-	-	2	-	-	-	2	-	2	-	-	-
All Organisations	2	-	-	7	71,918	-	-	7	6,045	7	78,183	-	-

Level 2: Head of Service – Detailed Pay Data

Breakdown				Actual Rate @ 1 st August 2024				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
BY ORGANISATION SIZE													
3 – 5 employees	1	-	-	1	-	-	-	1	-	1	-	-	-
6 – 9 employees	-	-	-	3	-	-	-	3	-	3	-	-	-
10 – 19 employees	4	-	-	7	52,867	-	-	6	2,984	7	55,468	-	-
20 - 99 employees	11	55,421	70,684	18	72,280	61,789	83,604	14	4,843	18	76,070	64,019	86,300
100 or more employees	4	-	-	10	77,431	63,108	88,431	7	5,549	10	81,305	67,525	96,815
BY ACTIVITY													
Advocacy, law and politics	1	-	-	1	-	-	-	1	-	1	-	-	-
Arts, Culture and heritage	1	-	-	2	-	-	-	1	-	2	-	-	-
Education	4	-	-	4	-	-	-	4	-	4	-	-	-
Health	2	-	-	9	66,549	-	-	8	3,524	9	69,697	-	-
Housing/Homelessness	-	-	-	2	-	-	-	2	-	2	-	-	-
International development	-	-	-	1	-	-	-	1	-	1	-	-	-
Social Services	5	47,025	57,409	6	61,537	-	-	3	-	6	63,650	-	-
Sports and recreation	-	-	-	1	-	-	-	-	-	1	-	-	-
100,001 - 250,000	-	-	-	1	-	-	-	-	-	1	-	-	-
250,001 - 500,000	1	-	-	5	42,158	-	-	4	-	5	42,158	-	-
500,001 - 1,000,000	4	-	-	6	45,497	-	-	4	-	6	47,609	-	-
1,000,001 - 5,000,000	9	58,840	76,055	15	70,150	61,606	82,400	11	3,808	15	73,040	61,606	83,292
5,000,001 – 10,000,000	2	-	-	6	88,667	-	-	5	6,918	6	94,422	-	-
Over 10,000,000	2	-	-	3	-	-	-	3	-	3	-	-	-
All Organisations	20	56,156	71,324	40	67,854	50,101	81,800	31	4,218	40	71,138	52,480	83,901

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

Breakdown				Actual Rate @ 1 st August 2024				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
BY ORGANISATION SIZE													
1 - 2 employees	-	-	-	1	-	-	-	-	-	1	-	-	-
3 - 5 employees	2	-	-	6	45,085	-	-	6	521	6	45,605	-	-
6 - 9 employees	2	-	-	4	-	-	-	3	-	4	-	-	-
10 - 19 employees	3	-	-	9	49,091	-	-	6	2,611	9	51,627	-	-
20 - 99 employees	7	65,560	84,449	20	72,998	59,965	88,833	16	3,940	20	76,241	59,965	95,803
100 or more employees	6	73,017	87,617	11	76,729	56,213	91,187	9	5,200	10	87,017	81,241	92,440
BY ACTIVITY													
Advocacy, law and politics	1	-	-	1	-	-	-	1	-	1	-	-	-
Arts, Culture and heritage	1	-	-	4	-	-	-	3	-	4	-	-	-
Education	2	-	-	2	-	-	-	2	-	2	-	-	-
Environment	2	-	-	2	-	-	-	1	-	2	-	-	-
Health	3	-	-	8	66,277	-	-	7	3,996	8	70,693	-	-
Housing/Homelessness	2	-	-	7	81,896	-	-	7	6,014	7	88,937	-	-
International development	-	-	-	1	-	-	-	1	-	1	-	-	-
Social Services	2	-	-	3	-	-	-	1	-	3	-	-	-
Sports and recreation	-	-	-	2	-	-	-	-	-	1	-	-	-
BY INCOME													
100,001 - 250,000	1	-	-	4	-	-	-	3	-	4	-	-	-
250,001 - 500,000	1	-	-	6	42,610	-	-	4	-	5	45,757	-	-
500,001 - 1,000,000	3	-	-	6	57,573	-	-	4	-	6	60,311	-	-
1,000,001 - 5,000,000	8	-	-	18	63,133	55,000	67,500	13	2,263	18	64,844	55,000	68,958
5,000,001 - 10,000,000	3	-	-	6	89,847	-	-	5	5,174	6	94,826	-	-
Over 10,000,000	3	-	-	5	86,350	-	-	5	9,111	5	96,757	-	-
All Organisations	20	60,895	73,733	51	64,700	48,500	80,000	40	3,448	51	68,519	51,984	87,184

Level 3: Administration Manager – Detailed Pay Data

				Actual Rate @ 1 st of August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
1 - 2 employees	1	-	-	5	31,228	-	-
3 – 5 employees	2	-	-	5	39,132	-	-
6 – 9 employees	-	-	-	3	-	-	-
10 – 19 employees	5	41,422	57,180	13	44,266	37,857	49,236
20 – 99 employees	7	43,270	59,290	15	45,363	36,000	54,075
100 or more employees	-			4	-	-	-
BY ACTIVITY							
Advocacy, law and politics	1	-	-	2	-	-	-
Arts, Culture and heritage	1	-	-	8	35,302	-	-
Education	2	-	-	3	-	-	-
Environment	2	-	-	2	-	-	-
Health	-			4	-	-	-
Housing/Homelessness	1	-	-	5	48,624	-	-
International development	3	-	-	3	-	-	-
Social Services	1	-	-	2	-	-	-
BY INCOME							
100,001 - 250,000	-	-	-	5	40,602	-	-
250,001 - 500,000	-	-	-	2	-	-	-
500,001 - 1,000,000	4	-	-	9	35,799	-	-
1,000,001 - 5,000,000	6	41,022	56,537	17	46,247	40,000	51,239
5,000,001 – 10,000,000	2	-	-	5	51,085	-	-
Over 10,000,000	-	-	-	1	-	-	-
All Organisations	16	39,896	54,100	46	42,560	35,000	49,236

Level 3: Project/Programme Manager – Detailed Pay Data

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
1 - 2 employees	2	-	-	2	-	-	-
3 - 5 employees	3	-	-	9	45,062	-	-
6 - 9 employees	3	-	-	6	50,703	-	-
10 - 19 employees	8	43,524	53,090	15	49,538	41,376	54,630
20 - 99 employees	16	48,688	64,156	25	57,066	49,860	64,782
100 or more employees	3	-	-	5	55,058	-	-
BY ACTIVITY							
Advocacy, law and politics	3	-	-	4	-	-	-
Arts, Culture and heritage	3	-	-	8	46,724	-	-
Education	4	44,734	60,476	6	57,338	-	-
Environment	2	-	-	2	-	-	-
Health	2	-	-	5	53,969	-	-
Housing/Homelessness	-	-	-	2	-	-	-
International development	2	-	-	4	-	-	-
Social Services	3	-	-	4	-	-	-
Sports and recreation	-	-	-	2	-	-	-
BY INCOME							
100,001 - 250,000	3	-	-	5	40,587	-	-
250,001 - 500,000	3	-	-	8	41,523	-	-
500,001 - 1,000,000	6	43,434	55,228	11	51,982	41,376	59,518
1,000,001 - 5,000,000	15	46,415	60,176	23	54,225	48,739	62,534
5,000,001 - 10,000,000	4	-	-	6	58,185	-	-
Over 10,000,000	3	-	-	4	-	-	-
All Organisations	35	45,400	57,063	62	52,077	45,000	62,000

Level 3: Finance Manager – Detailed Pay Data

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
3 – 5 employees	-	-	-	1	-	-	-
6 – 9 employees	1	-	-	3	-	-	-
10 – 19 employees	4	-	-	11	47,902	40,000	53,580
20 - 99 employees	14	52,111	66,401	24	59,073	42,857	67,851
100 or more employees	3	-	-	7	75,827	-	-
BY ACTIVITY							
Advocacy, law and politics	2	-	-	2	-	-	-
Arts, Culture and heritage	1	-	-	5	42,245	-	-
Education	4	-	-	5	59,618	-	-
Environment	1	-	-	2	-	-	-
Health	2	-	-	7	54,821	-	-
Housing/Homelessness	1	-	-	5	78,300	-	-
International development	2	-	-	2	-	-	-
Social Services	3	-	-	4	-	-	-
Sports and recreation	-	-	-	1	-	-	-
BY INCOME							
250,001 - 500,000	-	-	-	2	-	-	-
500,001 - 1,000,000	6	38,154	47,016	11	44,913	34,270	53,580
1,000,001 - 5,000,000	10	55,212	70,109	19	58,227	42,000	67,774
5,000,001 – 10,000,000	1	-	-	4	-	-	-
Over 10,000,000	2	-	-	4	-	-	-
All Organisations	23	50,667	65,038	48	56,375	41,193	67,887

Level 3: Communications Manager – Detailed Pay Data

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
3 – 5 employees	2	-	-	7	44,707	-	-
6 – 9 employees	-	-	-	2	-	-	-
10 – 19 employees	6	50,536	61,492	13	50,421	43,000	53,580
20 - 99 employees	6	59,069	76,329	14	56,164	50,000	61,560
100 or more employees	2	-	-	4	-	-	-
BY ACTIVITY							
Advocacy, law and politics	3	-	-	3	-	-	-
Arts, Culture and heritage	1	-	-	9	41,663	-	-
Education	3	-	-	4	-	-	-
Environment	1	-	-	1	-	-	-
Health	3	-	-	6	57,743	-	-
Housing/Homelessness	-	-	-	1	-	-	-
International development	1	-	-	2	-	-	-
Social Services	-	-	-	-	-	-	-
Sports and recreation	-	-	-	1	-	-	-
BY INCOME							
Less than 100, 000	-	-	-	-	-	-	-
100,001 - 250,000	-	-	-	-	-	-	-
250,001 - 500,000	2	-	-	6	47,593	-	-
500,001 - 1,000,000	3	-	-	8	41,112	-	-
1,000,001 - 5,000,000	6	61,710	75,622	15	57,149	50,000	62,415
5,000,001 – 10,000,000	3	-	-	6	56,978	-	-
Over 10,000,000	1	-	-	1	-	-	-
All Organisations	16	52,255	66,415	40	52,332	42,757	62,166

Level 3: Services/Centre Manager – Detailed Pay Data

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
3 – 5 employees	1	-	-	4	-	-	-
6 – 9 employees	1	-	-	2	-	-	-
10 – 19 employees	2	-	-	7	40,845	-	-
20 - 99 employees	7	50,984	59,637	14	55,142	45,000	65,000
100 or more employees	1	-	-	4	-	-	-
BY ACTIVITY							
Advocacy, law and politics	-	-	-	-	-	-	-
Arts, Culture and heritage	1	-	-	3	-	-	-
Education	2	-	-	3	-	-	-
Health	-	-	-	3	-	-	-
Housing/Homelessness	1	-	-	5	73,000	-	-
International development	-	-	-	-	-	-	-
Social Services	1	-	-	3	-	-	-
BY INCOME							
Less than 100, 000	-	-	-	-	-	-	-
100,001 - 250,000	-	-	-	2	-	-	-
250,001 - 500,000	1	-	-	3	-	-	-
500,001 - 1,000,000	1	-	-	5	43,349	-	-
1,000,001 - 5,000,000	5	50,853	48,783	10	50,702	42,000	52,224
5,000,001 – 10,000,000	1	-	-	3	-	-	-
Over 10,000,000	-	-	-	1	-	-	-
All Organisations	12	49,925	57,587	32	52,435	44,125	63,125

Level 3: Business Development Manager – Detailed Pay Data

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
10 – 19 employees	-	-	-	6	44,553	-	-
20 - 99 employees	7	54,813	68,695	9	58,436	-	-
BY ACTIVITY							
Advocacy, law and politics	1	-	-	2	-	-	-
Arts, culture and heritage	-	-	-	1	-	-	-
Education	-	-	-	1	-	-	-
Environment	1	-	-	1	-	-	-
Health	1	-	-	3	-	-	-
Housing/Homelessness	1	-	-	2	-	-	-
BY INCOME							
250,001 - 500,000	-	-	-	2	-	-	-
500,001 - 1,000,000	2	-	-	4	-	-	-
1,000,001 - 5,000,000	1	-	-	5	47,597	-	-
5,000,001 – 10,000,000	1	-	-	1	-	-	-
Over 10,000,000	1	-	-	1	-	-	-
All Organisations	7	54,813	68,695	17	53,995	42,000	55,816

Level 3: Junior/Assistant Manager – Detailed Pay Data

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
6 – 9 employees	-	-	-	2	-	-	-
10 – 19 employees	1	-	-	3	-	-	-
20 - 99 employees	2	-	-	2	-	-	-
BY ACTIVITY							
Advocacy, law and politics	1	-	-	1	-	-	-
Arts, Culture and heritage	1	-	-	2	-	-	-
International development	-	-	-	1	-	-	-
Social Services	-	-	-	1	-	-	-
BY INCOME							
250,001 - 500,000	-	-	-	1	-	-	-
500,001 - 1,000,000	-	-	-	1	-	-	-
1,000,001 - 5,000,000	3	-	-	4	43,313	-	-
All Organisations	3	-	-	7	39,315	-	-

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

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
3 – 5 employees	1	-	-	3	-	-	-
6 – 9 employees	2	-	-	2	-	-	-
10 – 19 employees	3	-	-	8	44,062	-	-
20 – 99 employees	12	49,272	65,737	18	54,717	42,783	62,745
100 or more employees	2	-	-	1	-	-	-
BY ACTIVITY							
Advocacy, law and politics	3	-	-	4	-	-	-
Education	1	-	-	1	-	-	-
Environment	1	-	-	1	-	-	-
Health	3	-	-	4	-	-	-
Housing/Homelessness	-	-	-	1	-	-	-
Social Services	2	-	-	5	49,447	-	-
BY INCOME							
100,001 - 250,000	-	-	-	1	-	-	-
250,001 - 500,000	3	-	-	6	46,358	-	-
500,001 - 1,000,000	2	-	-	5	40,575	-	-
1,000,001 - 5,000,000	9	49,096	66,972	13	56,601	50,000	62,745
5,000,001 – 10,000,000	1	-	-	-	-	-	-
Over 10,000,000	1	-	-	2	-	-	-
All Organisations	20	46,649	60,502	32	51,440	42,196	60,197

Level 4: Development Worker – Detailed Pay Data

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
3 – 5 employees	1	-	-	2	-	-	-
6 – 9 employees	3	-	-	6	36,492	-	-
10 – 19 employees	4	-	-	7	41,941	-	-
20 – 99 employees	7	39,299	53,954	10	46,394	36,680	51,200
100 or more employees	2	-	-	4	-	-	-
BY ACTIVITY							
Advocacy, law and politics	1	-	-	1	-	-	-
Education	2	-	-	2	-	-	-
Health	-	-	-	2	-	-	-
Housing/Homelessness	-	-	-	4	-	-	-
International development	1	-	-	1	-	-	-
Social Services	2	-	-	4	-	-	-
Sports and recreation	-	-	-	1	-	-	-
BY INCOME							
100,001 - 250,000	1	-	-	1	-	-	-
250,001 - 500,000	1	-	-	4	-	-	-
500,001 - 1,000,000	2	-	-	5	37,542	-	-
1,000,001 - 5,000,000	7	37,711	55,454	10	47,416	37,856	59,771
5,000,001 – 10,000,000	3	-	-	3	-	-	-
Over 10,000,000	1	-	-	3	-	-	-
All Organisations	17	36,551	50,789	29	42,051	36,680	45,761

Level 4: Fundraising Officer – Detailed Pay Data

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
3 – 5 employees	-	-	-	2	-	-	-
6 – 9 employees	1	-	-	3	-	-	-
10 – 19 employees	1	-	-	2	-	-	-
20 - 99 employees	1	-	-	2	-	-	-
100 or more employees	-	-	-	1	-	-	-
BY ACTIVITY							
Arts, Culture and heritage	-	-	-	1	-	-	-
Education	1	-	-	1	-	-	-
Environment	-	-	-	1	-	-	-
Health	1	-	-	6	37,342	-	-
Housing/Homelessness	1	-	-	1	-	-	-
BY INCOME							
100,001 - 250,000	-	-	-	-	-	-	-
250,001 - 500,000	-	-	-	3	-	-	-
500,001 - 1,000,000	-	-	-	-	-	-	-
1,000,001 - 5,000,000	-	-	-	2	-	-	-
5,000,001 – 10,000,000	2	-	-	3	-	-	-
Over 10,000,000	-	-	-	-	-	-	-
All Organisations	3	-	-	10	38,748	30,395	49,421

Level 4: HR Executive/Officer – Detailed Pay Data

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
10 – 19 employees	2	-	-	3	-	-	-
20 - 99 employees	5	38,582	53,364	8	45,429	-	-
100 or more employees	4	-	-	8	43,587	-	-
BY ACTIVITY							
Arts, Culture and heritage	-	-	-	1	-	-	-
Education	2	-	-	2	-	-	-
Environment	-	-	-	1	-	-	-
Health	2	-	-	3	-	-	-
Housing/Homelessness	1	-	-	2	-	-	-
International development	1	-	-	1	-	-	-
Social Services	-	-	-	1	-	-	-
Sports and recreation	-	-	-	1	-	-	-
BY INCOME							
1,000,001 - 5,000,000	6	38,714	52,881	8	43,301	-	-
5,000,001 – 10,000,000	4	-	-	7	44,001	-	-
Over 10,000,000	1	-	-	1	-	-	-
All Organisations	11	39,331	53,236	19	43,652	41,200	46,350

Level 4: Rates of Pay for Project/Support Worker – Detailed View

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
3 – 5 employees	3	-	-	5	36,205	-	-
6 – 9 employees	5	34,761	42,241	6	35,697	-	-
10 – 19 employees	3	-	-	9	36,669	-	-
20 - 99 employees	13	36,921	46,956	17	39,649	36,000	43,685
100 or more employees	2	-	-	5	39,738	-	-
BY ACTIVITY							
Arts, Culture and heritage	-	-	-	3	-	-	-
Education	-	-	-	1	-	-	-
Environment	2	-	-	2	-	-	-
Health	2	-	-	4	-	-	-
Housing/Homelessness	1	-	-	3	-	-	-
Social Services	3	-	-	7	39,446	-	-
BY INCOME							
100,001 - 250,000	2	-	-	4	-	-	-
250,001 - 500,000	7	36,954	44,559	10	37,548	34,358	41,381
500,001 - 1,000,000	3	-	-	7	37,054	-	-
1,000,001 - 5,000,000	8	36,377	46,031	11	38,961	31,880	44,208
5,000,001 – 10,000,000	2	-	-	3	-	-	-
Over 10,000,000	2	-	-	3	-	-	-
All Organisations	26	35,608	44,632	42	38,046	34,307	41,498

Level 4: Programme Worker/Officer – Detailed Pay Data

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
1 - 2 employees	2	-	-	2	-	-	-
3 - 5 employees	1	-	-	2	-	-	-
6 - 9 employees	2	-	-	3	-	-	-
10 - 19 employees	5	33,395	44,200	12	36,222	30,626	42,045
20 - 99 employees	4	-	-	8	42,078	-	-
100 or more employees	-	-	-	1	-	-	-
BY ACTIVITY							
Advocacy, law and politics	2	-	-	2	-	-	-
Arts, Culture and heritage	-	-	-	3	-	-	-
Environment	2	-	-	3	-	-	-
Health	1	-	-	4	-	-	-
Housing/Homelessness	-	-	-	1	-	-	-
International development	1	-	-	1	-	-	-
Social Services	1	-	-	3	-	-	-
Sports and recreation	-	-	-	1	-	-	-
BY INCOME							
100,001 - 250,000	2	-	-	3	-	-	-
250,001 - 500,000	1	-	-	7	30,675	-	-
500,001 - 1,000,000	4	-	-	5	41,648	-	-
1,000,001 - 5,000,000	5	37,600	50,342	10	39,034	36,000	42,600
Over 10,000,000	1	-	-	2	-	-	-
All Organisations	14	36,186	45,228	28	37,676	32,077	43,316

Level 4: Social Worker – Detailed Pay Data

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
10 - 19 employees	-	-	-	1	-	-	-
20 - 99 employees	3	-	-	5	52,419	-	-
100 or more employees	2	-	-	1	-	-	-
BY ACTIVITY							
Health	1	-	-	1	-	-	-
Social Services	2	-	-	1	-	-	-
BY INCOME							
1,000,001 - 5,000,000	3	-	-	5	48,884	-	-
5,000,001 - 10,000,000	1	-	-	1	-	-	-
All Organisations	5	40,940	54,677	7	51,064	-	-

Level 4: Childcare Worker – Detailed Pay Data

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
6 – 9 employees	1	-	-	2	-	-	-
10 – 19 employees	-	-	-	2	-	-	-
20 - 99 employees	4	-	-	6	28,122	-	-
100 or more employees	2	-	-	2	-	-	-
BY ACTIVITY							
Education	2	-	-	2	-	-	-
Health	-	-	-	-	-	-	-
Housing/Homelessness	1	-	-	1	-	-	-
Social Services	3	-	-	5	32,195	-	-
BY INCOME							
250,001 - 500,000	-	-	-	1	-	-	-
500,001 - 1,000,000	2	-	-	4	-	-	-
1,000,001 - 5,000,000	3	-	-	4	-	-	-
Over 10,000,000	1	-	-	1	-	-	-
All Organisations	7	27,421	35,994	12	31,406	28,408	36,258

Level 4: Information Officer – Detailed Pay Data

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
3 – 5 employees	1	-	-	3	-	-	-
6 – 9 employees	-	-	-	2	-	-	-
10 – 19 employees	1	32,182	50,495	5	33,585	-	-
20 - 99 employees	2	-	-	4	-	-	-
100 or more employees	1	-	-	1	-	-	-
BY ACTIVITY							
Advocacy, law and politics	1	-	-	1	-	-	-
Arts, Culture and heritage	-	-	-	3	-	-	-
Environment	-	-	-	1	-	-	-
Health	-	-	-	1	-	-	-
Housing/Homelessness	-	-	-	2	-	-	-
International development	1	-	-	1	-	-	-
BY INCOME							
100,001 - 250,000	-	-	-	1	-	-	-
250,001 - 500,000	-	-	-	5	31,606	-	35,700
500,001 - 1,000,000	1	-	-	2	-	-	-
1,000,001 - 5,000,000	3	-	-	5	36,766	-	-
5,000,001 – 10,000,000	1	-	-	1	-	-	-
Over 10,000,000	-	-	-	1	-	-	-
All Organisations	5	28,872	44,879	15	34,526	29,192	40,000

Level 4: Administration Officer – Detailed Pay Data

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
1 – 2 employees	1	-	-	1	-	-	-
3 – 5 employees	4	32,135	39,930	9	31,915	-	-
6 – 9 employees	5	31,336	44,546	8	32,280	-	-
10 – 19 employees	7	32,463	40,513	15	34,677	29,120	37,857
20 - 99 employees	11	31,470	43,192	18	37,719	34,000	42,112
100 or more employees	3	-	-	4	-	-	-
BY ACTIVITY							
Advocacy, law and politics	-	-	-	1	-	-	-
Arts, Culture and heritage	-	-	-	4	-	-	-
Education	3	-	-	3	-	-	-
Environment	1	-	-	2	-	-	-
Health	3	-	-	8	32,375	-	-
Housing/Homelessness	2	-	-	4	-	-	-
Social Services	3	-	-	5	29,320	-	-
BY INCOME							
Less than 100, 000	3	-	-	5	30,451	-	-
100,001 - 250,000	7	31,529	38,851	14	32,937	27,145	40,833
250,001 - 500,000	4	-	-	10	34,251	33,508	37,857
500,001 - 1,000,000	9	30,628	42,115	14	35,757	31,200	39,000
1,000,001 - 5,000,000	3	-	-	3	-	-	-
5,000,001 – 10,000,000	2	-	-	3	-	-	-
Over 10,000,000	3	-	-	5	30,451	-	-
All Organisations	31	31,589	42,351	55	34,949	29,835	40,148

Level 4: Family Support Worker – Detailed Pay Data

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
6 – 9 employees	1	-	-	1	-	-	-
10 – 19 employees	1	-	-	6	35,471	-	-
20 - 99 employees	7	36,181	47,578	17	40,216	35,997	41,000
100 or more employees	1	-	-	2	-	-	-
BY ACTIVITY							
Education	2	-	-	2	-	-	-
Health	1	-	-	5	42,318	-	-
Housing/Homelessness	-	-	-	2	-	-	-
Social Services	2	-	-	4	-	-	-
BY INCOME							
100,001 - 250,000	-	-	-	1	-	-	-
250,001 - 500,000	1	-	-	2	-	-	-
500,001 - 1,000,000	3	-	-	7	37,770	-	-
1,000,001 - 5,000,000	4	-	-	10	38,074	35,997	39,603
5,000,001 – 10,000,000	1	-	-	3	-	-	-
Over 10,000,000	-	-	-	2	-	-	-
All Organisations	10	34,977	48,450	26	39,262	35,742	42,528

Level 4: Training Officer/Teacher – Detailed Pay Data

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
10 – 19 employees	1	-	-	1	-	-	-
20 - 99 employees	3	-	-	4	-	-	-
100 or more employees	2	-	-	2	-	-	-
BY ACTIVITY							
Advocacy, law and politics	1	-	-	1	-	-	-
Education	2	-	-	2	-	-	-
Health	2	-	-	3	-	-	-
BY INCOME							
1,000,001 - 5,000,000	4	-	-	5	46,232	-	-
5,000,001 – 10,000,000	2	-	-	2	-	-	-
All Organisations	6	35,261	55,117	7	44,361	-	-

Level 4: Nurse – Detailed Pay Data

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
10 – 19 employees	1	-	-	2	-	-	-
20 – 99 employees	3	-	-	4	-	-	-
100 or more employees	3	-	-	4	-	-	-
BY ACTIVITY							
Health	3	-	-	3	-	-	-
Social Services	1	-	-	2	-	-	-
BY INCOME							
250,001 - 500,000	1	-	-	2	-	-	-
1,000,001 - 5,000,000	2	-	-	3	-	-	-
5,000,001 – 10,000,000	3	-	-	4	-	-	-
All Organisations	7	40,414	51,329	10	47,579	39,858	52,800

Level 4: IT/Executive Officer – Detailed Pay Data

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
3 – 5 employees	-	-	-	1	-	-	-
10 – 19 employees	1	-	-	2	-	-	-
20 - 99 employees	3	-	-	8	-	-	-
100 or more employees	2	-	-	4	-	-	-
BY ACTIVITY							
Advocacy, law and politics	-	-	-	1	-	-	-
Health	1	-	-	1	-	-	-
Housing/Homelessness	-	-	-	1	-	-	-
International development	1	-	-	1	-	-	-
Social Services	1	-	-	2	-	-	-
Sports and recreation	-	-	-	1	-	-	-
BY INCOME							
250,001 - 500,000	-	-	-	1	-	-	-
1,000,001 - 5,000,000	4	-	-	7	48,264	-	-
5,000,001 – 10,000,000	1	-	-	2	-	-	-
Over 10,000,000	1	-	-	3	-	-	-
All Organisations	6	38,744	54,457	15	47,300	41,200	52,000

Level 4: Accountant – Detailed Pay Data

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
20 - 99 employees	3	-	-	7	49,855	-	-
100 or more employees	1	-	-	3	-	-	-
BY ACTIVITY							
Environment	-	-	-	1	-	-	-
Housing/Homelessness	1	-	-	3	-	-	-
Social Services	-	-	-	-	-	-	-
Sports and recreation	-	-	-	1	-	-	-
BY INCOME							
250,001 - 500,000	-	-	-	-	-	-	-
500,001 - 1,000,000	-	-	-	1	-	-	-
1,000,001 - 5,000,000	1	-	-	1	-	-	-
5,000,001 - 10,000,000	1	-	-	3	-	-	-
Over 10,000,000	2	-	-	3	-	-	-
All Organisations	4	-	-	10	52,398	51,660	55,000

Level 4: Finance Officer – Detailed Pay Data

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
3 - 5 employees	2	-	-	2	-	-	-
10 - 19 employees	3	-	-	7	41,372	-	-
20 - 99 employees	7	35,124	47,824	13	41,880	39,333	46,300
100 or more employees	4	-	-	8	44,885	-	-
BY ACTIVITY							
Advocacy, law and politics	1	-	-	2	-	-	-
Arts, Culture and heritage	-	-	-	1	-	-	-
Education	2	-	-	2	-	-	-
Environment	2	-	-	2	-	-	-
Health	3	-	-	3	-	-	-
Housing/Homelessness	2	40,793	52,811	6	47,406	-	-
Social Services	-	-	-	2	-	-	-
Sports and recreation	-	-	-	1	-	-	-
BY INCOME							
Less than 100, 000	-	-	-	-	-	-	-
100,001 - 250,000	1	-	-	1	-	-	-
250,001 - 500,000	-	-	-	2	-	-	-
500,001 - 1,000,000	1	-	-	1	-	-	-
1,000,001 - 5,000,000	6	35,865	54,044	13	43,319	40,469	46,080
5,000,001 - 10,000,000	6	36,677	50,532	8	42,351	-	-
Over 10,000,000	2	-	-	3	-	-	-
All Organisations	16	36,103	50,986	31	42,435	36,067	46,300

Level 4: Communications/Media Officer – Detailed Pay Data

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
3 – 5 employees	-	-	-	2	-	-	-
10 – 19 employees	4	-	-	8	38,957	-	-
20 - 99 employees	5	35,546	53,164	13	42,762	38,625	45,000
100 or more employees	2	-	-	4	-	-	-
BY ACTIVITY							
Advocacy, law and politics	1	-	-	2	-	-	-
Arts, Culture and heritage	1	-	-	3	-	-	-
Education	1	-	-	2	-	-	-
Environment	1	-	-	1	-	-	-
Health	3	-	-	5	40,688	-	-
Housing/Homelessness	-	-	-	2	-	-	-
International development	1	-	-	1	-	-	-
Sports and recreation	-	-	-	1	-	-	-
BY INCOME							
100,001 - 250,000	-	-	-	1	-	-	-
250,001 - 500,000	-	-	-	1	-	-	-
500,001 - 1,000,000	2	-	-	2	-	-	-
1,000,001 - 5,000,000	5	37,869	51,889	14	42,243	35,977	47,500
5,000,001 – 10,000,000	4	-	-	5	40,374	-	-
Over 10,000,000	-	-	-	2	-	-	-
All Organisations	11	34,544	49,509	27	41,764	36,000	46,696

Level 4: Research Officer – Detailed Pay Data

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
3 – 5 employees	-	-	-	2	-	-	-
10 – 19 employees	3	-	-	5	37,564	-	-
20 - 99 employees	5	34,771	49,611	8	44,993	-	-
100 or more employees	1	-	-	1	-	-	-
BY ACTIVITY							
Advocacy, law and politics	1	-	-	2	-	-	-
Arts, Culture and heritage	-	-	-	1	-	-	-
Education	1	-	-	1	-	-	-
Environment	1	-	-	1	-	-	-
Health	2	-	-	4	-	-	-
BY INCOME							
250,001 - 500,000	-	-	-	2	-	-	69,232
500,001 - 1,000,000	2	-	-	2	-	-	-
1,000,001 - 5,000,000	4	-	-	8	42,371	-	-
5,000,001 – 10,000,000	2	-	-	2	-	-	-
Over 10,000,000	1	-	-	2	-	-	-
All Organisations	9	34,004	47,490	16	43,467	36,827	46,421

Level 4: Psychologist/Counsellor – Detailed Pay Data

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
20 - 99 employees	4	-	-	7	45,556	-	-
100 or more employees	3	-	-	3	-	-	-
BY ACTIVITY							
Health	1	-	-	2	-	-	-
Housing/Homelessness	1	-	-	1	-	-	-
Social Services	2	-	-	2	-	-	-
BY INCOME							
500,001 - 1,000,000	1	-	-	2	-	-	-
1,000,001 - 5,000,000	4	-	-	7	50,208	-	-
5,000,001 - 10,000,000	1	-	-	1	-	-	-
Over 10,000,000	1	-	-	1	-	-	-
All Organisations	7	51,369	67,840	11	49,553	42,528	50,596

Level 4: Youth Worker – Detailed Pay Data

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
20 - 99 employees	8	32,507	43,973	13	39,552	35,977	45,723
100 or more employees	2	-	-	2	-	-	-
BY ACTIVITY							
Advocacy, law and politics	1	-	-	1	-	-	-
Education	2	-	-	2	-	-	-
Health	1	-	-	2	-	-	-
Housing/Homelessness	-	-	-	1	-	-	-
Social Services	2	-	-	3	-	-	-
BY INCOME							
500,001 - 1,000,000	2	-	-	2	-	-	-
1,000,001 - 5,000,000	5	34,771	48,692	9	40,719	-	-
Over 10,000,000	2	-	-	2	-	-	-
All Organisations	10	33,176	45,723	15	39,838	35,977	45,723

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

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
6 – 9 employees	1	-	-	1	-	-	-
10 – 19 employees	1	-	-	3	-	-	-
20 – 99 employees	2	-	-	3	-	-	-
100 or more employees	4	-	-	6	30,904	-	-
BY ACTIVITY							
Health	3	-	-	3	-	-	-
Housing/Homelessness	1	-	-	2	-	-	-
Social Services	2	-	-	4	-	-	-
BY INCOME							
250,001 – 500,000	3	-	-	5	29,064	-	-
500,001 – 1,000,000	1	-	-	1	-	-	-
1,000,001 – 5,000,000	1	-	-	2	-	-	-
5,000,001 – 10,000,000	2	-	-	3	-	-	-
Over 10,000,000	1	-	-	1	-	-	-
All Organisations	8	29,155	35,522	13	29,966	25,480	34,635

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

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
6 – 9 employees	-	-	-	-	-	-	-
10 – 19 employees	-	-	-	-	-	-	-
20 – 99 employees	3	-	-	6	29,401	-	-
100 or more employees	-	-	-	2	-	-	-
BY ACTIVITY							
Education	1	-	-	1	-	-	-
Housing / homelessness	-	-	-	1	-	-	-
Social Services	2	-	-	3	-	-	-
BY INCOME							
500,001 – 1,000,000	1	-	-	2	-	-	-
1,000,001 – 5,000,000	2	-	-	4	-	-	-
Over 10,000,000	-	-	-	2	-	-	-
All Organisations	3	-	-	8	28,878	-	-

Level 5: Senior Administrative Assistant – Detailed Pay Data

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
3 – 5 employees	2	-	-	3	-	-	-
6 – 9 employees	1	-	-	1	-	-	-
10 – 19 employees	3	-	-	4	-	-	-
20 - 99 employees	6	32,620	41,760	11	36,939	35,080	39,000
100 or more employees	3	-	-	4	-	-	-
BY ACTIVITY							
Arts, Culture and heritage	-	-	-	2	-	-	-
Education	2	-	-	2	-	-	-
Health	1	-	-	2	-	-	-
Housing/Homelessness	1	-	-	2	-	-	-
International development	1	-	-	1	-	-	-
Social Services	1	-	-	1	-	-	-
BY INCOME							
100,001 - 250,000	1	-	-	1	-	-	-
250,001 - 500,000	1	-	-	2	-	-	-
500,001 - 1,000,000	2	-	-	4	-	-	-
1,000,001 - 5,000,000	5	33,160	41,912	8	37,210	-	-
5,000,001 - 10,000,000	4	-	-	4	-	-	-
Over 10,000,000	2	-	-	2	-	-	-
All Organisations	15	30,725	41,815	23	35,899	32,352	38,000

Level 5: Office Supervisor – Detailed Pay Data

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
1 – 2 employees	-	-	-	1	-	-	-
3 – 5 employees	1	-	-	2	-	-	-
10 – 19 employees	-	-	-	1	-	-	-
20 – 99 employees	-	-	-	3	-	-	-
100 or more employees	1	-	-	1	-	-	-
BY ACTIVITY							
Health	-	-	-	3	-	-	-
Housing/Homelessness	1	-	-	1	-	-	-
BY INCOME							
100,001 - 250,000	-	-	-	2	-	-	-
500,001 - 1,000,000	-	-	-	1	-	-	-
1,000,001 - 5,000,000	-	-	-	1	-	-	-
5,000,001 – 10,000,000	-	-	-	1	-	-	-
Over 10,000,000	1	-	-	1	-	-	-
All Organisations	2	-	-	8	33,554	-	-

Level 5: Senior Accounts Officer – Detailed Pay Data

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
6 – 9 employees	-	-	-	1	-	-	-
10 – 19 employees	2	-	-	1	-	-	-
20 – 99 employees	2	-	-	4	-	-	-
100 or more employees	1	-	-	2	-	-	-
BY ACTIVITY							
Arts, Culture and heritage	-	-	-	1	-	-	-
Health	-	-	-	1	-	-	-
Social Services	1	-	-	1	-	-	-
BY INCOME							
250,001 - 500,000	-	-	-	1	-	-	-
500,001 - 1,000,000	-	-	-	1	-	-	-
1,000,001 - 5,000,000	5	34,357	42,574	6	37,649	-	-
5,000,001 – 10,000,000	-	-	-	1	-	-	-
All Organisations	5	34,357	42,574	9	36,183	-	-

Level 5: Senior Receptionist – Detailed Pay Data

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
6 – 9 employees	-	-	-	1	-	-	-
10 – 19 employees	-	-	-	2	-	-	-
20 - 99 employees	6	32,421	40,265	9	35,372	-	-
100 or more employees	2	-	-	3	-	-	-
BY ACTIVITY							
Advocacy, law and politics	1	-	-	1	-	-	-
Arts, Culture and heritage	-	-	-	2	-	-	-
Education	1	-	-	1	-	-	-
Health	1	-	-	1	-	-	-
Social Services	2	-	-	3	-	-	-
BY INCOME							
500,001 - 1,000,000	1	-	-	2	-	-	-
1,000,001 - 5,000,000	6	33,070	42,742	9	36,252	-	-
5,000,001 – 10,000,000	1	-	-	1	-	-	-
Over 10,000,000	-	-	-	1	-	-	-
All Organisations	8	32,366	40,370	15	35,340	30,985	37,800

Level 6: Junior Receptionist – Detailed Pay Data

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
20 - 99 employees	2	-	-	9	27,890	-	-
BY INCOME							
1,000,001 - 5,000,000	2	-	-	5	29,980	-	-
All Organisations	4	-	-	12	27,610	24,461	30,675

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

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
20 - 99 employees	5	26,724	33,473	10	28,518	25,000	30,720
All Organisations	7	27,295	33,837	14	28,899	25,000	31,230

Level 6: Driver – Detailed Pay Data

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
20 - 99 employees	1	-	-	5	25,814	-	-
All Organisations	2	-	-	9	26,429	-	-

Level 6: Junior Accounts Officer – Detailed Pay Data

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
20 - 99 employees	2	-	-	5	32,809	-	-
All Organisations	4	-	-	8	33,472	-	-

Level 6: General Operative – Detailed Pay Data

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
20 - 99 employees	1	-	-	7	28,082	-	-
BY INCOME							
500,001 - 1,000,000	1	-	-	5	27,154	-	-
All Organisations	4	-	-	15	27,536	23,660	33,906

Level 6: Cleaner/Housekeeper – Detailed Pay Data

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
20 - 99 employees	5	27,721	33,274	14	26,350	23,660	27,182
BY ACTIVITY							
Social Services	2	-	-	6	23,627	-	-
BY INCOME							
500,001 - 1,000,000	-	-	-	5	24,287	-	-
1,000,001 - 5,000,000	6	28,100	32,724	10	25,189	23,114	26,936
All Organisations	7	28,312	33,147	21	25,628	23,114	26,936

Level 6: Catering Assistant – Detailed Pay Data

				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
20 - 99 employees	2	-	-	9	26,991	-	-
All Organisations	3	-	-	13	26,610	23,660	30,175

Level 6: Cook/Chef – Detailed Pay Data

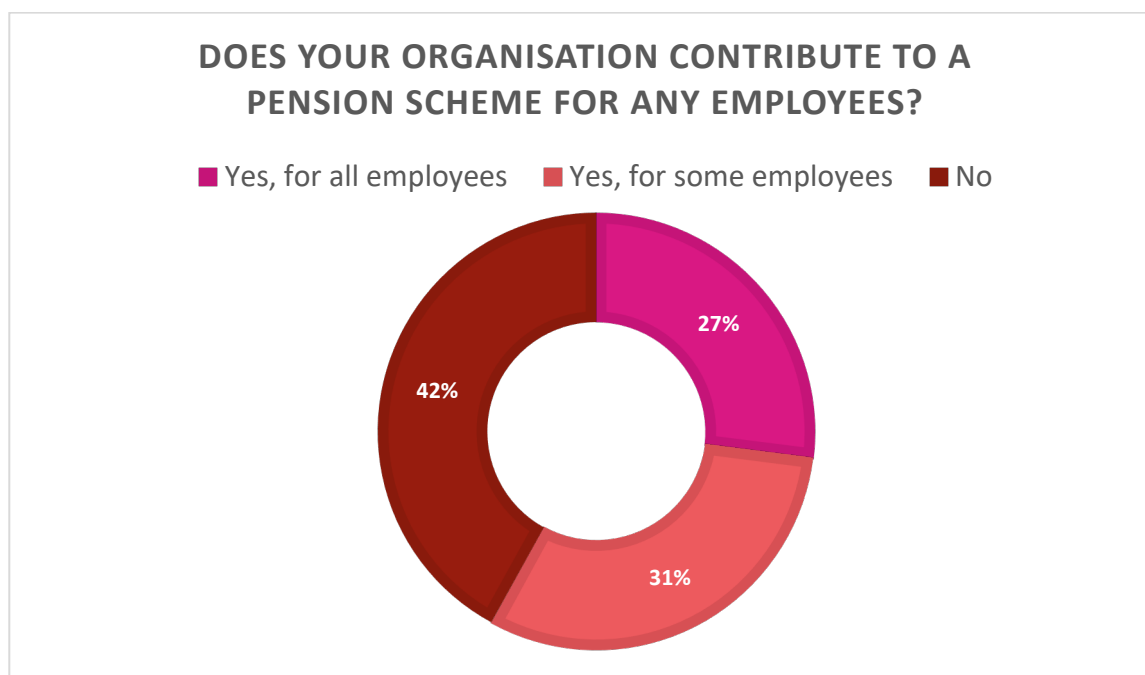
				Actual Rate @ 1 st August 2024			
Breakdown	No of cases	Minimum	Maximum	No. of cases	Average	Lower Qtile	Upper Qtile
BY ORGANISATION SIZE							
20 - 99 employees	3	-	-	8	30,862	-	-
BY ACTIVITY							
Social Services	1	-	-	5	30,555	-	-
All Organisations	4	-	-	12	31,432	24,252	38,256

Pension Schemes

Contribution to pension scheme

A total of 173 organisations provided details on the provision of pension schemes to employees. Employers contribute to a pension scheme in 100 (58%) organisations that provided details. Pensions were provided for all employees in almost three in ten (27%) organisations, or for some employees in 31% of organisations. No pension contribution is made in around two-fifths (42%) of the respondents to this question.

Does your organisation contribute to a pension scheme for any employees? (N = 173)



Where a pension was provided, employers were asked to state if the contribution was the same for all employees. For the organisations that contributed to a pension scheme, the contribution was the same in the majority of cases (71%).

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%	17
5%	38
5.1 – 6.9%	16
7 – 9.9%	11
10%	17
More than 10%	2
Total (N=64)	100
<i>Average: 6.1% Median: 5.0% Lower Quartile: 5.0% Upper Quartile: 7.0%</i>	

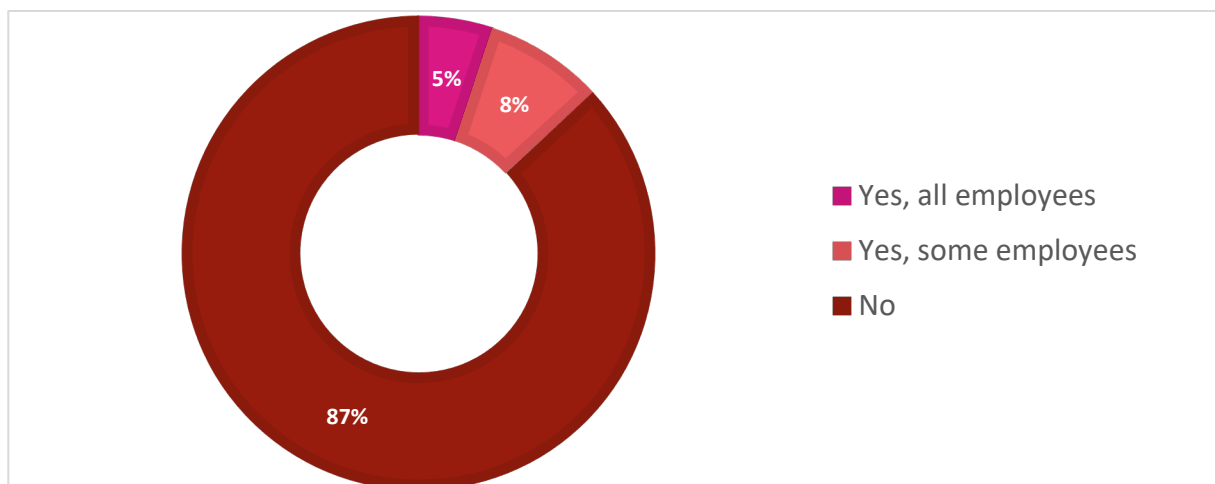
Table 14: Organisation contribution to pension where it is different for different levels

Level	(N)	Average %	Median %	Lower Quartile %	Upper Quartile %
Level 1: CEO/General Manager	95	7.2	7.0	5.0	10.0
Level 2: Head of Function/Senior Managers	76	6.5	6.0	5.0	10.0
Level 3: Managers	72	5.7	5.0	5.0	7.0
Level 4: Specialist/Professional Staff	72	5.5	5.0	5.0	7.0
Level 5: Semi-Professional/ Administration Staff	67	5.5	5.0	5.0	7.0
Level 6: Entry Level Staff	67	5.4	5.0	5.0	7.0

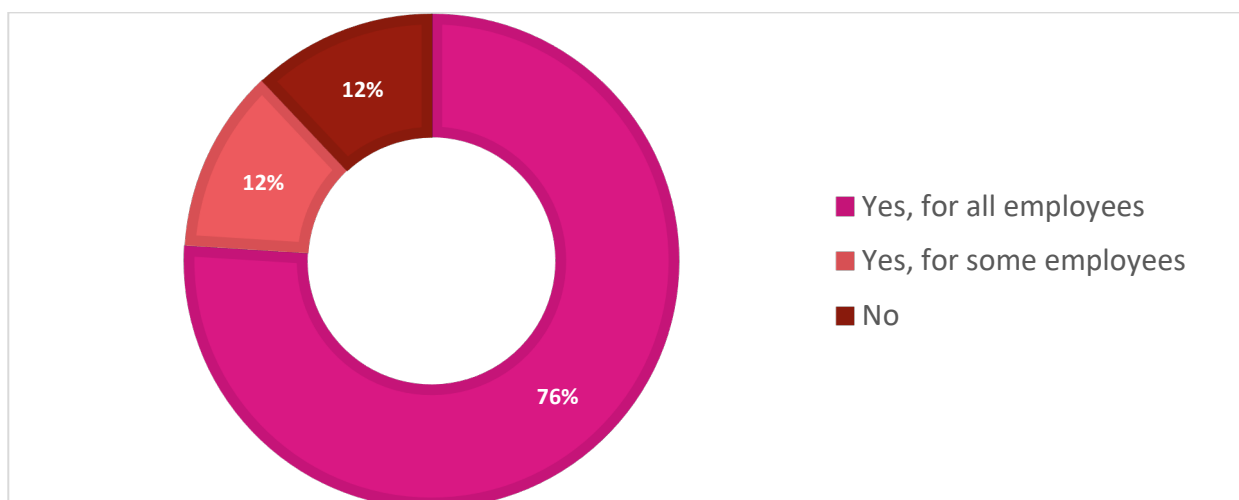
Overtime

Organisations in the survey were asked whether they paid for overtime working, or operated time in lieu policies. Some 76% of organisations, who did not pay for overtime working, operated a time in lieu policy.

Are employees paid for overtime working? (N = 169)



Does your organisation operate a 'time in lieu' overtime policy? (N = 170)



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 offered the same basic leave to all employees (67%), one in three did not (33%).

Basic Annual Leave:

Is the basic annual leave entitlement the same for all employees? N = (170)

- **Yes:** 67%
- **No:** 33%

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

No. of Days	% of Organisations
20	19
21	11
22 – 24	17
25	37
26 – 28	13
More than 28	3
Total (N = 110)	100
<i>Average: 23.6 days Median: 25 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
Number of Days						
Level 1: CEO	50	27.5	27	25	30	20 - 33
Level 2: Head of Function/Snr. Manager	39	25.4	25	23	28	20 - 32
Level 3: Managers	41	24	24	22	25	20 - 30
Level 4: Specialist/Professional Staff	35	23.4	24	22	25	20 - 28
Level 5: Semi-Professional/Administration	37	22.8	23	21	25	20 - 27
Level 6: Entry Level Staff	41	22.8	23	21	25	20 - 30

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 third of organisations do so (N = 169).

- **Yes, additional service leave days granted:** 37%
- **No additional leave days granted for service:** 63%

Table 17: Additional maximum days granted for length of service

Maximum Additional Days ⁷	% of Organisations
1 – 2 days	23
3	23
4	5
5	32
6 – 8 days	12
9 – 10 days	6
Total (N = 57)	(100)
<i>Average: 4.1 days/ Median: 4 days/Lower Quartile: 3 days/ Upper Quartile: 5 days</i>	

Jury Service Leave:

Almost all organisations (94%) accommodate Jury Service Leave. Only 10 of 169 organisations do not accommodate Jury Service Leave. However, The Juries Act 1976 stipulates that employers must pay employees attending jury service, unless they are exempt due to their presence being essential to the running of the business. This exemption may explain the 10 organisations that do not accommodate Jury Service Leave.

- **Yes:** 94%
- **No:** 6%

Public Holiday Leave:

Most organisations (96%) also give their employees public holidays off work. Four of 171 organisations do not give public holidays off and three of 171 organisations have employees take public holidays as part of their annual leave. Employees are entitled to one of the following for public holidays: a paid day off on the day of the holiday, a paid day off within a month of the public holiday, an additional day of annual leave, or an additional day of pay. The entitlement to public holidays differs between full-time and part-time workers. Full-time workers are immediately entitled for public holidays whereas part-time workers are entitled to public holidays if they have worked 40 total hours in the previous 5 weeks.

- **Yes:** 96%
- **No:** 2%
- **Taken as part of annual leave:** 2%

⁷ The maximum additional days are shown in this table i.e. the maximum number of additional days paid for maximum service.

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 = 170), address this are shown below.

- **Yes, additional leave granted: 56%**
- **Days taken as part of annual leave: 27%**
- **No additional days granted: 17%**

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

Type of Other Benefit	% of Organisations
1-2 days (generally Christmas Eve & /or Good Friday)	60
Christmas Period (generally from Christmas Eve to 2nd January)	18
3 days	10
4 days	4
5 days	1
Days before Christmas +Christmas Period + Easter Period	7
Total (N=94)	100

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 = 169).

- **A formal approach to compassionate leave is taken: 58%**
- **A discretionary approach is taken: 42%**

Table 19: Number of paid days⁸ where a formal approach is taken to special/compassionate leave

No. of Days ⁹	Bereavement - immediate family members (N=90)	Bereavement - extended family members (N=84)	Marriage - an employee's own marriage (N=70)
	Percentage of Organisations		
0	-	10	71
1	-	32	3
2	2	17	1
3	30	25	10
4	3	-	-
5	50	14	10
6-10	6	1	3
11+	9	1	1

⁸ 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.

⁹ 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 = 166)

- **Formal:** 89%
- **Discretionary:** 11%



Does your organisation follow the Public Service Sick Leave Scheme¹⁰? (N = 148)

- **Yes:** 34%
- **No:** 66%

Table 20: Formal sick leave schemes

Sick Leave Scheme Details	% of Organisations
Full pay for 6 months	5
Full pay for 12/13 weeks/3 months	5
Full pay for 6-8 weeks	6
Full pay for 4 weeks/20 days/1 month	13
Full pay for 2/3 weeks	12
Full pay for a specified number of days – 10 or less	31
5 days per year at 70%	4
Full pay for 2-3 weeks followed by half pay for 2-3 weeks	4
Service-Related entitlement	12
Full pay for 4-12 weeks followed by half pay for 4-12 weeks	5
Other sick leave scheme	1
Total (N=93)	100%

¹⁰ 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 = 147), with answers detailed as follows:

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

For 41% of organisations that have a formal sick leave scheme, sick leave depends on an employee's length of service. Almost a quarter, 23%, of those with formal sick leave schemes have leave depend on an employee's contract.

Table 21: Different formal sick leave schemes for different employees

Formal scheme different for some employees (N=22)	% of Organisations
Depends on length of service	41
Depends on contract	23
Depends on seniority	14
Not until after probation period	14
*Other	9

*Other includes: As per funders conditions, no payment for longer term absence

Fitness to Work certificates

Over two-thirds, 68%, of organisations require Fitness to Work certificates from employees who have taken sick leave. Only 7% of those organisations require Fitness to Work certificates for all sick leave. The other 61% only require them for particular types of sick leave such as, after long term illness / sick leave, or after 3 days – 1 month of sick leave.

Does your organisation require Fitness to Work certificates after sick leave is taken? (N = 166)

- **Yes, for all sick leave:** 7%
- **Yes, for some sick leave:** 61%
- **No:** 31%

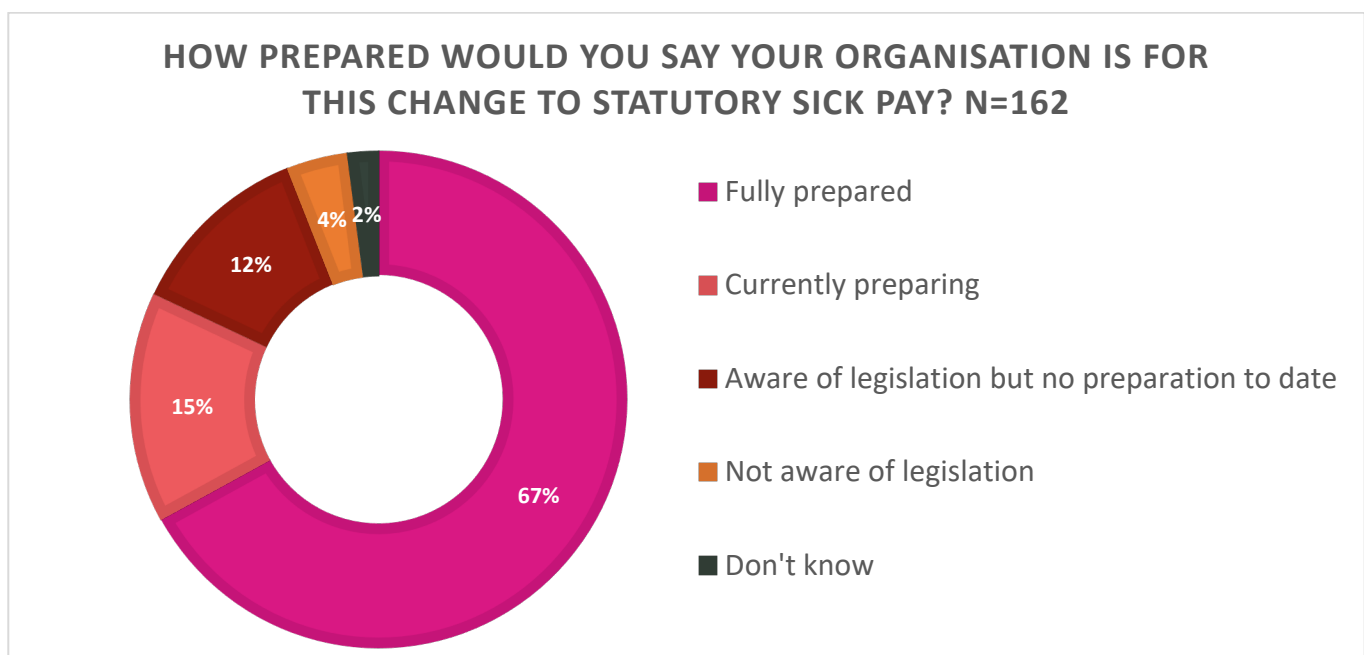
Table 22: Requirements for Fitness to Work certificates

Requirements for Fitness to Work certificates (N= 112)	% of Organisations
After long term illness/ sick leave	33
After 3 days – 1 month	23
Depending upon the illness (e.g. mental illness / physical illness)	11
At company / managers discretion	8
If employers feel illness / injury might affect their ability to perform tasks	5
Not required	14
*Other	8
Total (N=130)	100

*Other includes: Interview held on return to work, Always required for certified leave, Following long-term sick leave

Statutory Sick Pay Changes

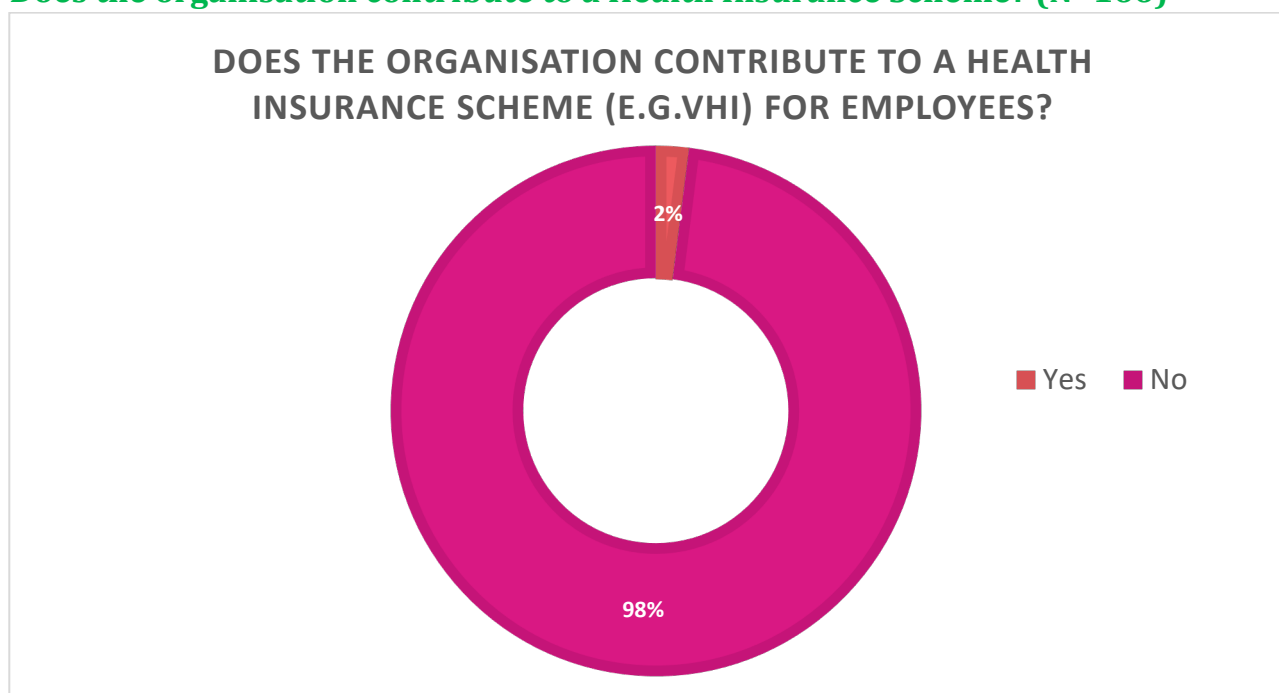
Statutory sick pay is now in its second year at five days. It is due to be increased to seven days paid leave from January 2025. Organisations were asked to evaluate their level of preparedness for the extension of statutory sick pay. Two in three organisations were fully prepared at the time of the survey, while 12% were aware of the legislation but had yet to prepare.



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? (N=166)



Educational Assistance

Organisations were invited to comment on the type of educational assistance they provided to employees, if any. Table 23 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 24), along with details of the type or amount of study leave provided (Table 25), and finally details on time off to attend courses (Table 26) where this was provided.

Type of Educational Assistance

Table 23: Types of educational assistance and approach taken

Types of Educational Assistance:	Yes – Is Provided	Approach Taken	
		Formal	Discretionary
Financial support (N = 149)	64%	39%	61%
Study leave (N = 145)	60%	52%	48%
Time off to attend courses (N = 158)	76%	39%	61%

Employer Contribution towards Cost of Fees

Table 24: Details of organisations' contributions towards the cost of fees, where financial support is provided

Financial Assistance	% of Organisations
€1,001 – €3,000 per year / per course	6
>€1,000 per year / per course	14
Up to 50% of fees	8
Up to 100% of fees	12
Addressed on a case-by-case basis, or varies based on available funding and relevance to job	18
Contribution towards fees / discretionary (amount not specified)	12
Application to committee / grant funders (funding dependent)	4
Fees paid for courses on company approved list	3
Course fees paid	1
As per company agreement	1
*Other	21
Total (N=95)	100

*Other includes: No contribution made, Cost of fees (no amount specified), based on affordability

Study Leave Arrangements

Table 25: Study leave arrangements

Study Leave	% of Organisations
Up to 5 days	34
Leave varies by course	11
½ day per exam	11
As agreed with the manager / employer	11
No study leave given	7
Days per exam only	4
Based on relevance to role	3
Offered on a case-by-case basis / allowance unspecified	1
Other	12
Not specified / Not stated / Don't know	7
Total (N=95)	(100)

*Other includes: As requested, if able to cover, Informal

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

Table 26: Time off to attend course

Study Leave	% of Organisations
3 days per annum	1
5 days per annum/1 week	7
6 – 20 days per annum	5
Time as needed (not specified)	23
Considered on a case-by-case basis	20
Time off is provided to attend courses where course is relevant to role	10
Depends on course requirements	9
TOIL / flexible working arrangements	7
Time off as agreed with management	4
Other*	13
Total (N=99)	(100)

* Other includes: apply to CEO, done in own time, no time given in past year

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 (94 organisations answered this question):

- **Yes:** 56%
- **No:** 44%

For those who did require a specific commitment, details in 50 organisations are shown below:

Table 27: Duration of commitment post study

Duration	Number of Organisations
6 months	2
12 - 18 months	36
24 months	16
36 months	6
Sliding scale	26
Duration depends on the cost of the course	12
Other	2
Total (N=94)	(100)

Examples of “Sliding Scale”:

- Up to 6 months after completion of course 100%. Between 6 months and 9 months after completion of course 75%. Between 9 months and 12 months after completion of course 50%. Over 12 months after completion of course Nil.
- If you cease employment before you attend the training course but the organisation has already incurred liability for the costs, 100% of the cost or such proportion of the costs that the

organisation cannot recover from the course provider shall be repaid; if you cease employment during the training course or within 12 months of completing the training course (i.e. the date of the final exam/assessment), 100% of the costs shall be repaid; if you cease employment more than 12 months but no more than 24 months after completion of the training course, 50% of the costs shall be repaid. Should you fail to complete the course and the organisation has incurred liability for the costs, 100% of the cost or such proportion of the costs that the organisation cannot recover from the course provider shall be repaid.

Examples of “Duration depends on the cost of the course”:

- “6 months' service following courses under €1,000 and 12 months for courses over €1,000.”
- “Any amount over €500 require 2 years work back period”

Cost of Training

Spend on Training

Organisations were asked to provide details of the percentage of payroll spent on training in 2023. Table 28 presents the details. It can be seen from Table 28 that 63% of organisations spent less than 2% of payroll on training and that around one in seven organisations had a zero spend for training for 2023. The median amount spent on training of payroll was 1%. The median being 1% means that half of the organisations spent less than 1% of payroll on training and the other half spent more than 1%.

Table 28: Spending on training as a percentage of payroll for 2023

Spend on Training as a % of Payroll for 2023	% of Organisations
0%	9
0.1 – 0.99%	19
1 – 1.99%	35
2 – 4.99%	17
More than 5%	20
Total (N=130)	(100)
<i>Average: 3.2%/ Median: 1.0%/ Lower Quartile: 0.75%/ Upper Quartile: 2.6%</i>	

Employee Assistance Programme

Over half, 56%, of organisations provide an Employee Assistance Program or EAP. These programs vary from organisation to organisation.

“Does your organisation have any employee assistance program (EAP)? Such programs are meant to help employees with issues that many impact their workplace, performance, typically related to health and wellbeing.” (N=162)

- **Yes, for all employees: 56%**
- **No: 44%**

Of the organisations that do have EAPs (N=83) 31% include counselling sessions for both employees and/or families. The second most common EAPs are unspecified EAP programmes at 16%, the third are 24-hour phone support with 14% of organisations with EAPs having them.

Table 29: Details of EAP access

Details of EAP access	Number of Organisations
Counselling sessions (for employees / families)	31
EAP programme (unspecified)	16
24-hour phone support	14
Health and wellbeing / medical / GP support	14
VHI EAP	13
Spectrum Health / Life EAP	11
Laya EAP	10
Other named organisations that provide support	10
Peninsula HR	7
Legal and financial support	5
External provider (unspecified)	5
Other	4
Total (N=83)	(100)

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 (46%), paid over the statutory entitlement, and of these, some 70% 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 = 162)

- **Yes:** 46%
- **No:** 54%

“If yes, is there a minimum service requirement for employees to avail of Maternity Leave?” (N = 74)

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

Table 30: Minimum service requirement for maternity leave payment

Minimum Service Requirement	% of Organisations
6 months	8
9 months	2
1 year	65
2 years	14
Post probation	12
Total (N=51)	(100)

Paternity Leave

The [Paternity Leave and Benefit Act 2016](#) provides for statutory paternity leave of 2 weeks. Similar to Maternity Benefit, employees may qualify for Paternity Benefit if they have sufficient PRSI contributions. Organisations in the survey were asked to state whether they pay over and above the statutory entitlement for Paternity Leave (N = 162).

- **Yes, we pay over the statutory entitlement: 28%**
- **No, we don't pay over the statutory entitlement: 72%**

"If yes, is there a minimum service requirement for employees to avail of Paternity Leave?" (N = 45)

- **Yes: 67%**
- **No: 33%**

Most organisations (67%) have a minimum service requirement for paternity leave. The most common amount of minimum service for paternity leave is 1 year (66%).

Table 31: Minimum service requirements for paternity leave benefit

Minimum Service Requirement	% of Organisations
6 months	10
1 year	66
2 years	17
Post probation	7
Total (N=29)	(100)

Parent's Leave/Benefit

Both parents are entitled to 9 weeks paid Parents Leave from August 2024, for a child born or adopted after 1st August, 2024. There is a statutory payment for this leave, which is currently €274 per week [as of August 2024]. Organisations were asked if they pay over and above the statutory entitlement for Parent's Benefit. Some 161 organisations provided details. Of these, the majority (four out of five, 82%) indicated that they do not pay over and above the statutory entitlement for Parent's Leave, 13% were considering such a payment and 5% currently paid over and above the statutory entitlement for Parent's Benefit.

Eight 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:

- **2 weeks – 2 organisations**
- **9 weeks – 4 organisations**
- **24 weeks – 1 organisation**
- **Other – 1 organisation** (Do not pay but maintain employees' pension contributions)

Parental Leave

Organisations were asked to identify how employees were required to take Parental leave within their organisations. Some 161 organisations provided details.

Table 32: Requirements for Parental Leave

Parental Leave Requirement	% of Organisations
In a single block only	9
In blocks of one day	10
In blocks of one week	8
In blocks of four weeks	5
In blocks of six weeks	4
In any combination of days/weeks	6
As agreed between organisation and employee	7
Discretionary/Case by Case basis	29
Not requested as yet (no formal policy in place)	12
Don't know/Not stated	1
Other	2
Total (N=161)	100

Other Leave

Participating organisations were asked if they accommodate other forms of leave which can be seen below. A majority, 80% or more, of organisations, provided all the different types of leave they were asked about. Force Majeure leave is the most provided type of leave at 91%.

Table 33: Other types of leave accommodated

Other types of leave accommodated	Yes	No	N
Adoptive leave	80%	20%	158
Force Majeure leave	91%	9%	162
Carers leave	84%	16%	161
Leave for medical purposes	83%	17%	161
Domestic violence leave	80%	20%	160

Bonus Schemes

This section looks at the payment of bonuses to employees in 2023. Fewer than one in three organisations paid a bonus to all or any of their employees.

Did any employees receive a bonus in 2023? (N = 162)

- **Yes, some:** 7%
- **Yes, all:** 21%
- **No:** 72%

Table 34: Amount of bonus payment

Bonus	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
< €249	9	5	5	4	8	9
€250	45	4	5	6	6	5
€251 - €499	2	2	4	3	2	2
€500	11	5	7	4	5	4
€501 - €999	2	2	1	1	1	-
€1,000 - €4,999	5	4	4	4	4	3
€5,000+	3	1	-	1	-	-
Total N	36	23	26	23	26	23

Other Benefits

Organisations were asked to identify benefits provided within their organisations. The provision of a laptop (90%) and free tea or coffee (86%) were the most widespread benefits offered. Mobile phones were offered in just over three-quarters of respondent organisations (79%). Just over half of organisations paid the cost of work calls only (51%), while 31% paid the cost of all calls. Car allowances and company cars were among the rarer benefits offered with 4% providing a car allowance and 2% providing a company car.



Details of Non-Civil Service Mileage Rates

A total of 25 organisations provided details of their mileage rates, where Civil Service Mileage Rates did not apply. Results are detailed in Table 35 below.

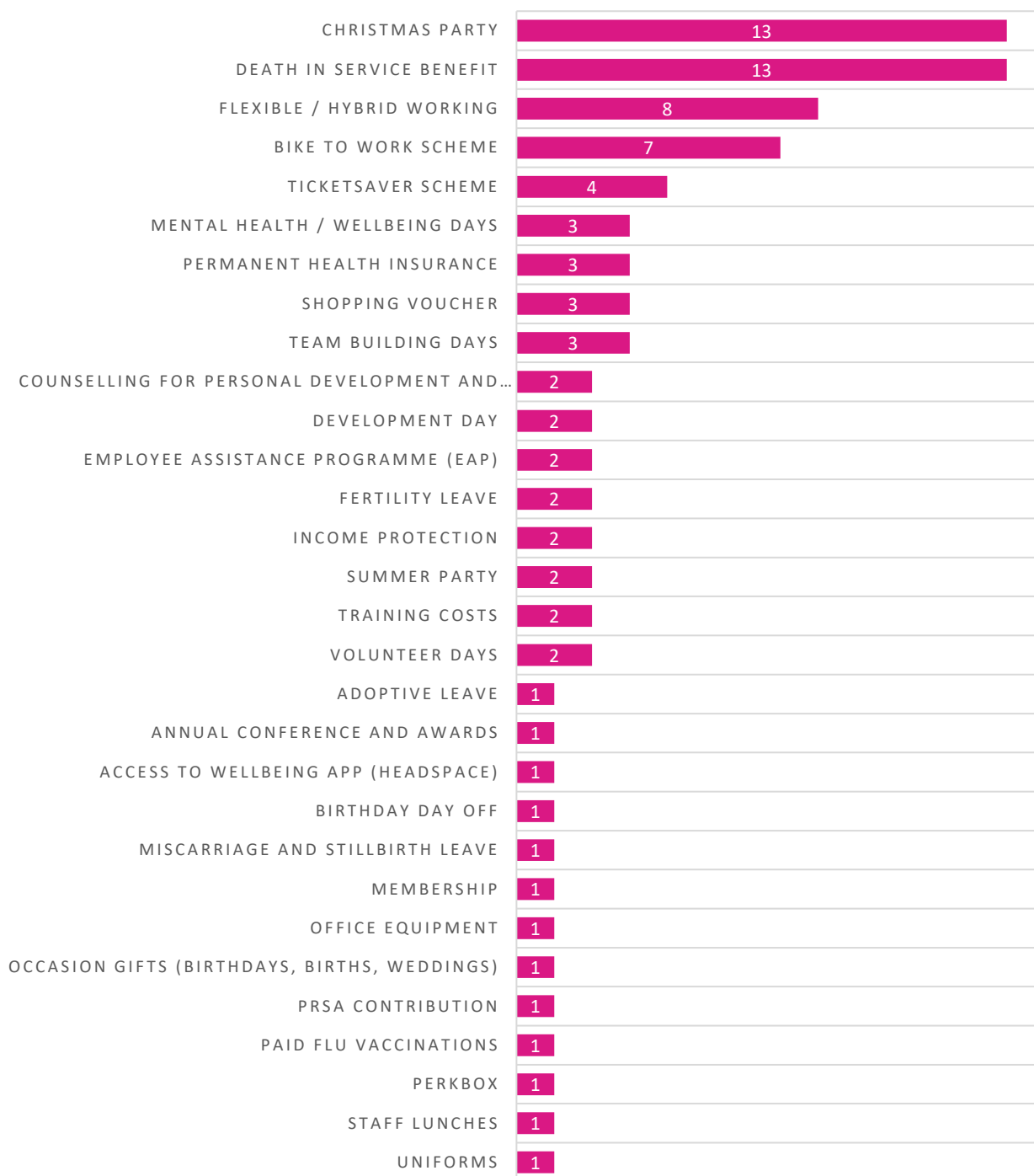
Table 35: Non-Civil Service Mileage Rates

Non-Civil Service Mileage	% of Organisations
<35 cent per KM/Mile	32
36 cent – 75 cent per KM/Mile	32
Variety of mileage prices due to distance	16
Use fuel cards	4
Other	16
Total (N=25)	100

Other Benefits

Several other benefits were identified by organisations in a free text field. A count of the number of organisations mentioning each benefit is listed below. 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 ORGANISATIONS)



Employee Absence

Organisations were asked to provide details of their organisations absence rate for 2023. The formula that respondents were asked to use is replicated below. A total of 104 organisations gave details of their absence rate for 2023.

Formula to Calculate Employee Absence

To calculate your absence rate, take the number of days absence for all employees for the full year 2023. 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 36: Employee Absence rate 2023

Employee Absence Rate	% of Organisations
0%	36
0.1 – 0.99%	8
1 - 1.99%	16
2 - 2.99%	12
3 – 3.99%	5
4 – 4.99%	7
Over 5%	17
Total (N=104)	100
<i>Average</i>	4.1
<i>Median</i>	1.0
<i>Lower Quartile</i>	0.0
<i>Upper Quartile</i>	4

Employee Turnover

Organisations were asked to provide details of their employee turnover rate for 2023. The formula that respondents were asked to use is replicated below. A total of 143 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 2023 (excluding redundancies and dismissals) and express this as a percentage of the permanent employees you had working in your organisation at the start of 2023.

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

As illustrated below, a significant number of organisations (36%) did not have any employee turnover in 2023, but almost a quarter (24%) had a turnover rate of 20% or more. The average turnover rate for that year was 12.6%. 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 37: Employee turnover rate 2023

Employee Turnover Rate	% of Organisations
0%	36%
0.1 - 4.9%	8%
5 - 9.9%	13%
10 - 19.9%	19%
20% or more	24%
Total (N=143)¹¹	
<i>Average</i>	12.6%
<i>Median</i>	7.0%
<i>Lower Quartile</i>	0.0%
<i>Upper Quartile</i>	18.0%

¹¹ 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 148 organisations who answered this question, one in six stated that they did measure the cost of benefits.

- **Yes:** 16%
- **No:** 84%

Flexible Working Arrangements

Flexible working arrangements were available for most organisations in the survey. This section details the type of flexible working arrangements available among those with such arrangements in place (N=146). Please note in Table 38 - many organisations have more than one form of flexible working arrangement in place.

Table 38: Type of flexible working arrangement in operation

Type of Arrangement	% of Organisations
Flexitime	74
Part-time work (such as half time, or a 2/3/4 days week)	79
Personalised hours (individually negotiated)	52
Working from home (1 or 2 days per week)	77
Working from home (5 days per week)	28
Career breaks	31
Job sharing	17
Term time-working (working only during school terms)	12
*Other	7
Total (N=146)	100

***Other types of flexible working arrangement include (10 organisations provided details):**

- Compressed/Condensed Working Hours – **4 Organisations**
- Arrange by project leader
- Carers leave
- Hybrid working
- Secondments to public services
- Temporary remote working abroad

- Working from home 3-4 days per week
- Working from home 1-3 days

Retention of hybrid/remote working patterns

Almost nine in ten organisations intend to retain hybrid/remote working patterns for all or some of their employees (87%). For those employees where hybrid or remote working patterns were in place, the most common pattern was 2-3 days in the office and a similar number remote (28%), with a further 19% operating completely remotely. This suggests a significant persistence of remote working for the charity sector four years out from the onset of the pandemic.

- **Yes, for all employees:** 44%
- **Yes, for some employees:** 43%
- **No, all staff to work onsite:** 12%
- **No remote or hybrid working during Covid-19:** 1%

Table 39: Details of hybrid working policies

Details of hybrid working policies	% proposals
1 day in office per week (4 days work from home/remotely)	14
2-3 days in office per week (2-3 days work from home/remotely)	28
All employees work from home/remotely/hybrid working	19
As agreed between employee and manager (negotiated/ case by case basis)	17
Depending on role/contract (FT/PT)/nature of role	23
Employees should come into office for 1 to 1 meetings/core days	10
*Other	8
Total (N=115)	100

*Other includes:

- New admin staff will need to be in office
- Not yet finalised
- Current model will remain in place for non-support workers

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 40: How decisions on pay rates are made (N=159)

How decisions on pay rates are made	%
Ability to pay	69
Cost of Living	41
This Survey	41
Increments	29
Linked to Public Sector / HSE Pay Increases	28
Minimum Wage Paid	20
Performance-related pay	8

***Other details included: (N=35)**

- No paid positions – **3 organisations**
- Benchmarking, externally and against the market – **7 organisations**
- Decided by the Board, but decision on how to do so not disclosed – **2 organisations**
- Dictated by Dept. of Social Protection/HSE/Pobal etc. – **2 organisations**
- Using existing salary scales / bands – **7 organisations**
- Funder conditions
- Negotiated – **2 organisations**
- Financial performance
- Living wage

Organisations were also asked to identify the factors on which decisions on pay increases were based and results are shown in Table 41. In many instances decisions are based on more than one factor.

Table 41: Factors on which pay increases are based, when applied (N = 154)

Factors on which pay increases are based, when applied	%
Ability to pay	69
Cost of Living Increases	44
Increments	32
This Survey	32
Linked to Public Sector / HSE Pay Increases	24
*Other	16
Minimum Wage	15
Performance-related (For outstanding performer)	14

***Other details included: (N=24)**

- External benchmarking
- No paid employees
- Determined by funders

- Discussions / negotiations with staff
- Linked rates to external bodies

Increments

Organisations were asked whether their organisations pay automatic increments to employees and 155 organisations answered this:

- **Yes, currently:** 37%
- **Yes, previously but not currently:** 8%
- **No:** 55%

Pay Increases

Pay increases by level are shown in Table 42 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 42: 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	3.14%	3.00%	2.00%	4.00%
Level 2: Head of Function/Snr. Manager	21	3.01%	3.00%	2.20%	3.00%
Level 3: Managers	23	3.63%	3.00%	2.20%	5.00%
Level 4: Specialist/Professional Staff	20	3.14%	3.00%	2.00%	4.00%
Level 5: Semi-Professional/Administration	18	4.54%	3.00%	3.00%	5.00%
Level 6: Entry Level	14	4.19%	3.50%	3.00%	4.00%

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

Table 43: Expected pay increases in next 12 months

	No. of cases	Average	Median	Lower Quartile	Upper Quartile
Level 1: CEO/General Manager	34	4.12%	3.80%	2.50%	5.00%
Level 2: Head of Function/Snr. Manager	29	4.23%	4.00%	3.00%	5.00%
Level 3: Managers	35	4.59%	4.00%	3.00%	5.50%
Level 4: Specialist/Professional Staff	31	4.47%	3.00%	2.40%	5.40%
Level 5: Semi-Professional/Administration	27	5.46%	5.00%	3.00%	8.00%

Level 6: Entry Level - Non-Professional Staff	22	4.60%	4.00%	3.00%	5.70%
--	----	-------	-------	-------	-------

Human Resource Management 2024

Top Organisational Priorities 2024

The top two key priorities identified by respondent organisations were accessing / increasing funding for organisation (92%) and managing costs (89%). Given the continued uncertainty of the current economic climate, this is unsurprising. The importance of retaining talent (88%) can be seen as well as it appears as the third most important priority. Implementing organisational strategies (85%) and managing employee wellbeing (82%) have emerged as key organisational priorities for the year.



2024 Priorities by Level of Priority

While retaining and maintaining current employees are a top-level priority, attracting new skilled talent (63%) comes in the middle section of the priority list. Also related to employees are performance management (62%) and wage pressure (62%).

Organisational improvements follow talent-related priorities. Managing equality, diversity, and inclusion initiatives (46%); managing organisational expansion (45%); and implementing 'Green' or sustainability initiatives within organisations (29%). There is a significant gap between sustainability initiatives and EDI / expansion initiatives showing that less than a third are prioritising them.

Then, finally falling even further down the list than 2022 comes managing employees remotely (24%) and implementation of hybrid / blended working (14%). Organisations have already implemented this hybrid / blended working or are comfortable with their remote working system as shown through prior questions.

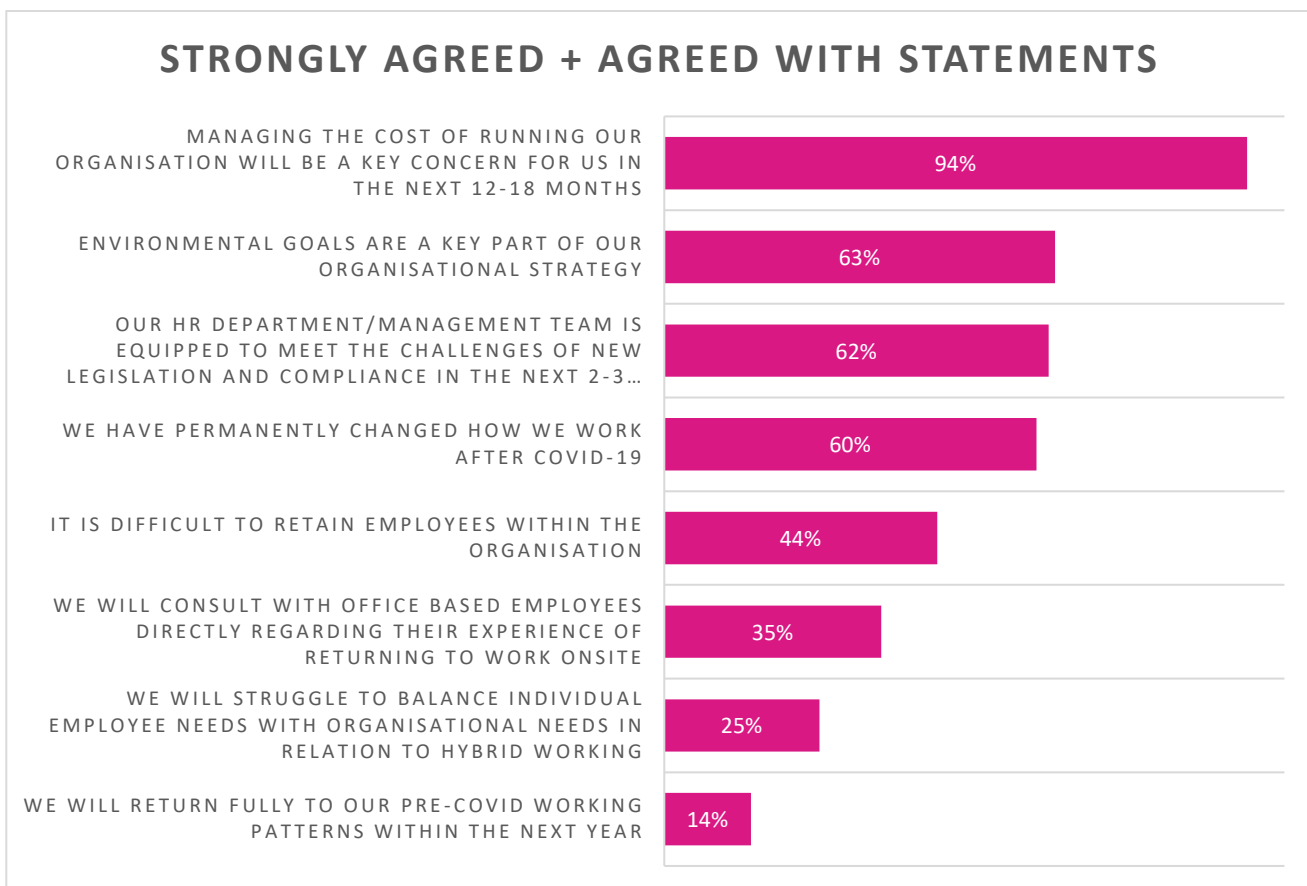


Key Business Concerns

Much like the previous report and like 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 (94%) will be a key concern.

The impact of COVID-19 on respondent organisations seems to be diminishing, with the previous survey reporting almost quarters (75%) finding that how they work had changed **permanently** following the pandemic whereas the current year survey reported less than two thirds (60%) who agreed with this statement. In 2022 two-thirds expected to enter a consultation process with office-based employees around returning to work onsite whereas this year was just over a third (35%). Also, in 2022 a third (34%) expected to struggle to balance both the needs of the organisation and the individual employee around the practice of hybrid working and now it is about a quarter (25%).

In the last wave of research, a quarter expected 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 is now down to 14%. However, it is worth noting that 33% of respondents responded, “Don’t know / Not applicable.” This could be due to organisations already moving back to working in ways like they were before COVID-19 or having become accustomed to their new working patterns.



Full details of the responses by organisations are provided below.

While 63% of respondents agreed that environmental 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 could be seen in the 2022 research as well. (This was a current high priority in just less than a third of respondents (29%), low priority in almost half (53%) and not a priority in 13%.)

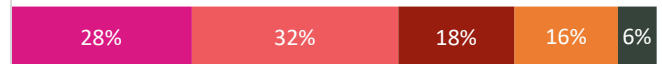
AGREEMENT WITH STATEMENTS

■ Strongly agree
 ■ Agree
 ■ Don't know / Not Applicable
 ■ Disagree
 ■ Strongly disagree

MANAGING THE COST OF RUNNING OUR ORGANISATION
WILL BE A KEY CONCERN FOR US IN THE NEXT 12-18
MONTHS



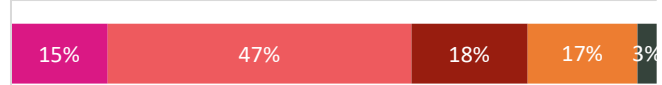
WE HAVE PERMANENTLY CHANGED HOW WE WORK
AFTER COVID-19



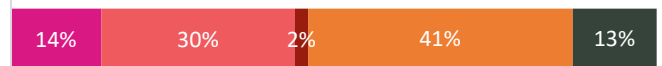
ENVIRONMENTAL GOALS ARE A KEY PART OF OUR
ORGANISATIONAL STRATEGY



OUR HR DEPARTMENT/MANAGEMENT TEAM IS
EQUIPPED TO MEET THE CHALLENGES OF NEW
LEGISLATION AND COMPLIANCE IN THE NEXT 2-3 YEARS



IT IS DIFFICULT TO RETAIN EMPLOYEES WITHIN THE
ORGANISATION



WE WILL CONSULT WITH OFFICE BASED EMPLOYEES
DIRECTLY REGARDING THEIR EXPERIENCE OF RETURNING
TO WORK ONSITE



WE WILL STRUGGLE TO BALANCE INDIVIDUAL EMPLOYEE
NEEDS WITH ORGANISATIONAL NEEDS IN RELATION TO
HYBRID WORKING



WE WILL RETURN FULLY TO OUR PRE-COVID WORKING
PATTERNS WITHIN THE NEXT YEAR



Conclusion

Throughout the results of this survey, we have seen a wide range of challenges and uncertainties for the community and voluntary sector in Ireland – from continuing adjustment to the world of remote work to changing employment law and increasing turnover rates. In that context, there have been a wide range of approaches taken by organisations to pay, benefits and conditions of employment.

In our 2022 report we highlighted cost as a major issue of concern arising from the survey, and as of 2024 there does not seem to be any let up in this as a worry for Irish charities. Nine in ten continue to identify managing costs as important while a similar number are concerned about raising new sources of income for their organisation, in a context of greater charity reliance on state funding.

Similarly in 2022 we highlighted employee wellbeing as a concern for most respondents. It remains a priority for over eight in ten organisations taking part (82%). This is all the more understandable in the context of growing staff turnover and increasing absence rates. The challenge for charities already under financial pressure is to find ways to improve employee wellbeing and satisfaction (thus helping with high turnover rates) while navigating a permanently increased cost base.

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

2into3	Belong To LGBTQ+ Youth Ireland	Cavan Traveller Movement
Ability West	BirdWatch Ireland	CELT - Centre for Environmental Living & Training
Ace Enterprise Park	Blakestown & Mountview Youth Initiative CLG	CFCD
Action Community & Enterprise	Blue Box	Charity
African Advocacy Network Ire	Boardmatch Ireland	Childhood Development Initiative
Age Action	Bray Community Addiction Team	Children in Hospital Ireland
Aghada and District community council	Breaking Through CLG	Children's Books Ireland
Alcohol Action Ireland	Brickens Logboy Tulrahan Housing Association	Children's Health Foundation
Alliance Francaise Dublin	Brighter Communities Worldwide	Children's Rights Alliance
ALONE	BRIJ	Children's rights alliance
Amputee Ireland	Bru Columbanus	Childvision
Aosog Child and Family Project	Business in the Community Ireland	Church in Chains
Ár gComhlúadar	Cabhru Housing Association	CIBI
Archways	Cahir Park Development LTD	Cill Dara Housing Association CLG
Archways	Cairde Activation CLG	Circle Voluntary Housing Association
ASSC	Camogie Association	Citizens Information
Bóthar	Cancer Care West CLG	Civic Theatre
Bagenalstown FRC	Caprn	Clanmil Housing Association Ireland CLG
Baldoyle Forum Clg	CareBight	Clare Local Development Company
Ballyfermot Travellers Action Project	Carmichael	Claregalway & District Day Care Centre
Barnardos	Carriglea Cáirde Services	Clondalkin Addiction Support Programme
Base Enterprise CLG	Carrigoran House	
Beacon of Light	Castleknock Community Centre	
Beam Services	Catholic Guides of Ireland	
Bee Park Resource Centre Ltd		

Clondra Community Association	Cystinosis Ireland	Educate Together
Clonmel Community Mother Prog	Dóchas	Empower
Comharchumann Forbartha Cill tSeadhna Teo	Darndale Belcamp Integrated Childcare Service Ltd	Enable Ireland
Comhlahmh	Debra Ireland	Engaging Dementia
Common Ground CLG	Delta Centre Ltd	Enterprising Monaghan
Community Childcare Bantry	Depaul	EPIC Empowering People in Care
Community Connect Support clg	Dillon Quirke Foundation	Epilepsy Ireland
Community Foundation Ireland	Disability Federation of Ireland	ERA Ltd
Community Law & Mediation	Dochas Offaly Cancer Support Group	Erne District Chinese Families' And Friends' Association
Community Resources Network Ireland	Dogs Trust Ireland	Ethiopiaid
Connect FRC	Don Bosco Care	European Movement Ireland
Connections Arts Centre	Donegal Local Development CLG	Exchange House Ireland
Coolmine Therapeutic Community	Donegal Youth Service	Family Carers Ireland
Coolock Development Council	Doras	FCRS CLG
Co-operative Housing Ireland	Draiocht	Festina Lente
Cope Foundation	DRCC	Fighting Words
COPE Galway	Drogheda Homeless Aid	Fingal LEADER Partnership
Cork Alliance Centre	Drogheda Women & Children's Refuge	Fingal Volunteer Centre
Cork Centre for Independent Living	DROP	Finglas Addiction Support Team
County Wicklow Volunteer Centre	Druid Performing Arts CLG	FLAC
Create	Drumsna Development Association CLG	Forbairt FhÁinada
Creative Spark	Dublin City Volunteer Centre	Foroige The National Youth Development Organisation
Cuan Saor Women's Refuge & Support Services CLG	Dublin Rape Crisis Centre	Foxford Riverfest
Cuanlee CLG	Dunhill rural enterprises clg	Friends of the Earth Ireland
	ECO-UNESCO	Frontline Make change
	Edmund Rice Development	FusionCPL
		Gaisce - The President's Award

Galway Co-operative Housing Development Society Ltd	Irish Kidney Association	Leitrim Animal Welfare Centre Ltd
Galway Volunteer Centre	Irish Lung Fibrosis Association	Leitrim Development Company
GIY Ireland	Irish Mortgage Holders Organisation Limited	Leitrim Volunteer Centre
Glencorrib Kilroe Community Centre CLG	Irish Museums Association	Let's Grow Together! Infant & Childhood Partnerships
Global Action Plan	Irish Peatland Conservation Council	Lifes2good Foundation
Goleen and District Community Council	Irish Penal Reform Trust	Lifestart Services CLG
Headway	Irish Red Cross	LIFT Ireland
Health Research Charities Ireland	Irish Street Arts, Circus & Spectacle Network	Limerick Youth Service
Helping Irish Hosts	Irish Traveller Movement	LISMORE HERITAGE CO
Helplink Mental Health	ISPCC	live Art Ireland
Hillstreet Family Resources Centre	iVosta-Friends for Ireland	Longford Westmeath Community Transport CLG
HomeLife	Jobcarer CLG	Longford Women's Link
Hometree CLG	Kerry Adolescent Counselling Service	Louth Volunteer Centre
Hope House Foxford	Kerry Diocesan Youth Service	Lundstrom Arts Management
Huntstown Family Resource Centre CLG	Kildare and Wicklow Education and Training Board	LWL
Inchicore Community Drug Team CLG	Killala Community Council	Medecins Sans Frontieres (MSF Ireland)
Inishbofin Development Company CLG	Newstart CLG	MABS
Inner City Enterprise	Kilmore Quay Community Development Association Clg	Macro Building Management
Irish Episcopal Conference	Kilmovee Community Housing CLG	Maigue Rivers Trust
Irish Family Planning Association	Léargas	Maintain Hope
Irish Family Planning Association (IFPA)	LAMH	Meitheal Mara CTR
Irish Heritage Trust	Laois Volunteer Centre CLG	Mental Health Ireland
Irish Hospice Foundation	L'Arche Ireland	Mental Health Reform
	Le Cheile Mentoring CLG	Merchants Quay Ireland
	Leave No Trace Ireland	Mermaid Arts Centre
		Mid West Simon Community
		Midlands Science

Milford & District Resource CLG	Parks Tennis	SciFest CLG
Milford Care Centre	PAUL Partnership	Scouting Ireland
Mill Hill Missionaries	Pavee Point Traveller and Roma Cent	SeniorLine
Misean Cara	Paws	Sensational Kids CLG
MQI	Phoenix Creative Psychotherapy Centre	Sexual Health Centre
MS NW Therapy Centre Sligo	Plan International Ireland	Sexual Health West
Mullingar Homecare Services clg	Quality Matters	ShoutOut
My Legacy	RCNI	Simon Communities of Ireland
Nasc	Recycle IT	Simon Community Galway
National Adult Literacy Agency	Rediscovery Centre	Sligo County Childcare Committee
Neurology Support Centre	Rehab Group	Sligo Northside Community Partnership
New Communities Partnership CLG	Respond	Sligo Volunteer Centre
Newbury House Family Centre	Rethink Ireland	Social Entrepreneurs Ireland
NEWKD	Rialto Development Association CSP	Sophia Counselling Centre
NMH Foundation	RMHC IRL.	Sophia Housing Association
North Munster MABS CLG	Roscommon Integrated Development Company Limited	SOS Kilkenny CLG
North West Hospice	Roscommon LEADER Partnership	SOSAD
Northside Family Resource Centre	Roscommon Volunteer Centre	South Dublin Volunteer Centre
NOVAS	Rua Red Arts Centre	South Kerry Development Partnership
Offaly Volunteer Centre	Safe Home Ireland	South Leinster Citizens Information Service
Old Irish Goat Society	Saint John of God Housing Association	South West Clare Community Radio CLG T/A Raidió Corca Baiscinn
One Family	Samaritans Ireland	Special Olympics Ireland
Operation Childlife	Sankalpa CLG	SPI CLG
Operation Smile	Saoirse Domestic Violence Service	Spirasi
Our Lady of Lourdes	SCCUL	Spraoi agus Spórt
Outhouse LGBTQ+ Centre		SpunOut.ie
PACE		
Pact		

St Francis Hospice Dublin	The Wellspring of Life Refuge	Women's Collective Ireland
St James's Hospital Foundation	Third Age Foundation CLG	Wright Consultancy Limited
St Michaels Day Care Centre CLG	Threshold	YAP Ireland
St Patricks Cathedral	Togher Family Centre	YMCA Dublin
StartBright Early Learning Centres CLG	Tolka River Project CLG	Youngballymun
Stratford Lawn Tennis Club	Transparency international Ireland	Youth Advocate Programmes Ireland
Suas Educational Development T/A STAND	Triathlon Ireland	Youth Work Ireland Meath
Swanlinbar Development Association CLG	Trust Grant Writing	Youth Work Ireland Midlands
Tabor Group	Trustees of Muckcross House	Youth Work Midlands Ireland
TCSC	Tuam Cancer Care CLG	
The Ark	Ulster Canal Stores Visitor Centre	
The Avalon Centre	Union of Students in Ireland	
The Bike Hub	Upstate Theatre Project CLG	
The Centre for Effective Services	Vantastic CLG	
The Down Syndrome Centre North East	VIE CLG	
The Forge Family Resource Centre	VOICE	
The Glencree Society	Volunteer Galway	
The Great Care Co-op	Volunteer Ireland	
The Irish Blue Cross	Waterford & South Tipperary Community Youth Service	
The Iveagh Trust	Waterford Leader Partnership CLG	
The Jack and Jill Children's Foundation	West Offaly Training	
The Psychological Society of Ireland	Westmeath Community Development	
The Representative Church Body	Westport Family & Community Resource Centre	
	Wexford Arts Centre	
	Wexford Local Development	
	Wicklow Uplands council	

This work is partly supported by the Department of Rural and Community Development and Pobal via the Scheme to Support National Organisations.



**An Roinn Forbartha
Tuaithe agus Pobail**
Department of Rural and
Community Development





Published 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.

Supported by

Community Foundation Ireland is one of the largest philanthropic organisations in Ireland. We were established in 2000 with the support of Government and the business sector. The Community Foundation Ireland helps people make a difference by inspiring a spirit of giving and by investing in people and solutions to benefit every community.

Find out more at www.wheel.ie

Contact us at info@wheel.ie

Call us on **+353 (0) 1 454 8727** (Mon - Fri, 10 am - 1 pm & 2 pm - 4 pm)



Stronger Charities.
Stronger Communities.

48 Fleet Street, Dublin 2, Ireland
RCN: 20040963
CHY: 13288
Company No: 302282

© The Wheel, 2024