



CHARTERED
ACCOUNTANTS
IRELAND
LEINSTER SOCIETY

SALARY SURVEY
2021



BARDEN

KEY FINDINGS

SALARY PACKAGE IN LEINSTER SOCIETY

€112,033

SALARY PACKAGE FOR NEWLY QUALIFIED ACCOUNTANT IN INDUSTRY

(EXCLUDING FINANCIAL SERVICES, THOSE QUALIFIED IN 2020-2021)

€59,393

SALARY PACKAGE FOR 5 YEARS POST QUALIFIED IN INDUSTRY

(EXCLUDING FINANCIAL SERVICES, THOSE QUALIFIED IN 2020-2021)

€83,535

SALARY PACKAGE FOR NEWLY QUALIFIED ACCOUNTANT IN ALL SECTORS

(THOSE QUALIFIED IN 2020-2021)

€57,164

AVERAGE BASIC SALARY FOR NEWLY QUALIFIED ACCOUNTANT IN ALL SECTORS

(THOSE QUALIFIED IN 2020-2021)

€54,533

SALARY PACKAGE FOR 5 YEARS POST QUALIFIED IN ALL SECTORS

(THOSE QUALIFIED IN 2016)

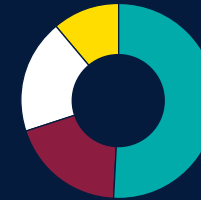
€83,450



CHARTERED
ACCOUNTANTS
IRELAND
LEINSTER SOCIETY



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51% INDUSTRY

19% FINANCIAL SERVICES

19% PRACTICE

11% NOT-FOR-PROFIT, PUBLIC SERVICE/GOVT



MALE: 60%



FEMALE: 40%



51%

RECEIVED PROMOTIONS
IN THE LAST 3 YEARS



21%

MOVED JOBS TO A NEW
ORGANISATION IN THE
PAST 12 MONTHS



82%

HAVE HAD A SIGNIFICANT
PAY RISE IN THE LAST 3 YEARS



96%

EMPLOYED FULL-TIME
PERMANENTLY

INTRODUCTION

On behalf of Chartered Accountants Ireland Leinster Society I would like to sincerely thank the over 1,000 members who took the time to respond to our questionnaire and without whom we would have no information to collate and report to you. We greatly appreciate and welcome this strong engagement from our members.

Also I would like to acknowledge the support of Chartered Accountants Ireland staff, particularly Stephen Molloy, Coyne Research and our partner Barden for all the effort in producing this survey and its findings.

It is promising to see that after a year of uncertainty the 2021 Leinster Society salary survey shows strong demand for Chartered Accountants, with growing earning potential and considerable career opportunities.

The 2021 survey gave members an opportunity to provide feedback into how they would like to work in the future, following the global pandemic. The key takeaway is that the majority of members value flexibility in both location and hours of work. Members also value a collaborative approach by employers when considering their future working arrangements.

While our survey shows that 84% don't believe the pandemic has changed their work as a Chartered Accountant, it is clear that ways of working have changed, and that the pandemic has been a catalyst for much of this change. Greater work-life balance with flexible arrangements are valued by members in greater numbers than in any previous Leinster Society salary survey. It is reassuring that employers are providing tangible ways to meet those needs as part of the overall remuneration package on offer to new and established professionals. The survey points to a profession that is adapting well for the post-pandemic world of work, while retaining the many benefits, such as strong starting salaries and flexible entry routes, that make Chartered Accountancy an attractive career path for so many. The survey provides a reliable insight for employers, for our members and for those considering a career in Chartered Accountancy.

A word of caution-while we invited all our members to participate in the survey, those who do respond do so on a voluntary basis and are therefore "self-selecting". Members who responded last year may or may not have responded once again this year. Furthermore, there is no guarantee that the respondents reflect the overall profile or position of Leinster based Chartered accountants albeit that it is reasonable to assume, at least at a total level, that responses from over 1,000 members is of statistical value.

I hope you find the survey results interesting and beneficial.

Jilly Harvey

Chairperson 2021/2022

Chartered Accountants Ireland - Leinster Society



WELCOME FROM BARDEN



BARDEN

Dear Leinster Society Members,

It's a privilege for myself and the team in Barden, Ireland's leading Recruitment Firm, to have partnered for the 4th year with the Leinster Society on this key publication for Chartered Accountants Ireland and its members.

In Barden we are consumed with supporting companies that really know the value of their people. We also work directly with, and support, professional accountants at every stage of their career. For us it's critical that we can provide the best up-to-date and cutting edge insights when it comes to reward so that our clients, and the professionals we work with, can make the best informed and strategic decisions for their teams and professional futures.

For many 2021 continued to be a challenging year with much change and uncertainty. However, there is no doubt from the results of this year's survey that as a profession we are managing and navigating this post-pandemic world in a very positive manner and are definitely seeing lots of positive signs emerging. For example:

- The accounting profession and Chartered Accountants, at all levels, continue to remain one of the most in-demand professions in Ireland, with 96% of those who responded in full-time permanent employment;
- 67% of members in 2021 believe the market is buoyant versus 25% in 2020; and
- 9 in 10 members are not concerned about their job security at this point in the Covid-19 pandemic.

The Future of Work

This year's survey also took a particular focus on the future of work and includes some excellent insights into what Leinster Society members are experiencing when it comes to being supported in achieving a healthy work/life balance, along with their thoughts on the future of work.

60% of members know or have an idea of their future working arrangement. For 8% of those who responded they claim 'this is not relevant to my circumstances'.

The majority of members would like a collaborative approach to deciding future working arrangements and would like to be involved in a joint design process on their future working arrangements.

The report also touches on the challenges and valuable aspects of flexible/hybrid working for the future, understanding post-pandemic working environment descriptions and insights into designing the future working arrangements of teams.

At a time when many organisations are finalising their new working policies this survey could not have come at a better moment.

Alongside this the insights from this survey make for essential reading if you are interested in career satisfaction, progression, reward (including non-monetary compensation) and the future of the profession.

We hope the following pages assist you in planning for your professional future and equally as importantly, that of your team around you, wherever you may be currently working from.

Thank you to all of the over 1,000 members who completed this survey to allow us to collate these interesting findings, and of course, to Jilly Harvey and the Chartered Accountants Ireland Leinster Society for all of their help and support in the creation of this publication. This partnership is a natural fit for us, and one we're extremely proud of.

Elaine Brady

Managing Partner | Barden Dublin



KEY INSIGHTS | 2021



BARDEN

SOME KEY INSIGHTS ON NEW WORK PRACTICES, FROM YOUR MEMBERSHIP, INCLUDE:

- 13% of those who completed the survey were admitted to Chartered Accountants Ireland in the last two years.
- 96% of those who responded are in full-time permanent employment with 19% employed in practice.
- Financial services (25%) and IT & telco (13%) continue to be the highest sectors in which those working in industry are employed.
- There has been a significant increase in members expecting to receive a bonus in 2021 with 67% expecting to receive a bonus, versus 52% in 2020.
- Annual leave and fringe benefits continue to be a core part of overall salary packages with the average number of annual days leave standing at 25, 50% receive health insurance, 75% are part of a pension scheme, and 4 in 5 receive an Institute subscription.
- Positive increase in non-monetary ways employers try to facilitate a healthy work/life balance including
 - 88% of respondents have the ability to work from home, up from 50% pre-pandemic.
 - 48% have access to flexible working arrangements, up 9% from pre-pandemic.
- Only 4% of those who completed the survey have seen their salaries reduced as a result of Covid-19, down from 13% in 2020. Further positive news with 97% not in receipt of government Covid-19 support.
- There has been a significant change in attitudes towards the employment market versus the previous year. 67% of members in 2021 believe the market is buoyant versus 25% in 2020.
- 9 in 10 members are not concerned about their job security at this point in the Covid-19 pandemic versus 8 in 10 in 2020.
- 60% of members know or have an idea of their future working arrangement.
- Of those who have an idea of their future working arrangement the overall split will be 52% in-office/onsite and 48% working from home. Interestingly this is the same as 2020.

SOME ADDITIONAL INSIGHTS ON EXTRINSIC REWARD, FROM YOUR MEMBERSHIP INCLUDE:

- Average basic salary for newly qualified accountants across all sectors is **€54,533**
- Salary Package for newly qualified accountants in industry is **€59,393**
- Salary Package for newly qualified accountants across all sectors is **€57,164**
- Salary Package for 5 years PQE in Industry is **€83,535**
- Salary Package for 5 years PQE across all sectors is **€83,450**
- Average Salary Package in Leinster Society is **€112,033**

LOCATION FLEXIBILITY - THE NEW VARIABLE IN TALENT ATTRACTION AND RETENTION

By Elaine Brady (Managing Partner | Barden)

80% of Chartered Accountants surveyed cited location flexibility as the single most valuable aspect of flexibility in their jobs. However, as we head into a post-pandemic world it's important to put some definitions in place around the term "location flexibility" so as to establish a common language for the future.

In Barden we've had 100s of conversations already with hiring managers, HR consultants and the accounting profession itself around this very topic and there is definitely some confusion out there as to whether it means remote working or working from home, how they differ and what some of the new norms and expectations will be around these two approaches. In Barden we've created the following definitions:

- **Remote working:** working from anywhere with rare or only occasional visits to the office. What many 3rd party consultants and IT contractors have been doing for some time.
- **Work from home:** working from a location that is in proximity to the office (same county/city) with frequent, regular visits to the office.

Now, let's get a couple of things clear:

1. **Remote working**, as defined, was possible to do in the extreme stress of the pandemic period but it is not a sustainable way forward for the vast majority of companies. Some roles, perhaps those with a project orientation or those with a low value, high volume, administrative function might indeed be worked remotely (that's why companies often offshore that activity already). However, when it comes to real value creating activity it's far less likely to be achievable remotely. Where roles are being worked fully remotely there may also need to be a separation of office location and pay levels, a reconciliation between where the work is being done and salaries in that location rather than at the office location. For example paying Dublin salaries to remote employees in Sligo will just not wash in the long term. Some companies who are facilitating fully remote working have already begun this equalising process.

2. **Work from home** is a far more realistic and sustainable way forward and what we predict the majority of companies will embrace to some degree. Work from home of course has its own variables such as number of days in/out of office and the provision for at home working allowances/facilities, insurance cover and other factors. It is in the variables of work from home that companies have a real opportunity to be competitive for talent and a genuine chance to create a hybrid approach to work that can be enticing for new talent and a huge barrier to exit for existing talent.

How you organise work from home in your business will have a material impact on the make up of your team in the long term. We've a number of recommendations around this in Barden; here are just a few:

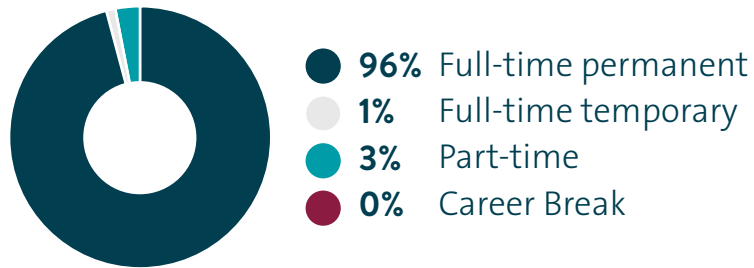
1. **2 | 2 | 1 approach:** 2 days in the office, 2 days from home if desired and 1 day flexible depending on the needs of the business. The 1 flexible day gives options – allowing a company to cater to the needs of the individual and to the needs of the business. Flexibility within flexibility. That's where competitive advantage resides.
2. **Organise by team rather than by location:** Flexibility with too many rules begins to feel rigid. If you can, hand over responsibility for organising the 2: 2: 1 approach to individual teams and allow them to self-organise. There is no point being in the office on your own so good teams will naturally organise themselves in a way that brings them together rather than keeps them apart. It also will hand options to your people and options, regardless of whether they are exercised or not, are hugely empowering.
3. **Frequent** (perhaps monthly) **short** (1-2 hours) **all hands** meetings for communication of key things, for team activities and for L&D.

If you can get the mix right for your team, people will begin to organise their life around their work in a different way to before. It will empower them to use their time to create the best value for themselves and for you. Of course, flexibility within flexibility needs trust to work; but if you don't have trust then you probably have bigger problems to address.

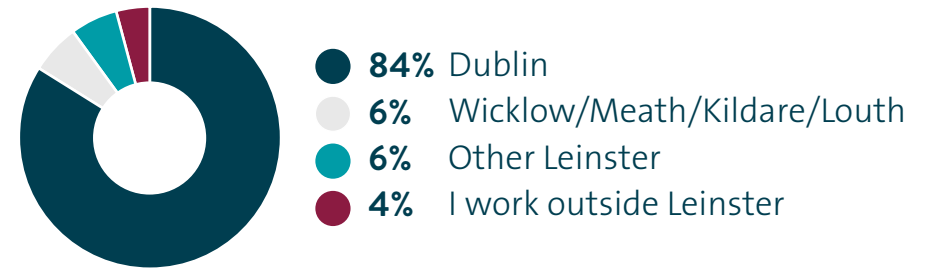
KEY INSIGHTS



EMPLOYMENT STATUS



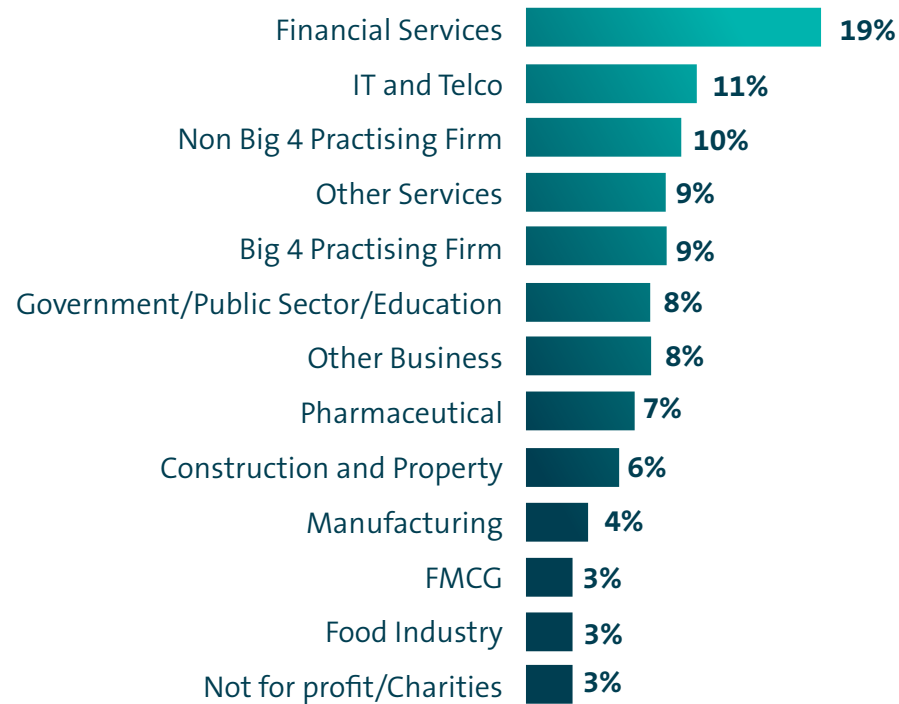
WHERE IS YOUR WORKPLACE SITUATED?



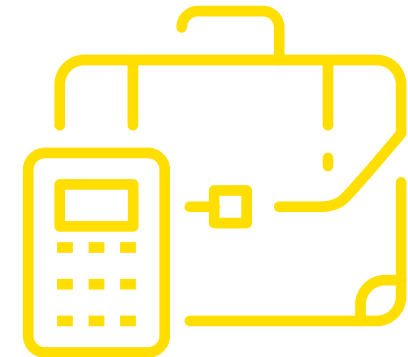
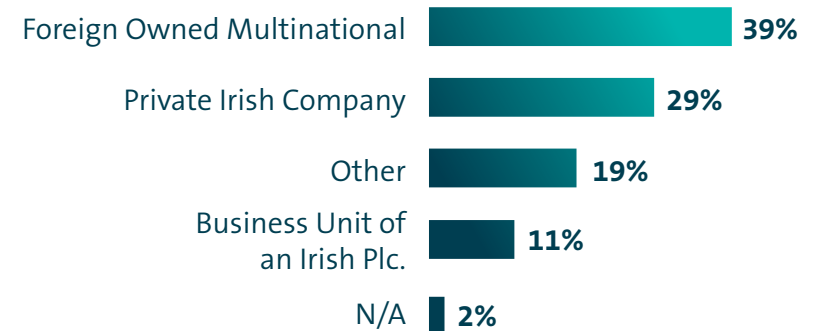
GENDER



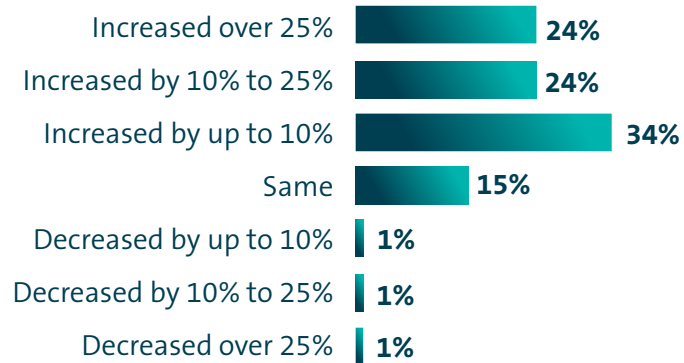
IN WHAT SECTOR ARE YOU EMPLOYED?



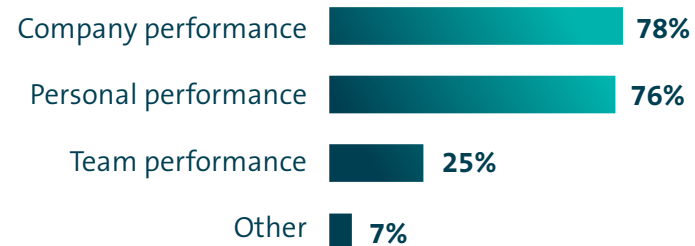
OWNERSHIP OF COMPANY IF NOT IN PRACTICE



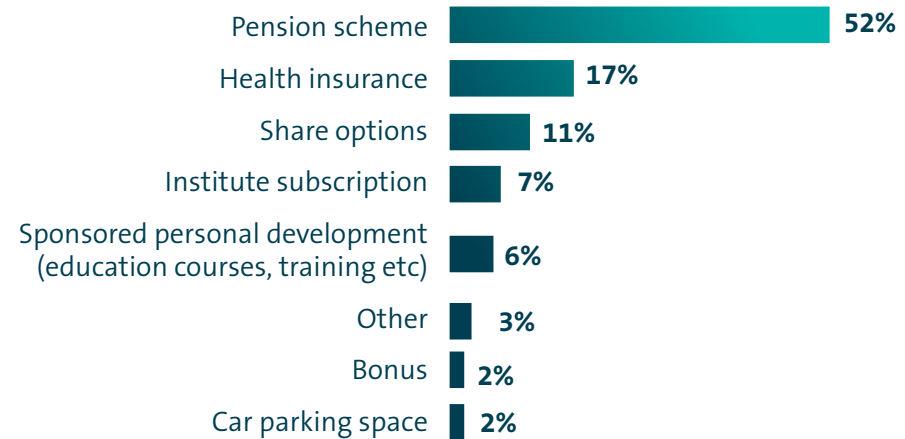
SALARY CHANGE IN THE LAST 3 YEARS



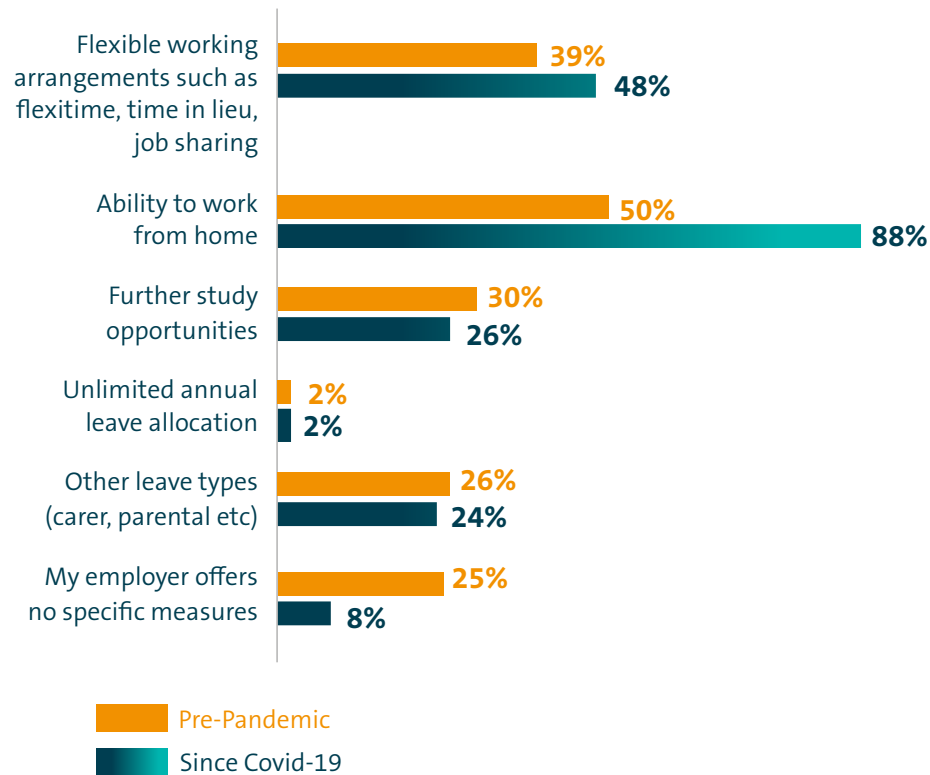
HOW IS YOUR BONUS CALCULATED?



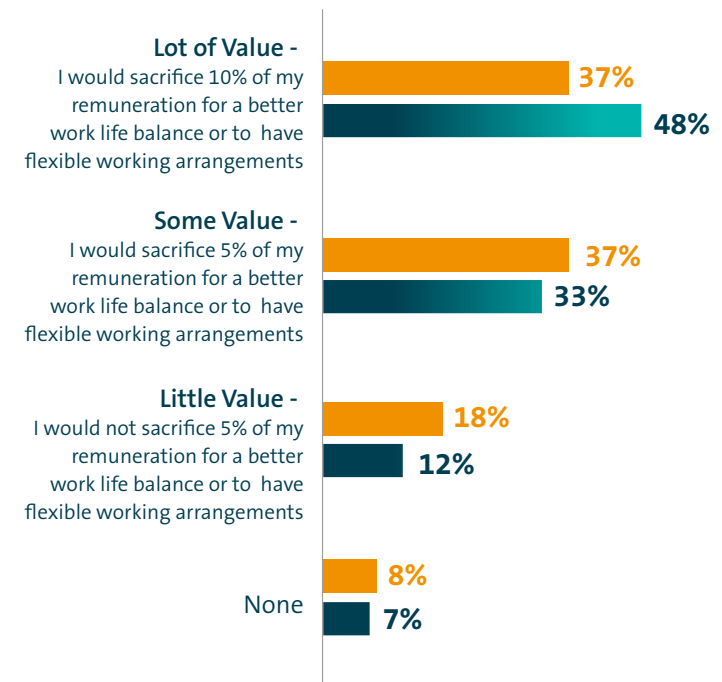
AFTER YOUR BASIC SALARY, WHAT PART OF YOUR REMUNERATION PACKAGE DO YOU VALUE THE MOST?



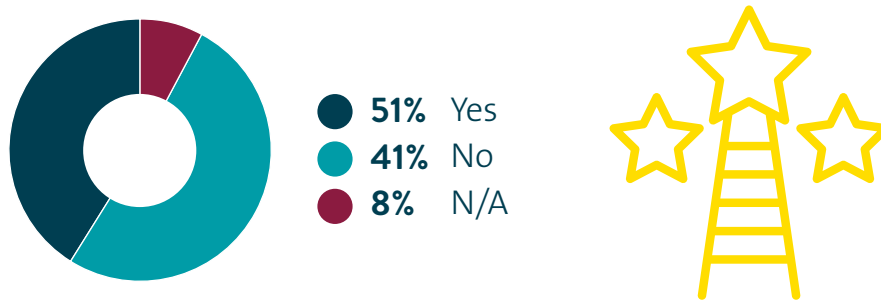
NON-MONETARY WAYS EMPLOYER TRIES TO FACILITATE A HEALTHY WORK-LIFE BALANCE



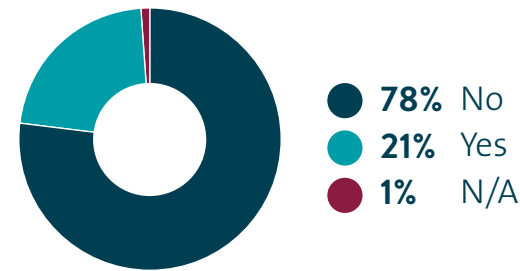
WHAT VALUE DO YOU PLACE ON WORK LIFE BALANCE/FLEXIBLE WORKING ARRANGEMENTS?



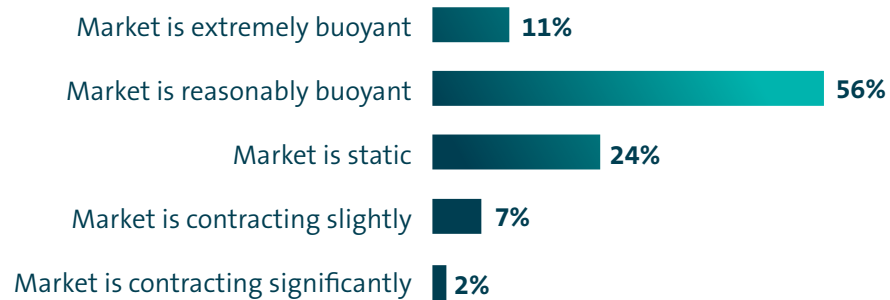
HAVE YOU BEEN PROMOTED IN THE LAST 3 YEARS?



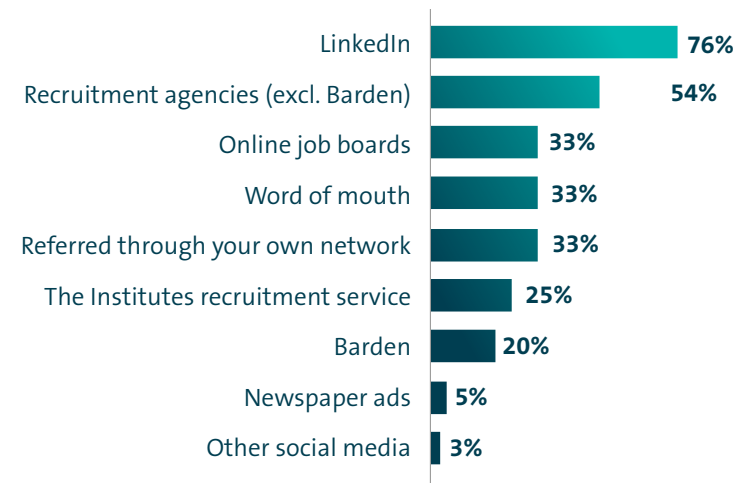
HAVE YOU MOVED JOB (TO A ROLE IN A NEW ORGANISATION) IN THE PAST 12 MONTHS?



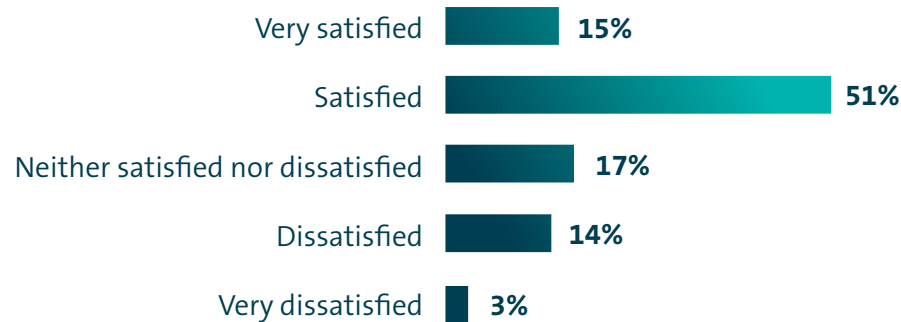
HOW WOULD YOU DESCRIBE THE STATE OF THE EMPLOYMENT MARKET FOR CHARTERED ACCOUNTANTS IN LEINSTER CURRENTLY?



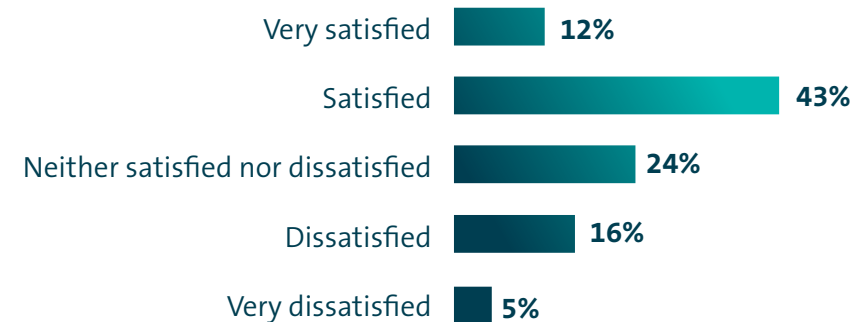
IF MOVING ROLES, HOW DO YOU SEARCH FOR A NEW JOB?



HOW SATISFIED ARE YOU WITH THE SALARY YOU RECEIVE?



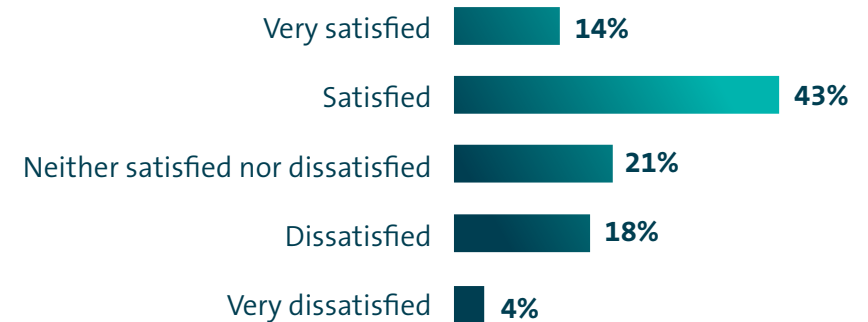
HOW SATISFIED ARE YOU WITH THE NON-MONETARY ASPECTS OF YOUR JOB?



HOW SATISFIED ARE YOU WITH YOUR WORK ENVIRONMENT?



HOW SATISFIED ARE YOU WITH YOUR WORK/LIFE BALANCE?

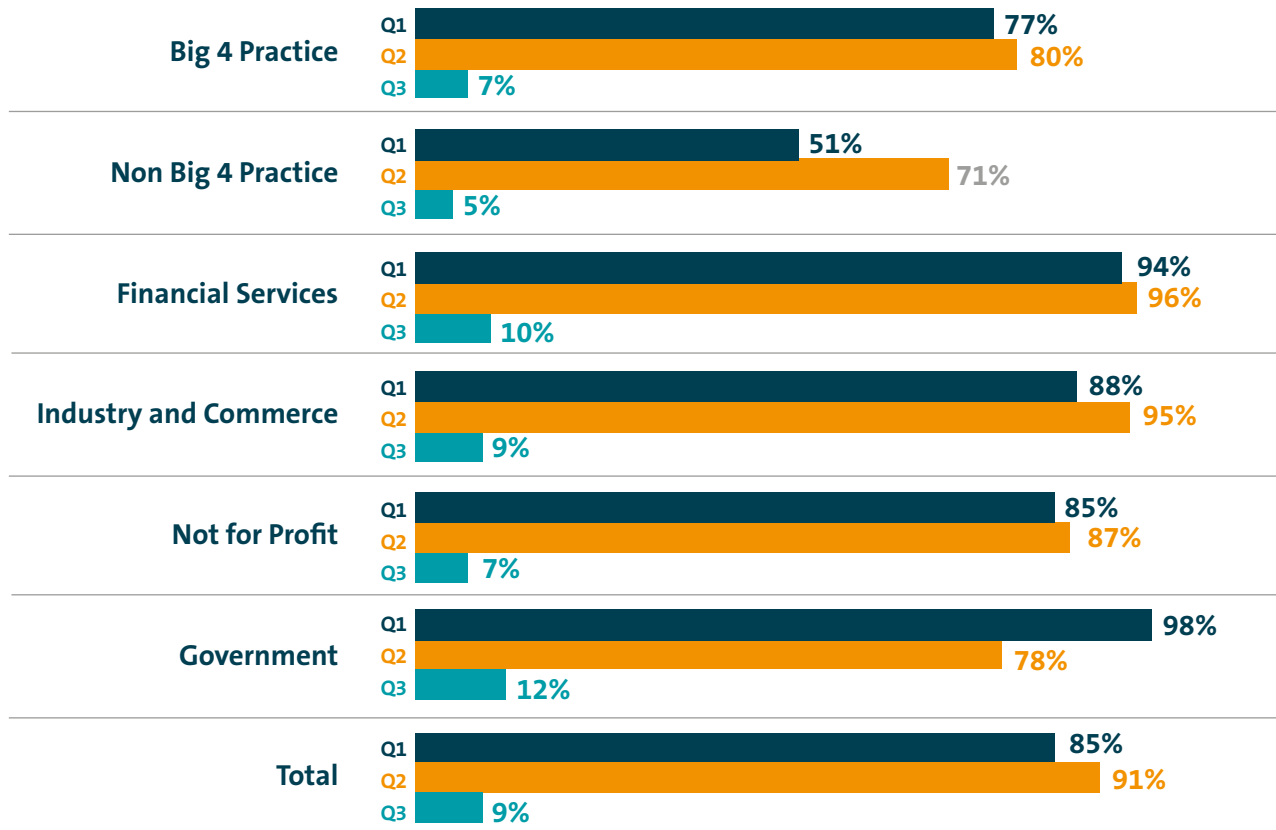


PENSIONS

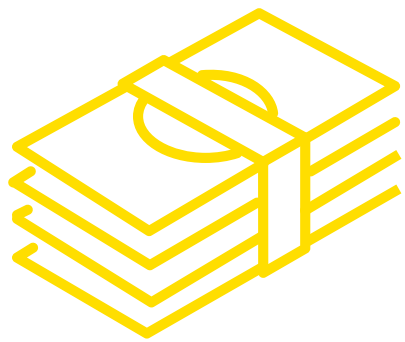
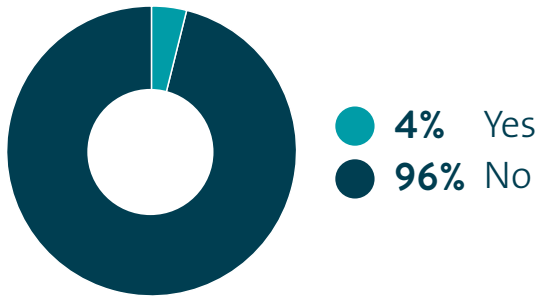
Q1: Do you have a pension?

Q2: Does your employer contribute to this? (Base: Those who have a pension)

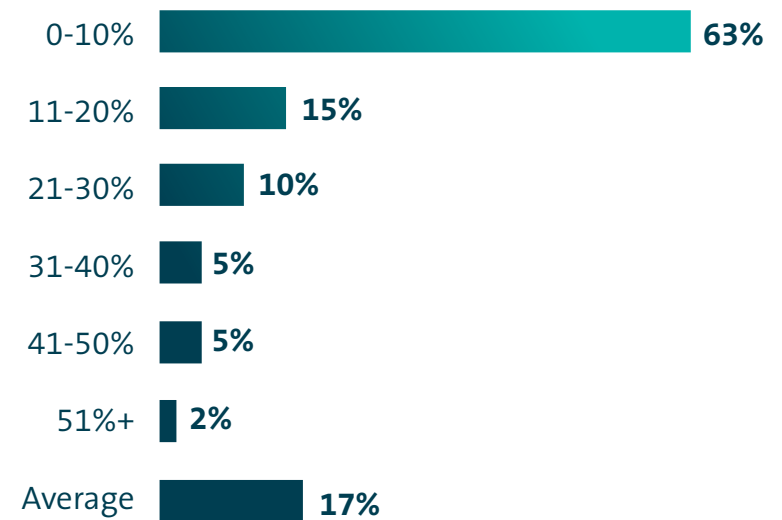
Q3: Contribution (%) your employer makes to your pension? (Base: Those whose employer contributes to their pension)



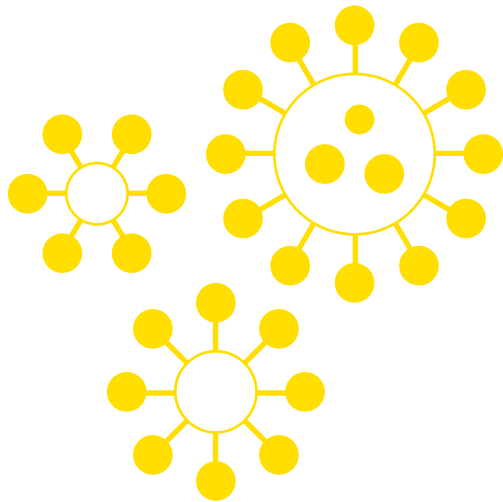
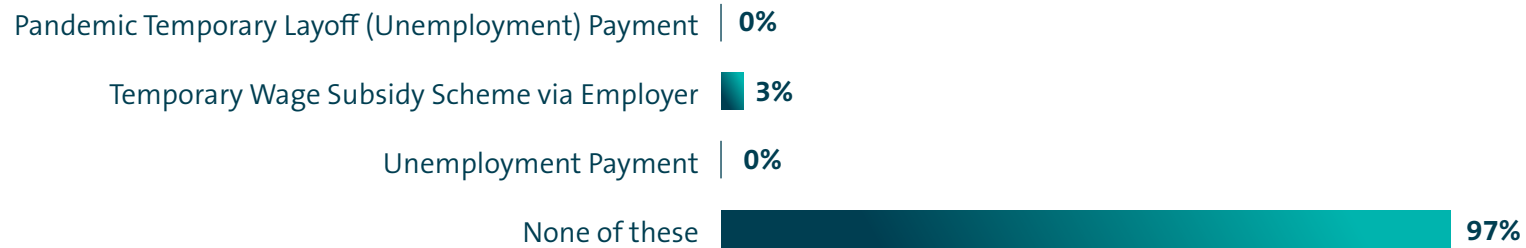
HAS YOUR SALARY BEEN REDUCED AS A RESULT OF COVID-19?



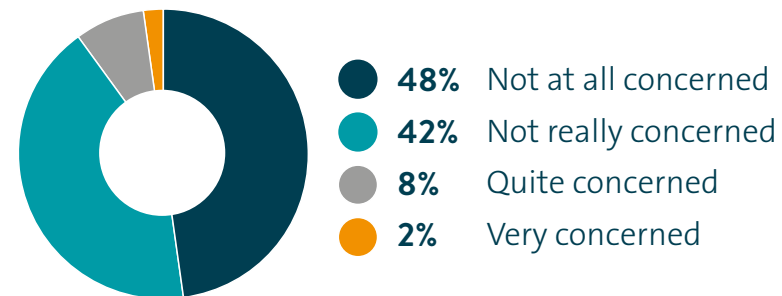
BY HOW MUCH HAS YOUR SALARY BEEN REDUCED AS A RESULT OF COVID-19?



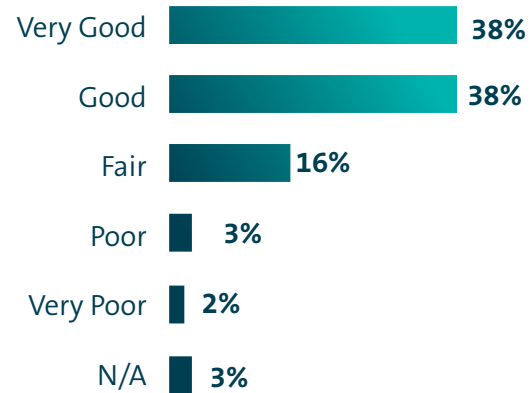
ARE YOU IN RECEIPT OF ANY THE GOVERNMENT COVID-19 SUPPORTS?



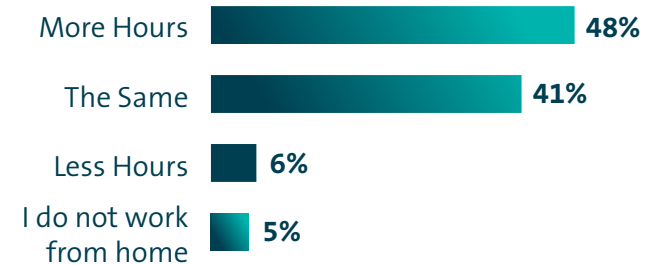
AT THIS POINT IN THE COVID-19 OUTBREAK, HOW CONCERNED ARE YOU ABOUT YOUR JOB SECURITY?



HOW WOULD YOU RATE YOUR EMPLOYER IN ADAPTING TO WFH (WORKING FROM HOME) ARRANGEMENTS?



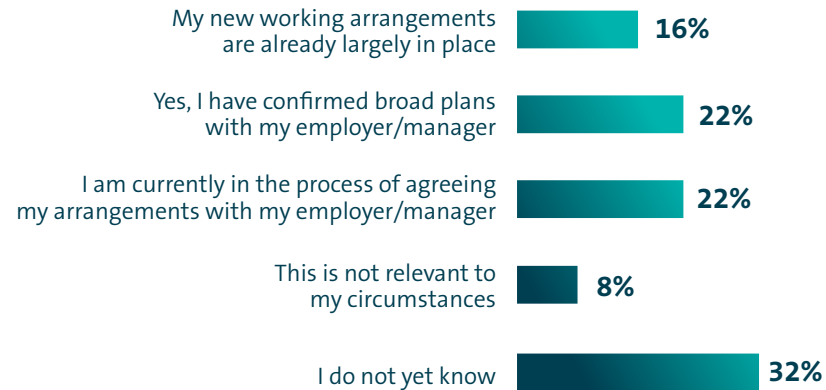
ARE YOU WORKING MORE, LESS OR THE SAME HOURS FROM HOME AS YOU WERE IN THE OFFICE?



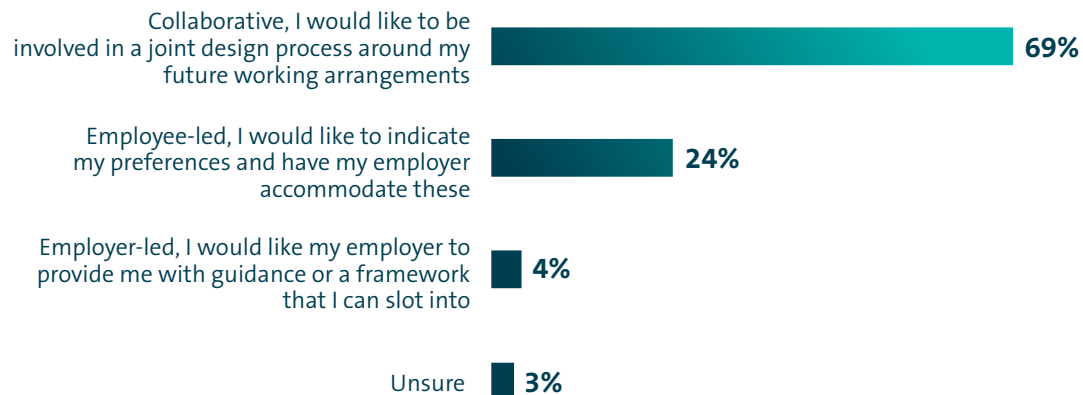
WHAT PROPORTION, IN THE FUTURE WILL YOU BE WORKING FROM HOME VERSUS IN-OFFICE/ONSITE?



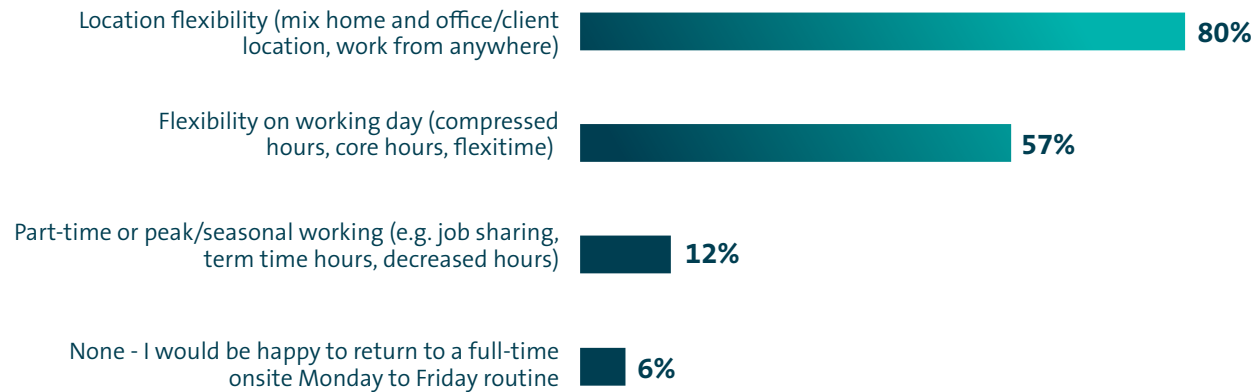
AT THIS POINT DO YOU KNOW YOUR LIKELY FUTURE WORKING ARRANGEMENT



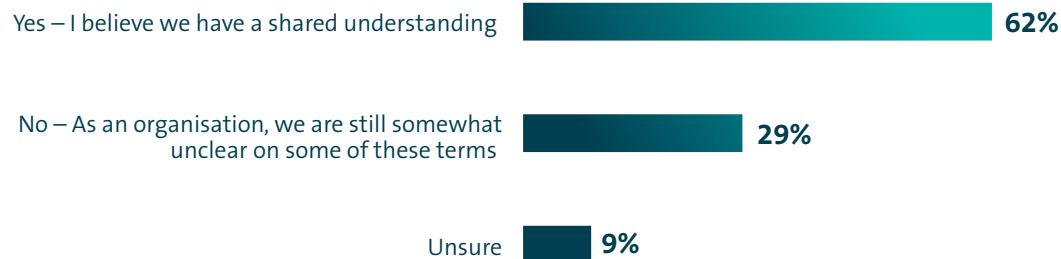
HOW WOULD YOU LIKE YOUR FUTURE WORKING ARRANGEMENTS TO BE DEFINED AND DESIGNED?



WHAT ASPECTS OF FLEXIBLE/HYBRID WORKING WOULD YOU FIND MOST VALUABLE IN THE FUTURE?



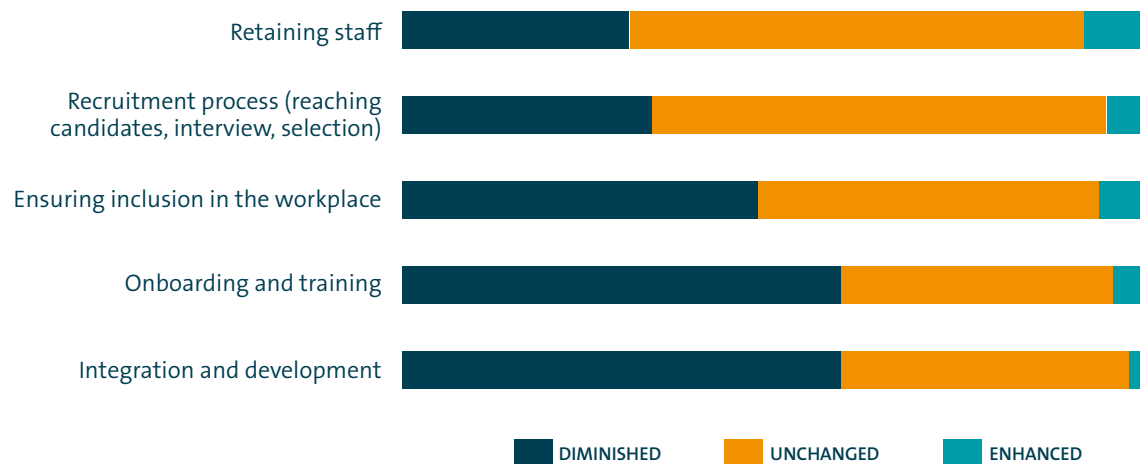
THERE ARE MANY DESCRIPTIONS OF THE POST-PANDEMIC WORKING ENVIRONMENT (E.G. “WFH”, HYBRID, VIRTUAL-FIRST, LAYERED, ALTERNATING). DO YOU FEEL THAT YOU AND YOUR EMPLOYER HAVE A CLEAR SHARED UNDERSTANDING OF THESE TERMS?



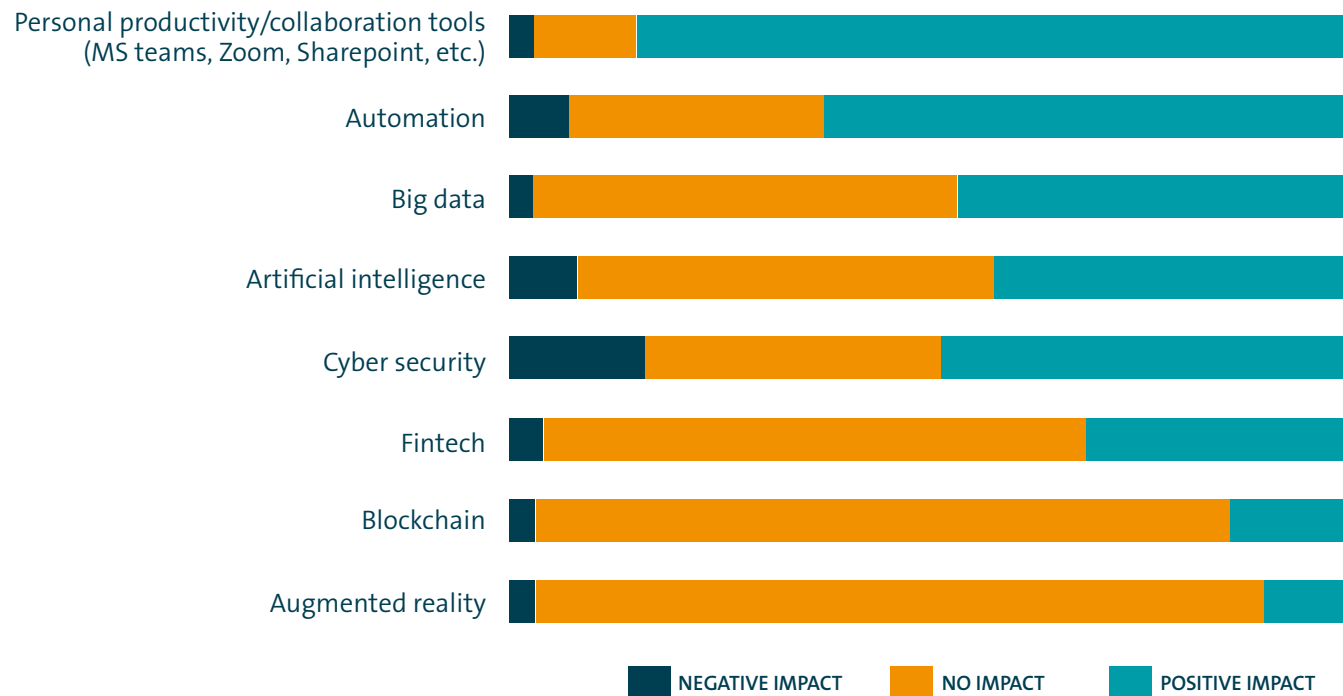
IF YOU MANAGE A TEAM, HOW ARE YOU FINDING THE PROCESS OF DESIGNING THEIR FUTURE WORKING ARRANGEMENTS?



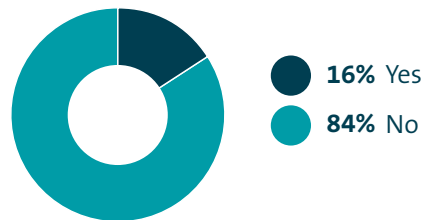
IF YOU MANAGE A TEAM, HOW ARE YOU FINDING RECRUITMENT AND RETENTION OF STAFF?



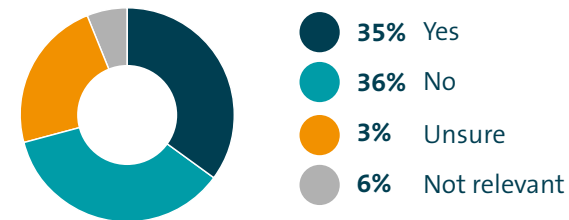
IN WHAT WAY IF ANY, WILL THE FOLLOWING TECHNOLOGIES POSITIVELY OR NEGATIVELY IMPACT YOUR CAREER?



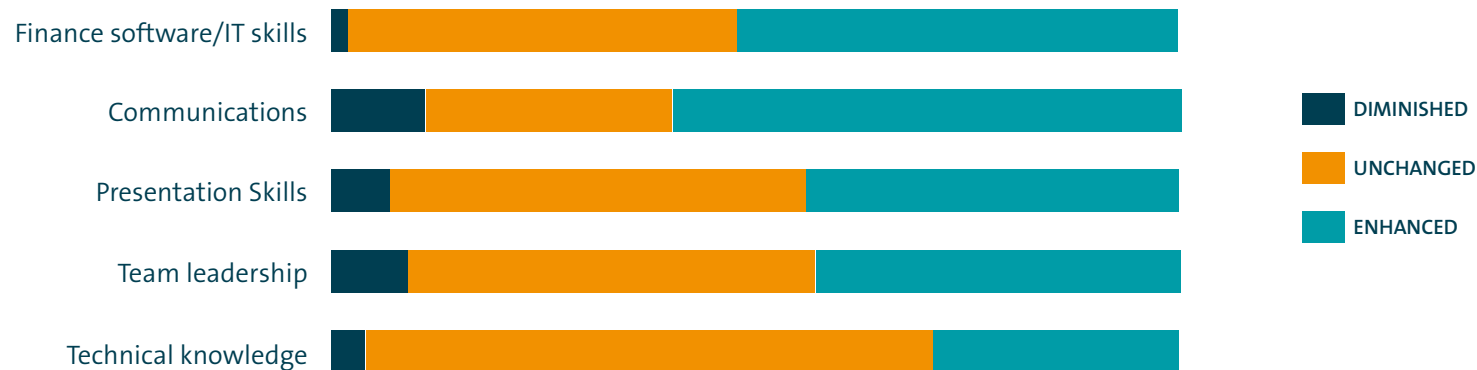
HAS THE PANDEMIC FUNDAMENTALLY CHANGED YOUR WORK AS A CHARTERED ACCOUNTANT IN YOUR ORGANISATION?



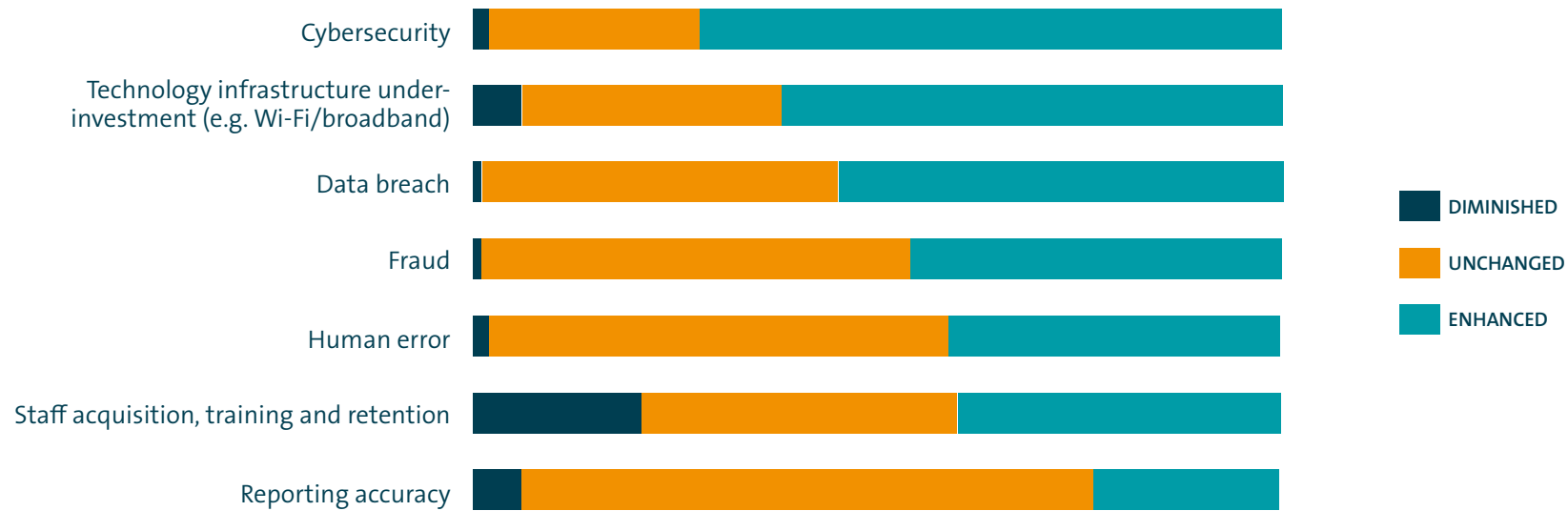
WILL (HAS) WORKING REMOTELY RESULTED IN MORE AUTOMATION OF PROCESSES?



HAS THE MOVE TO REMOTE WORKING HAD AN IMPACT ON THE SKILLS/COMPETENCIES YOU NEED FOR YOUR WORK AS A CHARTERED ACCOUNTANT IN YOUR ORGANISATION?



WHAT IMPACT HAS THE PANDEMIC HAD ON THE FOLLOWING RISK AREAS?



APPENDICES - SUPPORTING TABLES



INTERPRETING THE TABLES

EXAMPLE TABLE: TABLE 4

REMUNERATION OF HEAD OF FINANCE DEPT. - INDUSTRY & COMMERCE (BASE = 47)

Employees	Average Base Salary	% Who Expect to Receive Bonus	Average Bonus	% Receiving a Car Allowance	Average Car Allowance	% With Cars	Average YOQ	Average Salary Package	Lowest Package	Highest Package	% With Pension
	€	%	€	%	€	%	Year	€	€	€	%
1-50	€100,143	62%	€31,741	13%	€8,783	9%	2001	€121,871	€25,000	€730,000	72%

- Employees 1- 50 - 47 people responded who work in companies employing a maximum of 50 people.
- Average Base Salary - €100,143 – total of the 47 respondents’ base salaries in this category, divided by 47.
- % who received bonus - 62% - 29 respondents got a bonus, so percentage is 62%.
- Average bonus received – €31,741 – The average bonus received by the 29 respondents who received a bonus.
- % receiving a car allowance - 13% - Percentage of total number of respondents (6) from the 47 respondents who received a car allowance.
- Average car allowance received - €8,783 – The average car allowance received by the 6 respondents who received a car allowance.
- % with cars – In this example four respondents had a company car (as opposed to receiving a car allowance), so the percentage is 9%.
- Average YOQ – Average year of qualification.
- Average Salary Package - €121,871 – The total compensation (base salary, bonuses, car allowances and cars, allocating a value of €12,000 per company car) of all 47 respondents divided by total number (47) of respondents.

Where someone receives a car as distinct from a car allowance, we have given it a value of €12,000.

For example, someone on a basic salary of €60,000, a bonus of €5,000 and a company car, the total salary package is: €77,000 (€60,000 + €5,000 + €12,000).

TABLE 1

AVERAGE SALARY PACKAGE FOR ALL CHARTERED ACCOUNTANTS – TEN YEAR SUMMARY

	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
	€	€	€	€	€	€	€	€	€	€
INDUSTRY & COMMERCE										
Head of Finance	158,773	144,277	146,842	138,438	152,550	155,647	139,149	136,318	129,961	132,893
No.2 in Finance	105,057	101,531	99,903	105,000	104,852	96,355	96,148	91,445	84,475	100,020
No.3 in Finance	85,010	82,040	86,040	80,537	81,593	78,129	73,498	74,099	74,790	65,278
Managing Director	275,105	292,469	251,780	261,700	244,330	239,341	196,399	205,340	179,793	173,029
FINANCIAL SERVICES										
Head of Finance	204,334	180,850	190,952	182,981	176,410	140,898	140,942	165,890	147,858	161,292
No.2 in Finance	115,432	111,030	110,871	123,717	117,817	121,329	104,011	102,060	99,892	114,171
No.3 in Finance	85,345	86,258	82,834	85,849	83,496	79,332	78,837	75,729	72,204	90,644
Managing Director	301,624	262,639	290,871	275,815	331,987	331,548	252,200	256,210	203,499	288,731
BIG 4 FIRMS										
Seniors/Assistant Managers	49,543	50,500	52,500	51,142	48,548	47,989	45,824	46,871	44,602	47,794
Audit Managers and Directors	88,872	82,286	83,025	110,446	78,499	87,317	81,629	86,747	77,805	81,793
Tax Managers and Directors	90,845	90,610	106,255	99,953	81,223	88,933	83,062	79,034	80,407	75,133
Other Managers and Special	104,360	87,318	106,040	86,615	94,402	115,241	90,463	89,596	101,739	98,743
NON BIG 4 FIRMS										
Seniors/Assistant Managers	47,435	48,729	50,242	47,762	51,378	46,727	45,094	38,606	44,555	40,786
Managers	78,832	77,835	70,852	72,136	77,063	72,958	73,451	73,783	79,757	67,059

TABLE 2

PERCENTAGE OF TOTAL RESPONDENTS RECEIVING FRINGE BENEFITS (BASE = 1,052)

	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
	%	%	%	%	%	%	%	%	%	%
Institute Subscription	80	82	82	85	84	79	79	79	78	83
Pension Scheme	74	76	81	76	73	71	70	69	70	76
Health Insurance	55	52	50	48	47	44	44	47	46	46
Share Options	22	21	21	18	19	18	17	15	15	19
Club Subscriptions	11	14	14	14	12	12	10	14	13	12
Subsidised Loans	2	2	3	3	3	4	4	5	5	3
Company Cars	3	4	5	3	5	5	5	6	6	7
Car Allowances	14	15	18	20	19	17	13	19	20	21
Car Parking	42	46	49	50	48	47	48	50	49	53
Sponsored Personal Development*	57	57	62	62	54	51	48	48	45	-

* The percentage of respondents receiving Sponsored Personal Development was measured separately for the first time in 2013

TABLE 3

AVERAGE SALARY PACKAGE BY YEAR OF QUALIFICATION (BASE = 1,052)

	Industry & Commerce	Financial Services	Practice	Not for Profit/Government
Year of Qualification	€	€	€	€
2021	€54,681	€66,125	€52,103	€61,867
2020	€62,186	€65,410	€52,756	€66,515
2019	€70,562	€77,212	€63,158	€58,333
2018	€76,405	€75,143	€78,885	€63,500
2017	€79,911	€96,996	€75,188	€68,200
2016	€83,535	€83,000	€82,070	€90,000
2015	€103,837	€108,375	€78,881	€76,000
2014	€99,234	€90,976	€96,374	€63,827
2013	€106,048	€106,840	€68,625	€73,901
2012	€110,866	€117,060	€95,520	€75,018
2011	€117,928	€112,367	€100,380	€84,687
2006-2010	€126,263	€146,685	€98,598	€73,352
2001-2005	€147,466	€146,786	€115,881	€73,605
1996-2000	€239,881	€176,425	€137,857	€94,681
1986-1995	€190,605	€228,173	€95,325	€105,233
1966-1985	€142,995	€170,833	€84,000	€115,577
Total Base per sector	530	207	207	108

“Not for Profit/Government” includes those working in government departments, voluntary bodies, hospitals, colleges and the public service.

TABLE 4

REMUNERATION OF HEAD OF FINANCE DEPT. - INDUSTRY & COMMERCE (BASE = 128)

	Average Base Salary	% Who Expect to Receive Bonus	Average Bonus	% Receiving a Car Allowance	Average Car Allowance	% With Cars	Average YOQ	Average Salary Package	Lowest Package	Highest Package	% With Pension
	€	%	€	%	€	%	Year	€	€	€	%
1-50	€100,143	62%	€31,741	13%	€8,783	9%	2001	€121,871	€25,000	€730,000	72%
51-100	€133,622	75%	€27,064	33%	€21,603	25%	1996	€164,120	€60,000	€318,200	83%
101-250	€123,449	74%	€29,393	37%	€14,429	11%	2003	€151,686	€33,000	€352,000	89%
251-500	€127,000	83%	€47,067	33%	€13,000	33%	2000	€174,556	€61,833	€313,000	83%
501-1000	€121,375	75%	€25,000	13%	€12,000	13%	2005	€143,125	€75,000	€207,000	100%
1000+	€157,428	100%	€66,439	46%	€14,633	17%	2000	€232,573	€103,500	€750,000	96%
Overall	€123,207	75%	€39,573	27%	€15,014	15%	2001	€158,773	€25,000	€750,000	84%

TABLE 5

REMUNERATION OF NO.2 POSITION IN FINANCE DEPT. - INDUSTRY & COMMERCE (BASE = 120)

	Average Base Salary	% Who Expect to Receive Bonus	Average Bonus	% Receiving a Car Allowance	Average Car Allowance	% With Cars	Average YOQ	Average Salary Package	Lowest Package	Highest Package	% With Pension
	€	%	€	%	€	%	Year	€	€	€	%
1-50	€73,643	57%	€18,500	14%	€9,000	0%	2015	€85,500	€38,000	€143,000	64%
51-100	€81,050	70%	€13,571	0%	€0	0%	2013	€90,550	€52,500	€210,000	60%
101-250	€91,154	76%	€15,852	12%	€10,000	0%	2008	€104,452	€56,500	€180,000	94%
251-500	€75,566	63%	€9,100	11%	€11,250	0%	2009	€82,497	€39,000	€125,000	89%
501-1000	€90,450	100%	€10,400	20%	€10,000	0%	2013	€102,850	€80,000	€140,000	100%
1000+	€99,762	85%	€19,996	31%	€11,542	4%	2010	€120,853	€40,000	€298,000	93%
Overall	€89,717	77%	€16,849	20%	€11,113	2%	2011	€105,057	€38,000	€298,000	87%

TABLE 6

REMUNERATION OF NO.3 POSITION IN FINANCE DEPT. - INDUSTRY & COMMERCE (BASE = 62)

	Average Base Salary	% Who Expect to Receive Bonus	Average Bonus	% Receiving a Car Allowance	Average Car Allowance	% With Cars	Average YOQ	Average Salary Package	Lowest Package	Highest Package	% With Pension
	€	%	€	%	€	%	Year	€	€	€	%
1-50	€68,000	50%	€5,800	0%	€0	0%	2016	€70,900	€66,000	€75,800	100%
51-100	€63,000	75%	€6,233	0%	€0	0%	2018	€67,675	€50,000	€82,500	75%
101-250	€61,429	57%	€4,450	0%	€0	0%	2016	€63,971	€42,000	€87,000	71%
251-500	€56,773	71%	€7,480	0%	€0	0%	2018	€62,116	€46,500	€92,500	71%
501-1000	€75,833	67%	€5,575	0%	€0	0%	2015	€79,550	€65,000	€108,000	100%
1000+	€82,812	86%	€14,846	17%	€9,458	0%	2012	€97,172	€53,000	€314,000	94%
Overall	€75,026	77%	€11,713	10%	€9,458	0%	2014	€85,010	€42,000	€314,000	89%

TABLE 7

REMUNERATION OF OTHER POSITIONS - INDUSTRY & COMMERCE (BASE = 220 TOTAL)

		Average Base Salary	% Who Expect to Receive Bonus	Average Bonus	% Receiving a Car Allowance	Average Car Allowance	% With Cars	Average YOQ	Average Salary Package	Lowest Package	Highest Package
		€	%	€	%	€	%	Year	€	€	€
Managing Directors	2021	€204,500	60%	€103,500	35%	€14,014	30%	1996	€275,105	€90,000	€533,000
	2020	177,594	69%	47,778	19%	11,333	13%	1992	235,300	48,000	650,000
	2019	183,975	90%	66,583	40%	15,200	15%	1994	251,780	110,000	650,000
	2018	188,077	77%	78,800	69%	14,789	23%	1989	261,700	60,000	750,000
	2017	177,999	78%	73,440	25%	14,825	44%	1994	244,330	50,000	912,000
	2016	166,024	82%	80,643	29%	15,480	24%	1992	239,341	60,000	735,000
	2015	146,164	70%	61,063	30%	15,486	30%	1989	196,399	76,200	444,000
Other Categories	2021	€86,747	78%	€18,225	14%	€12,400	1%	2012	€96,186	€10,920	€340,000
	2020	90,208	66%	17,771	14%	11,327	4%	2010	100,372	40,000	454,000
	2019	90,332	87%	21,224	18%	11,609	5%	2009	111,439	37,000	662,000
	2018	86,567	79%	19,895	21%	11,408	2%	2008	105,001	48,000	737,000
	2017	85,357	80%	18,377	24%	11,592	3%	2007	103,137	30,500	649,500
	2016	87,666	83%	17,439	19%	11,078	4%	2006	106,602	45,000	531,000
	2015	77,505	63%	14,262	11%	10,971	6%	2005	88,313	30,000	377,500

Other Categories include: Internal Auditors, Consultants, Treasurers, etc.

TABLE 8

ANNUAL LEAVE AND FRINGE BENEFITS - INDUSTRY AND COMMERCE (BASE = 530)

	Institute Subscription	Sponsored Personal Development	Pension Scheme	Health Insurance	Share Options	Club Subscriptions	Preferential Loans	Cars	Car Allowance	Car Parking	Annual Leave
	%	%	%	%	%	%	%	%	%	%	days
Head of Finance	81%	52%	70%	59%	23%	6%	2%	15%	27%	70%	24 days
No.2 Finance	87%	55%	77%	71%	30%	9%	0%	2%	20%	49%	24 days
No.3 Finance	89%	55%	71%	55%	21%	6%	2%	0%	10%	47%	23 days
Managing Directors	80%	65%	80%	40%	35%	15%	0%	30%	35%	60%	24 days
Other	83%	58%	88%	70%	48%	14%	0%	1%	14%	40%	24 days

TABLE 9

REMUNERATION OF HEAD OF FINANCE DEPT. - FINANCIAL SERVICES (BASE = 28)

	Average Base Salary	% Who Expect to Receive Bonus	Average Bonus	% Receiving a Car Allowance	Average Car Allowance	% With Cars	Average YOQ	Average Salary Package	Lowest Package	Highest Package	% With Pension
	€	%	€	%	€	%	Year	€	€	€	%
1-50	€121,269	57%	€54,333	14%	€16,000	0%	1998	€129,648	€60,000	€265,000	100%
51-100	€128,720	40%	€29,500	40%	€25,000	20%	1996	€152,920	€72,500	€206,500	80%
101-250	€122,500	100%	€35,000	50%	€30,000	50%	2003	€178,500	€177,000	€180,000	100%
251-500	€108,946	100%	€28,000	50%	€15,200	0%	2009	€144,546	€96,000	€193,091	100%
501-1000	€170,700	100%	€53,750	50%	€12,500	0%	2001	€230,700	€81,800	€385,000	100%
1000+	€175,900	100%	€119,805	25%	€20,000	0%	2000	€300,705	€115,000	€675,000	100%
Overall	€144,478	79%	€141,884	32%	€19,578	7%	2000	€204,334	€60,000	€675,000	96%

TABLE 10

REMUNERATION OF NO.2 POSITION IN FINANCE DEPT. - FINANCIAL SERVICES (BASE = 37)

	Average Base Salary	% Who Expect to Receive Bonus	Average Bonus	% Receiving a Car Allowance	Average Car Allowance	% With Cars	Average YOQ	Average Salary Package	Lowest Package	Highest Package	% With Pension
	€	%	€	%	€	%	Year	€	€	€	%
1-50	€78,600	80%	€18,500	20%	€9,000	0%	2013	€95,200	€36,000	€125,000	100%
51-100	€95,000	100%	€21,125	0%	€0	0%	2012	€116,125	€77,000	€205,000	75%
101-250	€155,000	100%	€65,000	0%	€0	0%	2010	€220,000	€220,000	€220,000	100%
251-500	€90,000	100%	€9,000	0%	€0	0%	2017	€99,000	€99,000	€99,000	100%
501-1000	€112,000	100%	€20,500	50%	€9,000	0%	2004	€137,000	€136,000	€138,000	100%
1000+	€96,279	83%	€16,250	33%	€11,223	4%	2008	€114,062	€50,000	€187,200	100%
Overall	€96,019	86%	€18,703	27%	€10,778	3%	2009	€115,432	€36,000	€220,000	97%

TABLE 11
REMUNERATION OF OTHER POSITIONS - FINANCIAL SERVICES (BASE = 142)

		Average Base Salary	% Who Expect to Receive Bonus	Average Bonus	% Receiving a Car Allowance	Average Car Allowance	% With Cars	Average YOQ	Average Salary Package	Lowest Package	Highest Package
	Year	€	%	€	%	€	%	Year	€	€	€
No.3 in Finance	2021	€77,691	68%	€8,093	18%	€11,750	0%	2011	€85,345	€52,000	€133,000
	2020	78,904	62%	9,265	14%	11,333	0%	2011	86,258	55,000	125,000
	2019	75,887	71%	7,091	18%	11,000	0%	2011	82,834	35,300	128,000
	2018	75,743	62%	12,169	21%	12,333	0%	2010	85,849	52,000	145,000
	2017	72,316	69%	9,917	26%	16,830	0%	2009	83,496	44,500	168,000
	2016	69,582	73%	10,756	19%	7,830	4%	2008	79,332	38,000	171,000
	2015	70,076	77%	8,426	14%	13,167	5%	2006	78,837	41,000	192,000
Managing Directors	2021	€232,851	64%	€97,143	45%	€12,900	9%	1997	€301,624	€119,500	€743,000
	2020	191,367	60%	112,222	33%	9,418	7%	1996	262,693	110,000	528,000
	2019	198,819	91%	94,700	45%	10,717	9%	1994	290,871	144,000	550,000
	2018	189,133	87%	78,165	60%	30,231	7%	1993	275,815	100,000	500,000
	2017	214,736	85%	129,705	42%	14,457	12%	1994	331,987	95,500	1,042,500
	2016	193,000	92%	139,175	62%	16,378	0%	1991	331,548	120,000	1,033,000
	2015	187,133	87%	6,7962	47%	11,786	7%	1991	252,200	96,000	518,000
Other Categories	2021	€95,833	65%	€19,921	18%	€13,945	1%	2010	€111,478	€45,000	€365,000
	2020	104,259	61%	24,206	24%	12,560	2%	2007	122,232	59,000	360,000
	2019	99,659	71%	25,012	28%	11,581	2%	2007	120,728	48,000	405,000
	2018	93,510	65%	24,014	31%	11,836	1%	2005	113,059	47,000	432,000
	2017	90,682	65%	19,234	31%	15,336	2%	2006	108,160	29,500	872,000
	2016	85,791	63%	20,175	35%	11,227	5%	2005	102,816	13,600	293,600
	2015	89,734	64%	21,246	32%	11,341	4%	2004	107,296	45,000	350,000

Other Categories include: Internal Auditors, Consultants, Treasurers, etc.

TABLE 12

ANNUAL LEAVE AND FRINGE BENEFITS - FINANCIAL SERVICES (BASE = 207)

	Institute Subscription	Sponsored Personal Development	Pension Scheme	Health Insurance	Share Options	Club Subscriptions	Preferential Loans	Cars	Car Allowance	Car Parking	Annual Leave
	%	%	%	%	%	%	%	%	%	%	days
Head of Finance	89%	71%	93%	68%	46%	14%	4%	7%	32%	50%	26 days
No.2 Finance	89%	68%	86%	84%	22%	24%	3%	3%	27%	16%	26 days
No.3 Finance	64%	32%	86%	72%	23%	14%	0%	0%	18%	9%	25 days
Managing Directors	73%	64%	82%	73%	27%	9%	9%	9%	45%	73%	29 days
Other	72%	57%	86%	67%	21%	17%	6%	1%	18%	28%	25 days

TABLE 13

SALARIES IN PRACTISING FIRMS (BASE = 207)

		Average Salary Package	Lowest Salary Package	Highest Salary Package
		€	€	€
Big 4 Seniors & Assistant Managers	2021	49,543	45,000	62,000
	2020	50,500	47,000	59,500
	2019	52,500	45,000	75,000
	2018	51,142	42,250	86,000
	2017	48,548	41,000	58,750
Big 4 Audit Managers & Directors	2021	88,872	48,000	178,000
	2020	82,286	60,000	152,000
	2019	83,025	63,000	155,000
	2018	110,446	63,600	274,344
	2017	78,499	50,000	142,000
Big 4 Tax Managers & Directors	2021	90,845	52,000	164,000
	2020	90,610	63,000	225,500
	2019	106,226	50,000	236,000
	2018	99,953	48,000	209,500
	2017	81,223	55,000	135,000
Big 4 Other Managers, Directors & Specialists	2021	104,360	66,000	209,000
	2020	87,318	60,000	157,900
	2019	106,040	66,000	240,000
	2018	86,615	46,000	190,000
	2017	94,402	55,000	195,000
Non Big 4 Seniors & Assistant Managers	2021	47,435	23,000	76,800
	2020	48,729	25,000	70,000
	2019	50,242	31,000	77,000
	2018	47,762	30,000	68,000
	2017	51,378	26,200	170,000
Non-Big 4 Managers	2021	78,832	38,400	177,000
	2020	77,835	36,000	180,000
	2019	70,852	44,000	140,000
	2018	72,136	35,000	150,000
	2017	77,063	40,000	210,000

Partners in practising firms were not included in the survey as they are employers and not employees, and as such they are not paid a salary.

TABLE 14

ANNUAL LEAVE AND FRINGE BENEFITS - PRACTISING FIRMS (BASE = 207)

	Institute Subscription	Sponsored Personal Development	Pension Scheme	Health Insurance	Club Subscriptions	Cars	Car Allowance	Car Parking	Annual Leave
	%	%	%	%	%	%	%	%	days
Big 4 Seniors & Assistant Managers	70%	48%	30%	43%	35%	0%	0%	0%	22 days
Big 4 Audit Managers and Directors	64%	39%	68%	64%	25%	0%	0%	36%	26 days
Big 4 Tax Managers and Directors	89%	42%	63%	63%	11%	0%	5%	37%	26 days
Big 4 Other Managers and Directors	90%	41%	76%	72%	31%	0%	0%	31%	25 days
Non Big 4 Seniors and Assistant Managers	60%	60%	12%	12%	5%	0%	2%	30%	21 days
Non Big 4 Managers	82%	65%	55%	23%	3%	0%	2%	38%	23 days



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