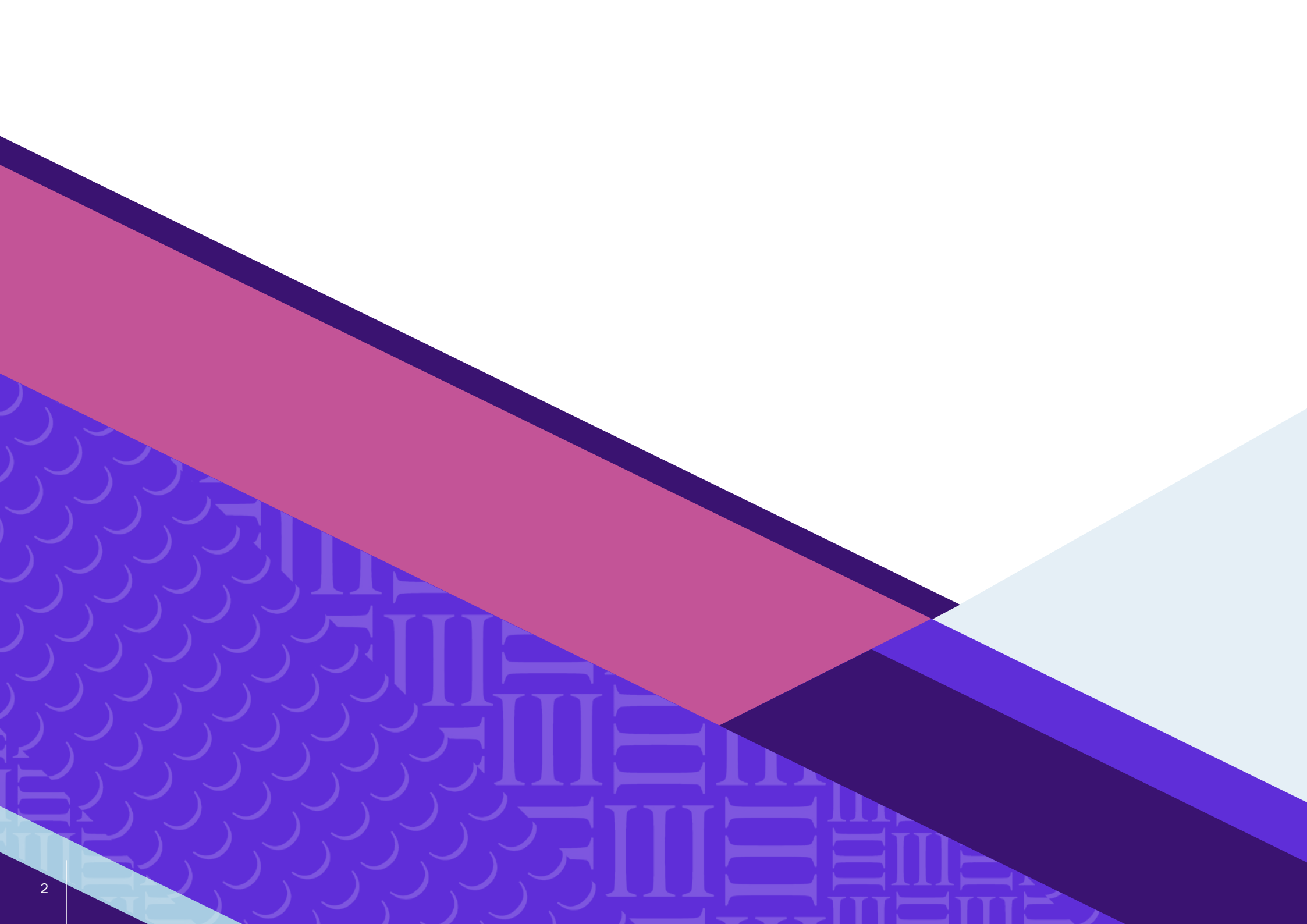


The background of the slide is composed of several overlapping geometric shapes in shades of purple, pink, and light blue. A dark purple diagonal band runs from the bottom left towards the center. A pink triangle is positioned in the upper left. A light blue triangle is in the middle right. The bottom right corner features a solid purple shape. The bottom left area has a repeating pattern of the IDP monogram in a lighter purple shade.

Board Director Remuneration and Governance Survey 2025/26



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Foreword

At a time of heightened geopolitical instability, accelerating digital disruption and mounting complexity, trusted insights and shared learning across our Director community are more valuable than ever. The IoD Ireland Board Director¹ Remuneration and Governance Survey 2025/26 offers a grounded perspective on the state of governance in Ireland, informed by over 230 Directors representing 385 paid directorships across private and plc companies, in a broad range of sectors.

The findings reveal expected differences in Director remuneration, shaped by the organisation's size, complexity, and the stage of its development, from early-stage start-ups to well-established enterprises. The evolving regulatory landscape intensifies the complexity of Director remuneration decisions, compelling boards to critically assess governance frameworks and ensure they remain robust and responsive amid escalating workloads.

Encouragingly, over 70% of respondents stated their remuneration adequately reflected their responsibilities and time commitments.

Survey data points to a high level of adoption of leading board governance practices, particularly within Regulated Financial Services (RFS). It is clear that boards are continuing to strengthen their processes, underpinned by strong ethical and regulatory standards.

Strategy and risk management remain the top-rated core competencies prioritised by boards, with artificial intelligence (AI) and generative AI emerging as fast-rising areas of desired expertise.

This report offers a timely and insightful view of board governance in Ireland, shaped by the shared experiences and perspectives of our members. While it represents just one part of a broader landscape, it provides a strong indication of current practices and emerging trends.

On behalf of IoD Ireland, my sincere thanks to all of those who participated. Your contributions enhance our shared understanding of board effectiveness and governance excellence, the foundations of strong leadership in challenging times.

Caroline Spillane CDir
Chief Executive Officer
Institute of Directors Ireland



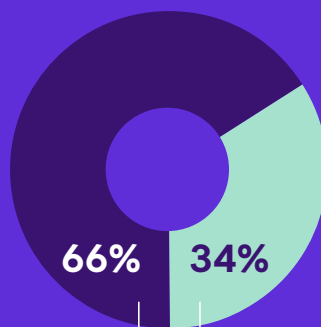
Survey Metrics at a Glance

Trusted Board insights derived from a unique and broad-based reach across **IoD Ireland** membership.



231

Directors
Responded



Male

Female²



385

Paid
Directorships

68%

Respondents
with 6+ years'
experience

56%

In Regulated Financial
Services (RFS)



36%

Board
Chairs

73%

Respondents
attend 5+ scheduled
Board meetings p.a.

44%

Across all Other
Companies (OC)

Executive Summary

The IoD Ireland Board Director Remuneration and Governance Survey 2025/26 highlights variations in Non-Executive Director remuneration, driven by organisation size, scale and complexity amid increasing director workloads.

70% of respondents stated their remuneration adequately reflects their responsibilities and time commitments.

Remuneration - Regulated Financial Services (RFS)³

74%

of director remuneration falls within the **mid to upper tier** remuneration ranges.⁵

73%

of board chair remuneration falls within the **mid to upper tier** remuneration ranges.^{5,6}

The data indicates variations across all sectors, reflecting the diversity in size, scale and complexity of regulated entities.

Remuneration - Other Companies (OC)³

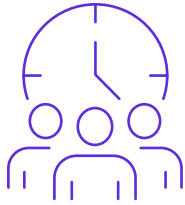
34%

of director remuneration falls within the **mid to upper tier** remuneration ranges.

71%

of respondents serve on **private sector boards**, where remuneration structures reflect company size and stage of growth.

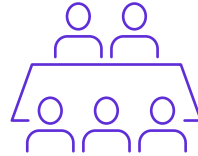
Listed PLCs Euronext Dublin⁴, director and board chair remuneration varies widely, reflecting differences in market capitalisation and company size.



Director Time Commitments

79% **RFS** **67%** **OC directors**
attend **at least 5 scheduled board meetings** per annum, marking a shift away from traditional quarterly meeting cycles. This figure does not include committee meetings.

More frequent meetings, increasing board pack volumes, expanded committee responsibilities and increasing regulatory expectations are driving increases in time commitment and workload in both RFS and OC.



Board Governance Practices

High level of adoption of leading board governance practices within Regulated Financial Services, influenced by regulatory standards and governance codes.

Other Companies continue to advance along the adoption curve, providing a **strong foundation for further progress**.



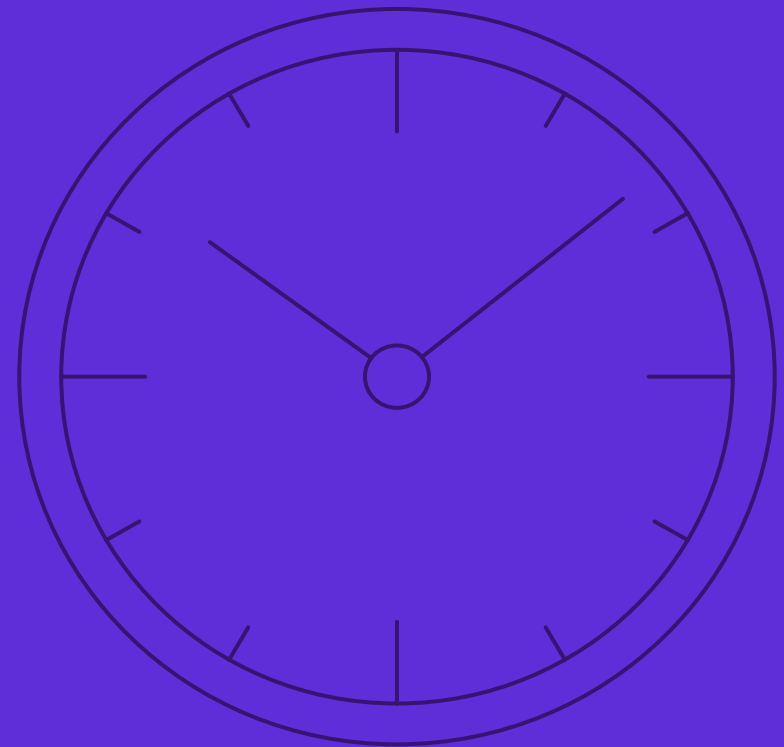
Board Challenges, Experience and Expertise

Finance, Cybersecurity / IT / Data Privacy and Compliance are the top three challenges facing boards in the year ahead.

Strategy, risk management and the fast emerging field of **artificial intelligence and generative AI** are the top 3 in-demand areas of board expertise - signalling a continued evolution of the director skill set in a fast-changing landscape.

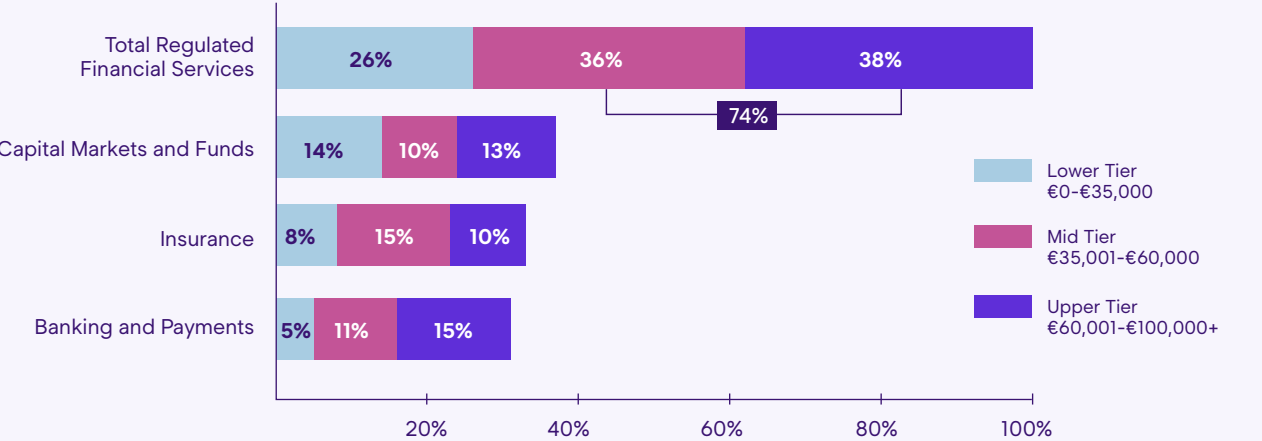
Director Remuneration and Time Commitments

| | |
|------------------------------------|----|
| Regulated Financial Services (RFS) | 9 |
| Other Companies (OC) | 16 |



Regulated Financial Services Combined: Director and Board Chair Remuneration

RFS: Director Remuneration Tiers by Sector⁷



Directors' Lens – A Data Driven View

Director Remuneration

38% of Director Remuneration was within the **Upper Tier** Remuneration Ranges

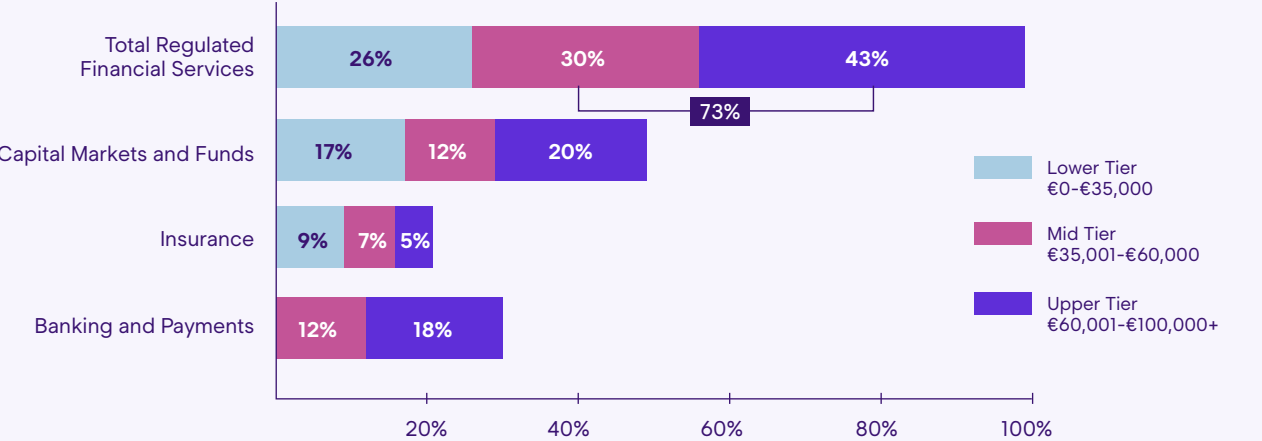
74% of Director Remuneration was within the **Mid and Upper Tier** Remuneration Ranges

Board Chair Remuneration

43% of Board Chair Remuneration was within the **Upper Tier** Remuneration Ranges

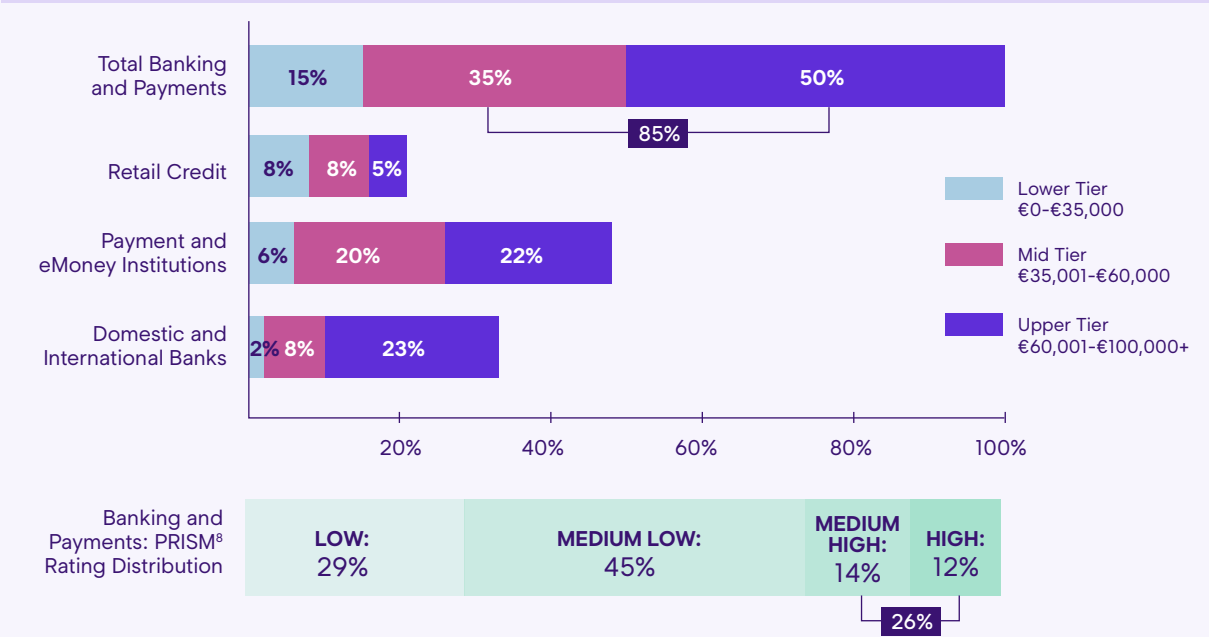
73% of Board Chair Remuneration was within the **Mid and Upper Tier** Remuneration Ranges

Board Chair: Total Remuneration Distribution by Sector

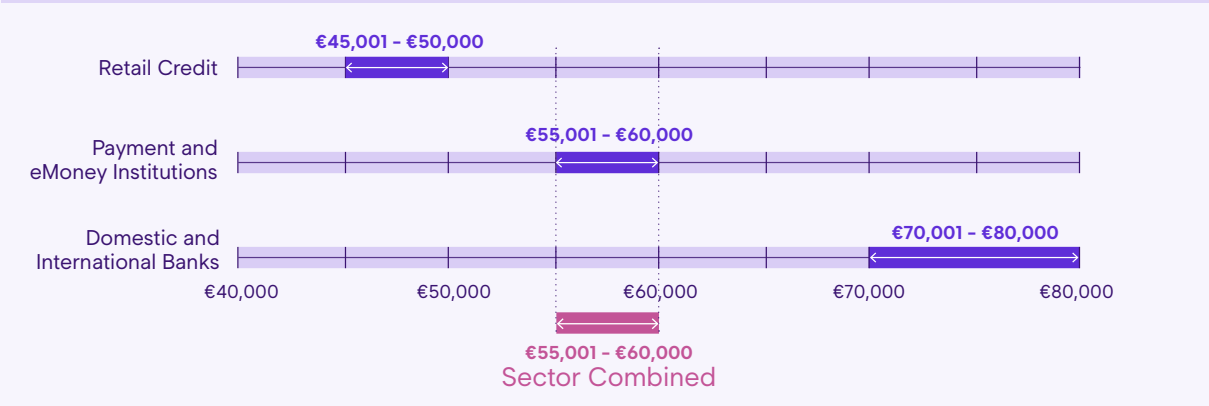


Banking and Payments: Director and Board Chair Remuneration

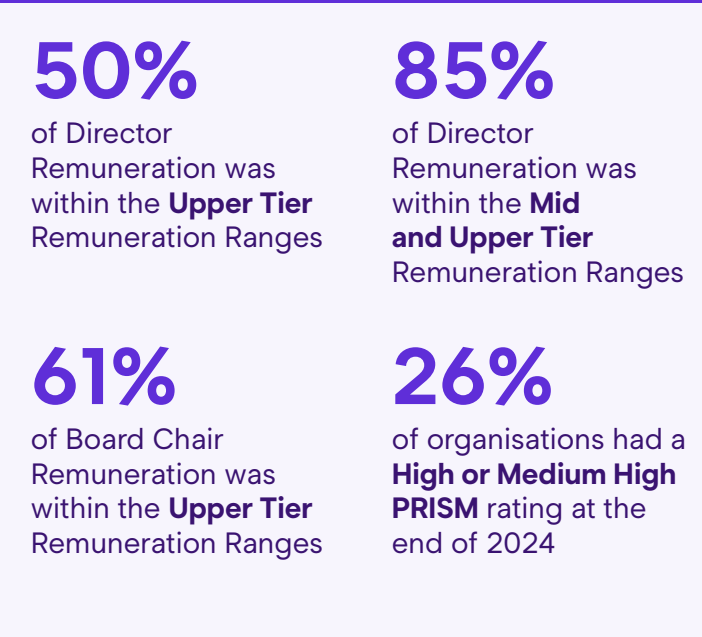
Banking and Payments: Director Remuneration Tiers by Sub-Sector⁷



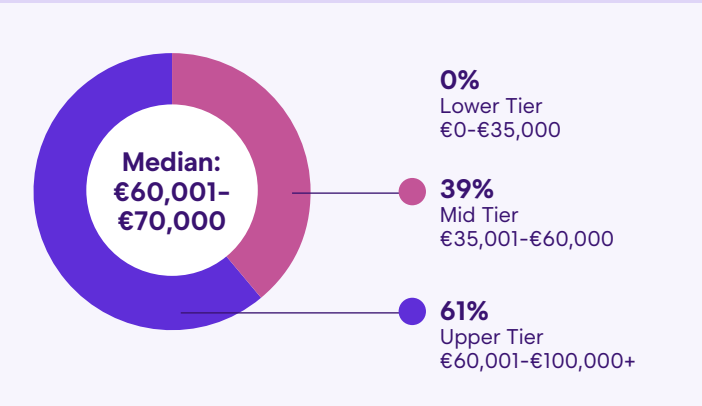
Median: Director Remuneration Only by Sub-Sector



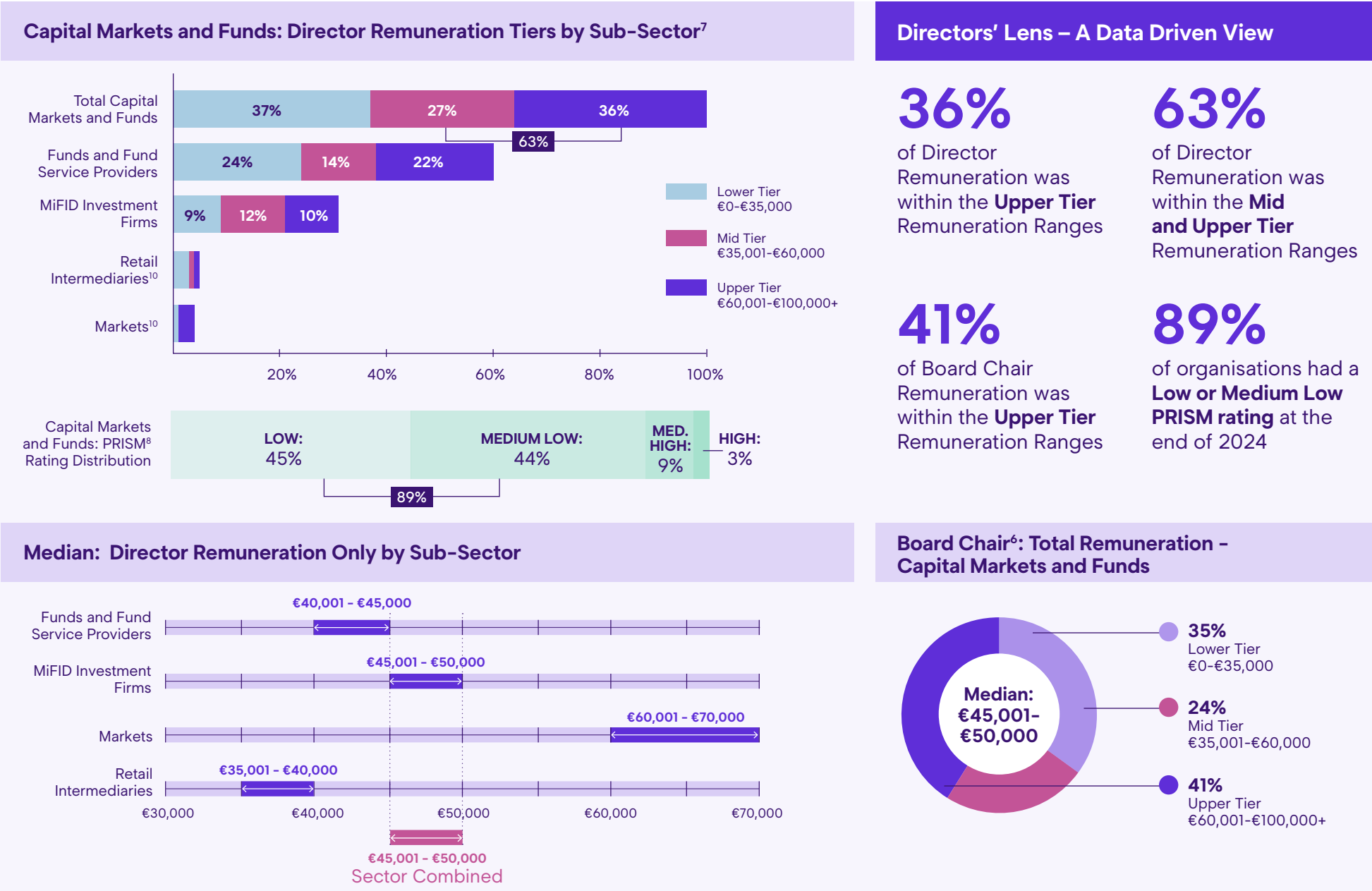
Directors' Lens – A Data Driven View



Board Chair: Total Remuneration⁶ – Banking and Payments

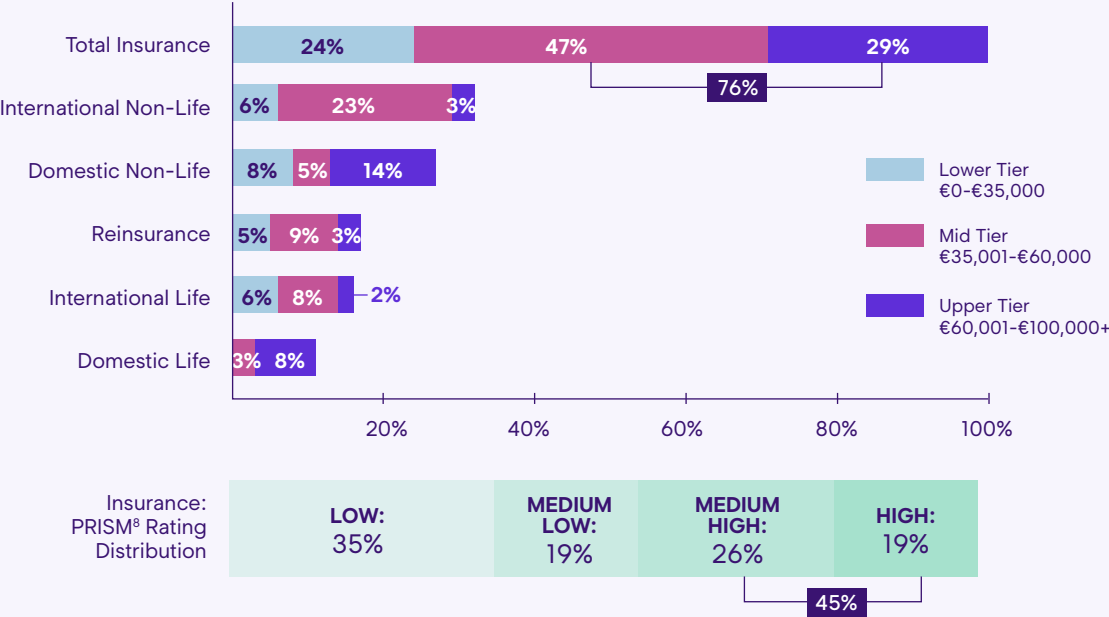


Capital Markets and Funds: Director and Board Chair Remuneration

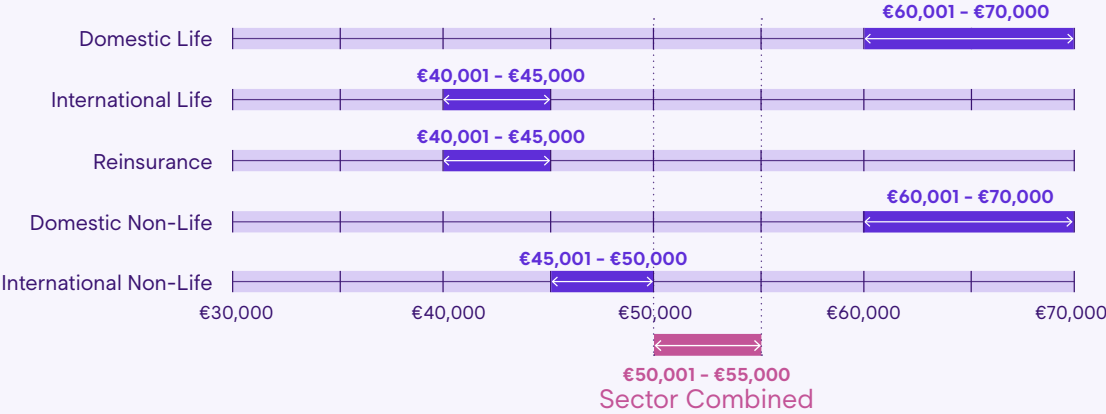


Insurance: Director and Board Chair Remuneration

Insurance: Director Remuneration Tiers by Sub-Sector⁷



Median: Director Remuneration Only by Sub-Sector



Directors' Lens – A Data Driven View

29%

of Director Remuneration was within the **Upper Tier** Remuneration Ranges

76%

of Director Remuneration was within the **Mid and Upper Tier** Remuneration Ranges

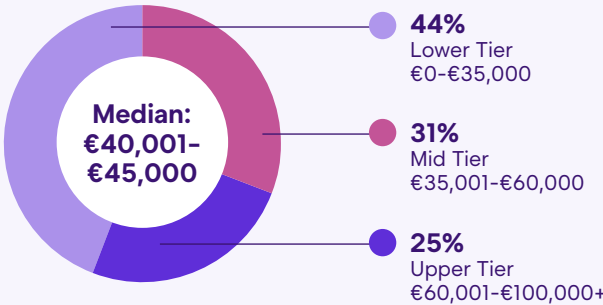
56%

of Board Chair Remuneration was within the **Mid and Upper Tier** Remuneration Ranges

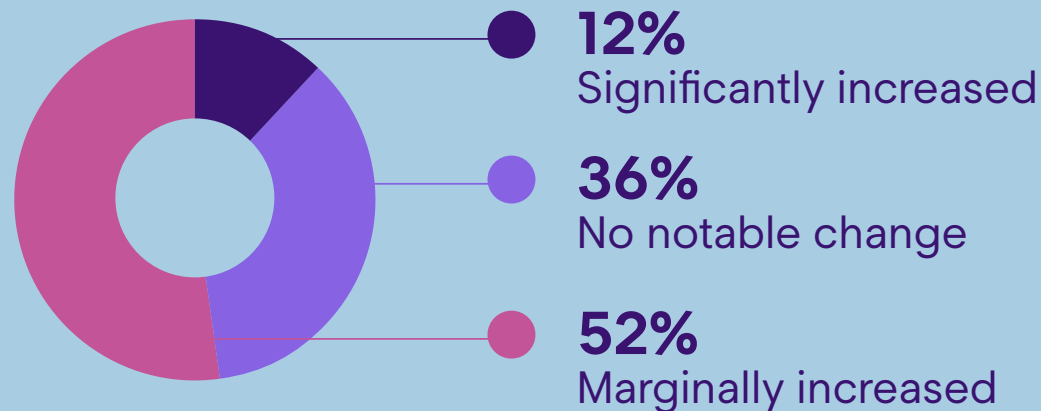
45%

of organisations had a **Medium High or High PRISM rating** at the end of 2024

Board Chair: Total Remuneration⁶ – Insurance

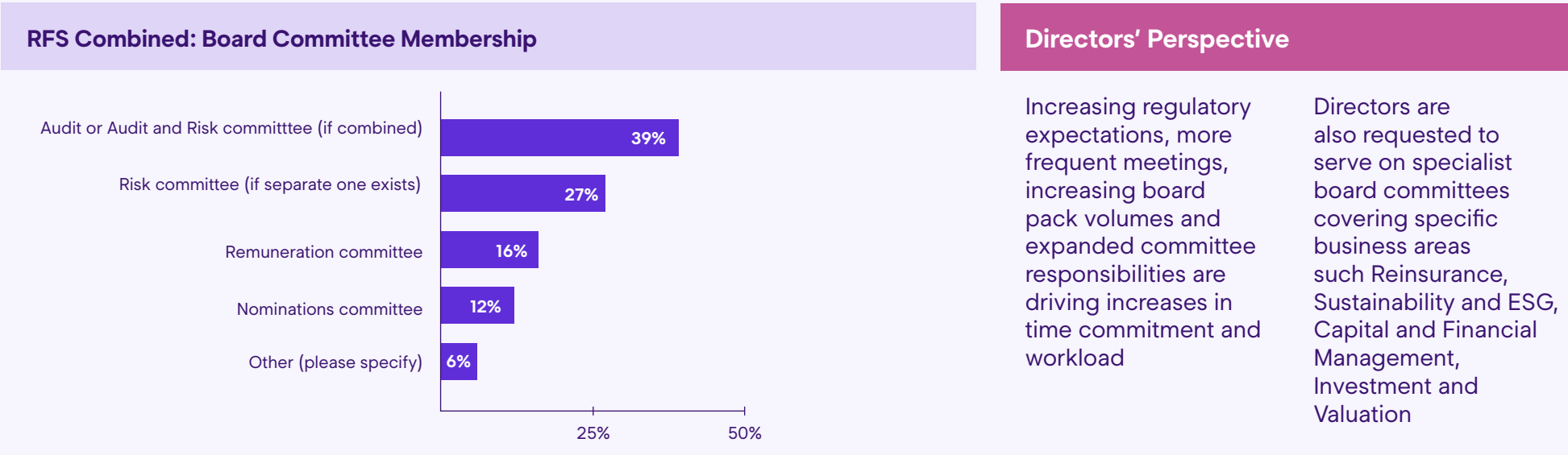
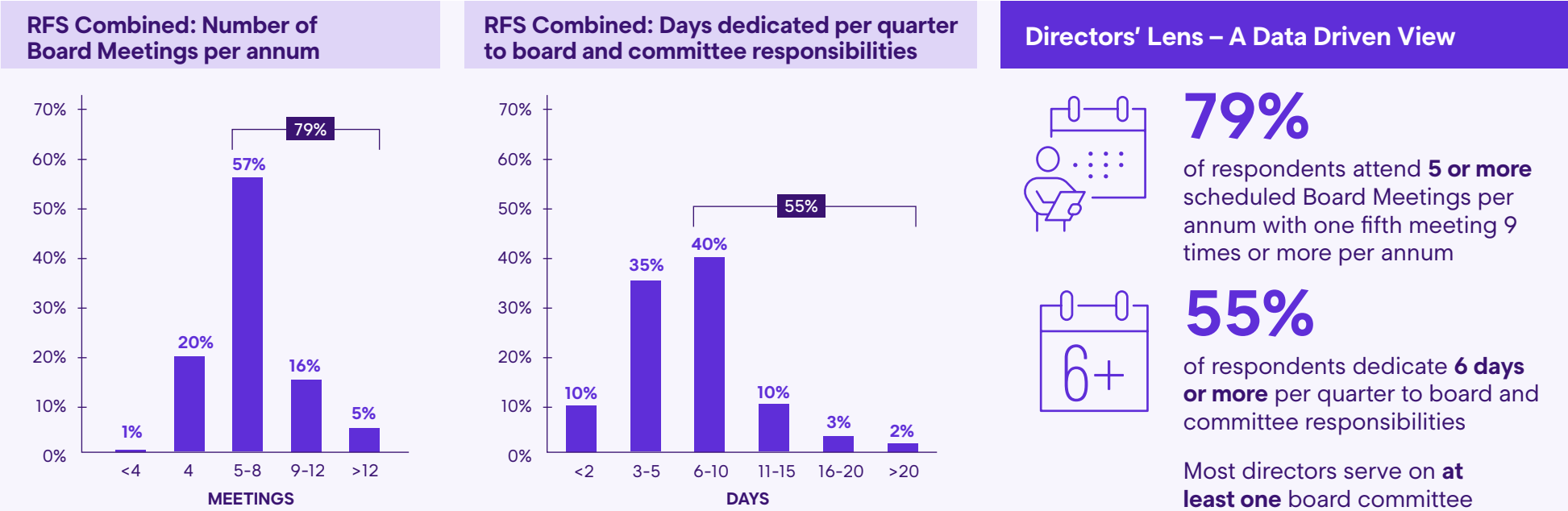


Regulated Financial Services: To what extent do regulatory requirements impact director time commitments?

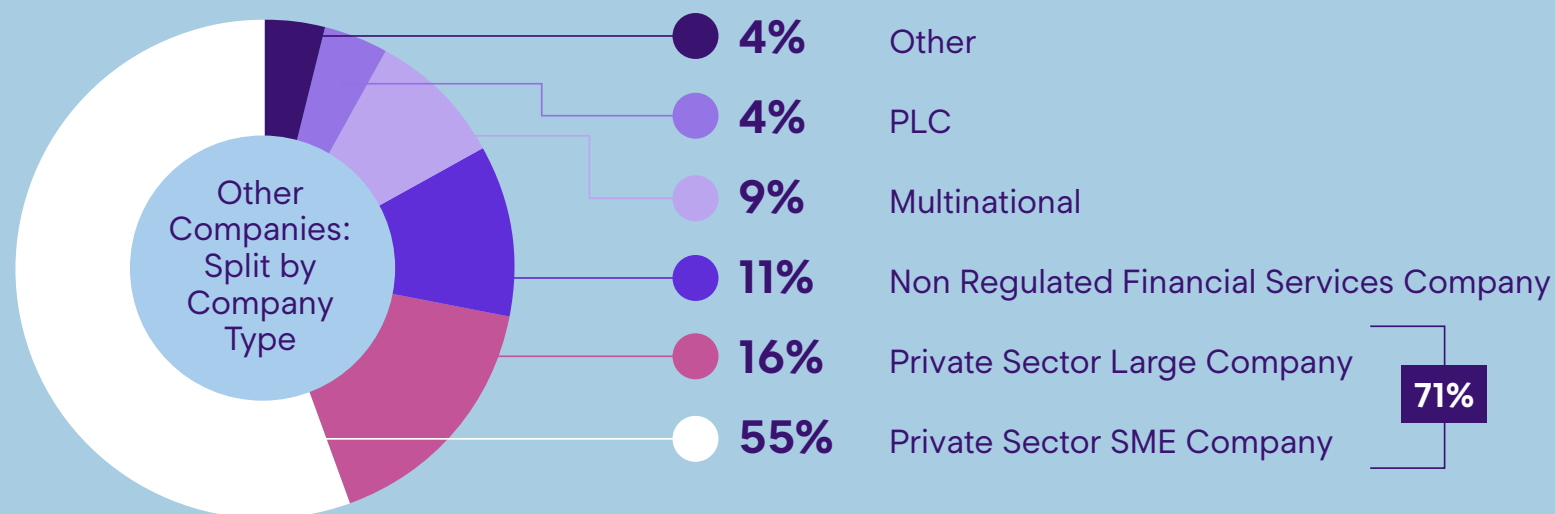


The data indicates an ever-expanding regulatory landscape and escalating workload serve as prompts for boards to routinely and critically assess their governance frameworks, ensuring they remain robust, responsive and effective.

RFS Combined – Director Time Commitments

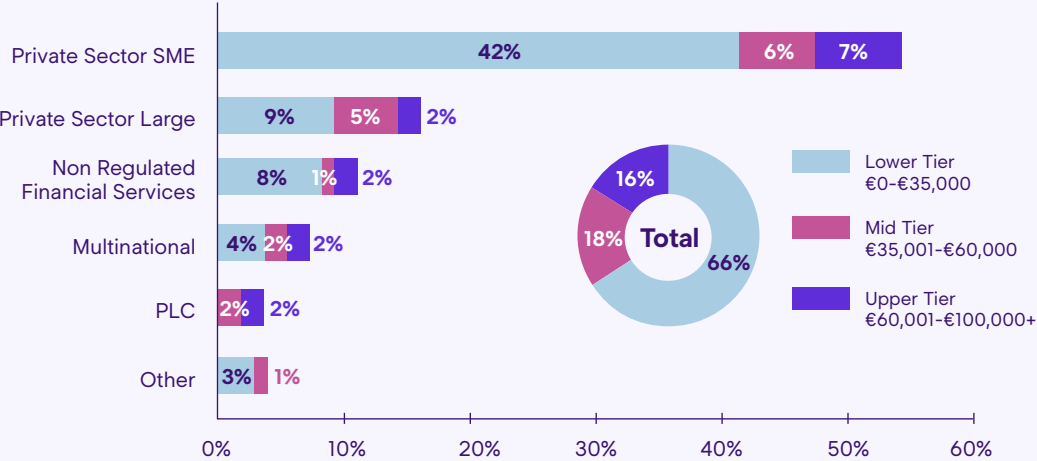


Snapshot of Other Companies by Type



Other Companies: Director and Board Chair Remuneration

Other Companies: Director Remuneration by Tiers



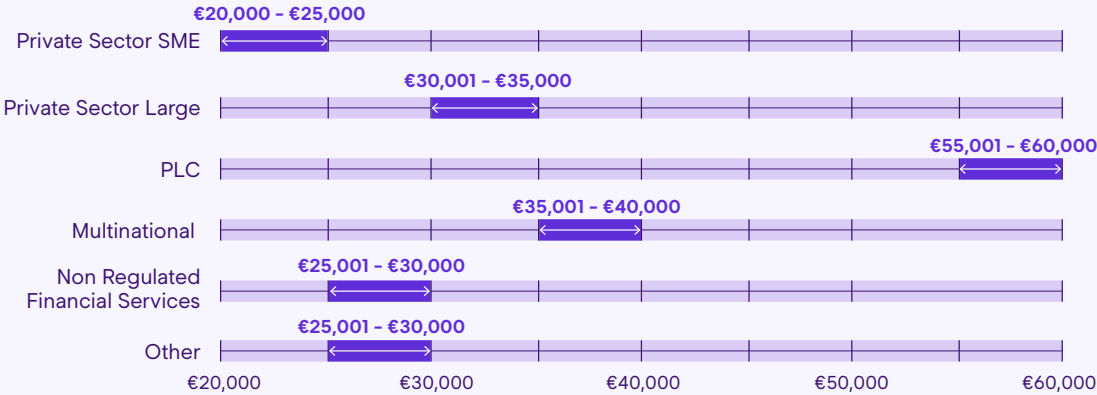
Directors' Lens – A Data Driven View

71%
of respondents serve on boards operating in the **Private Sector**

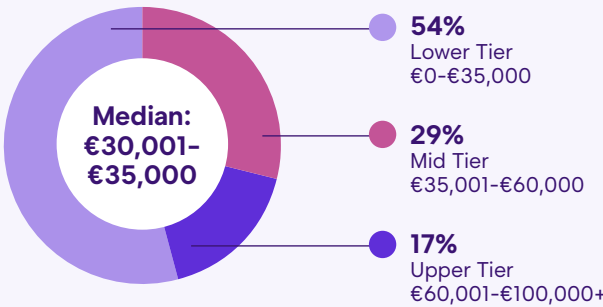
34%
of Director Remuneration was within the **Mid and Upper Tier** Remuneration Ranges

46%
of Board Chair Remuneration was within the **Mid and Upper Tier** Remuneration Ranges

Median: Director Remuneration Only by Company Type

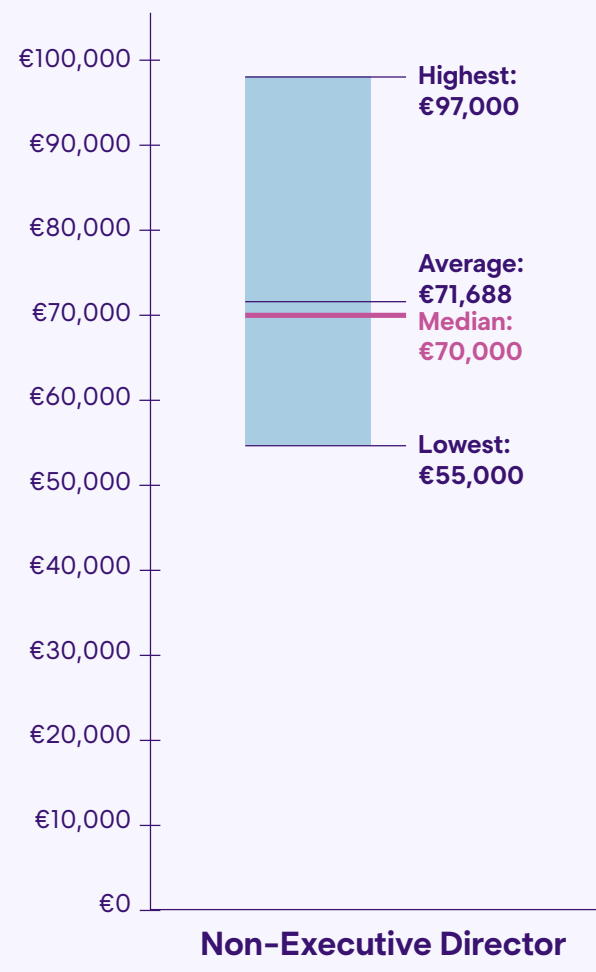
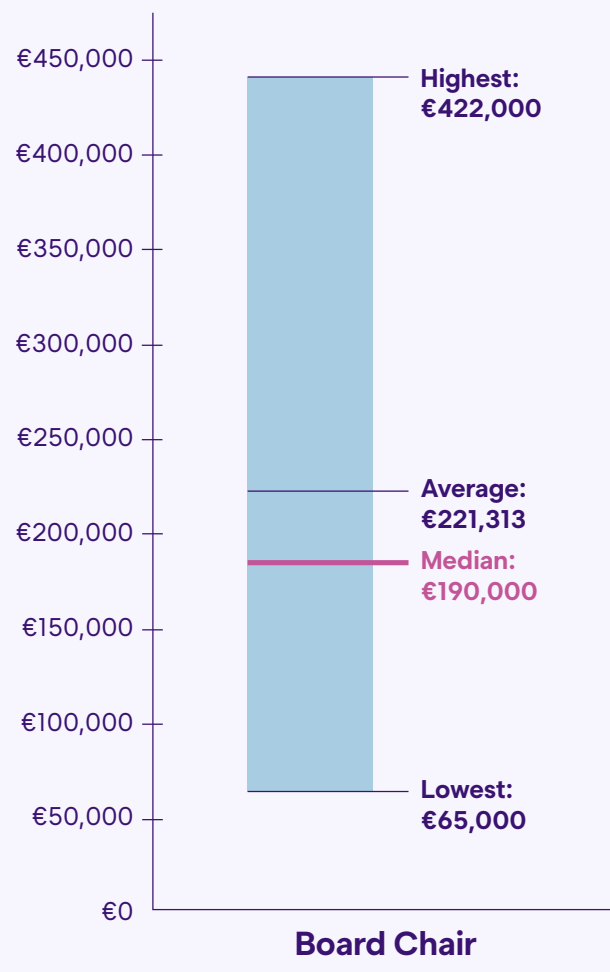


Board Chair: Total Remuneration⁶ – Other Companies



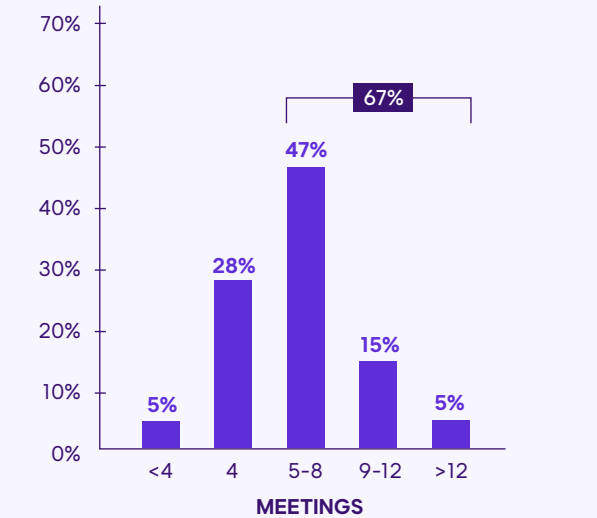
Euronext Dublin: Other Companies PLCs 2024 Remuneration

To enhance comparability, IoD Ireland reviewed the 2024 annual reports of 16 of Ireland's 20 largest Euronext Dublin listed companies (excluding RFS) as at 1 July 2025⁴. Summary data covering Board Chair and Non-Executive Director Remuneration is set out below.

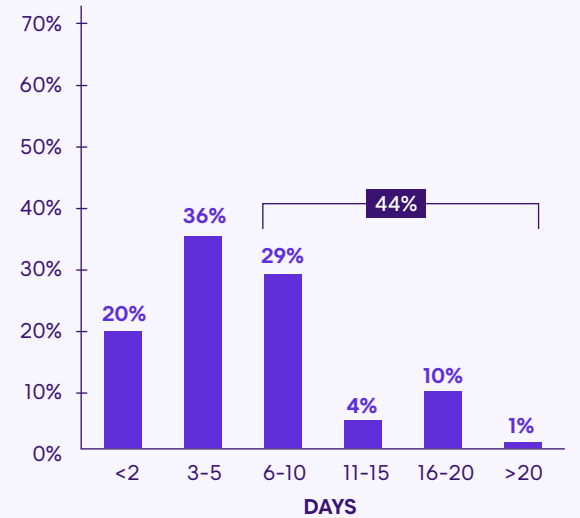


Other Companies – Director Time Commitments

Other Companies: Number of Board Meetings per annum



Days per quarter dedicated to board and committee responsibilities



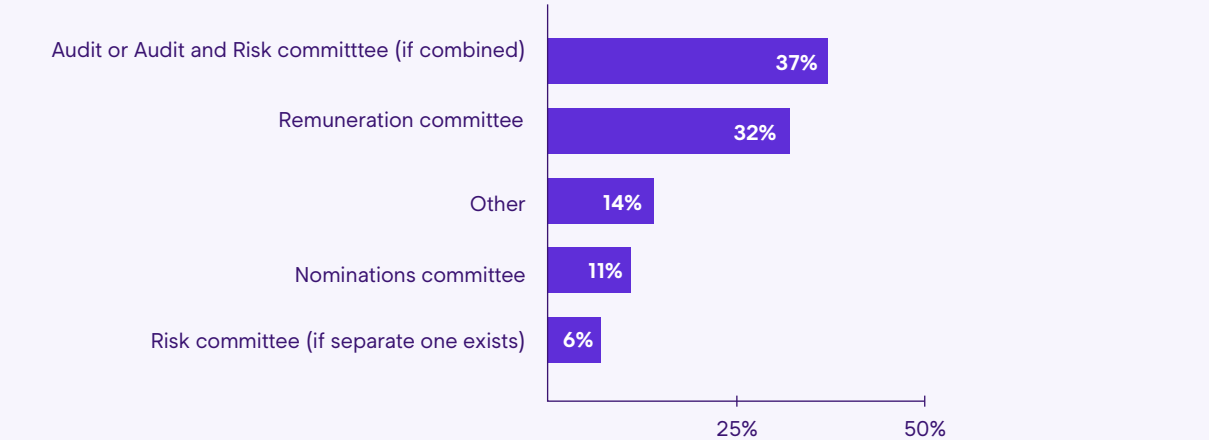
Directors' Lens – A Data Driven View

67% of respondents attend **5 or more** scheduled Board Meetings per annum with one fifth meeting **9 times or more** per annum

44% of respondents dedicate **6 days or more** per quarter to board and committee responsibilities

71% of respondents stated that their remuneration **adequately reflects** their responsibilities and time commitments

Other Companies: Committee Membership



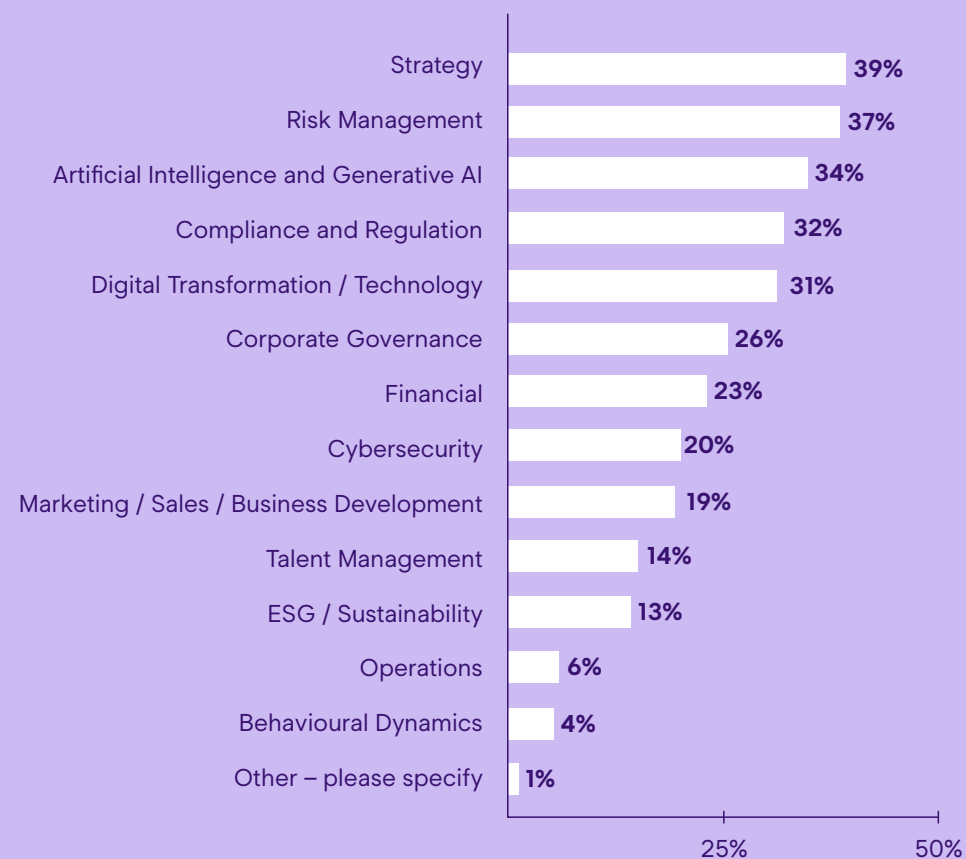
Directors' Perspective

Significant support required by Private Sector SMEs and start-ups, coupled with rising legal and financial responsibilities and more frequent board meetings are contributing to increasing director workloads and time commitments.

Top 3 areas of Board experience and expertise required in next two years

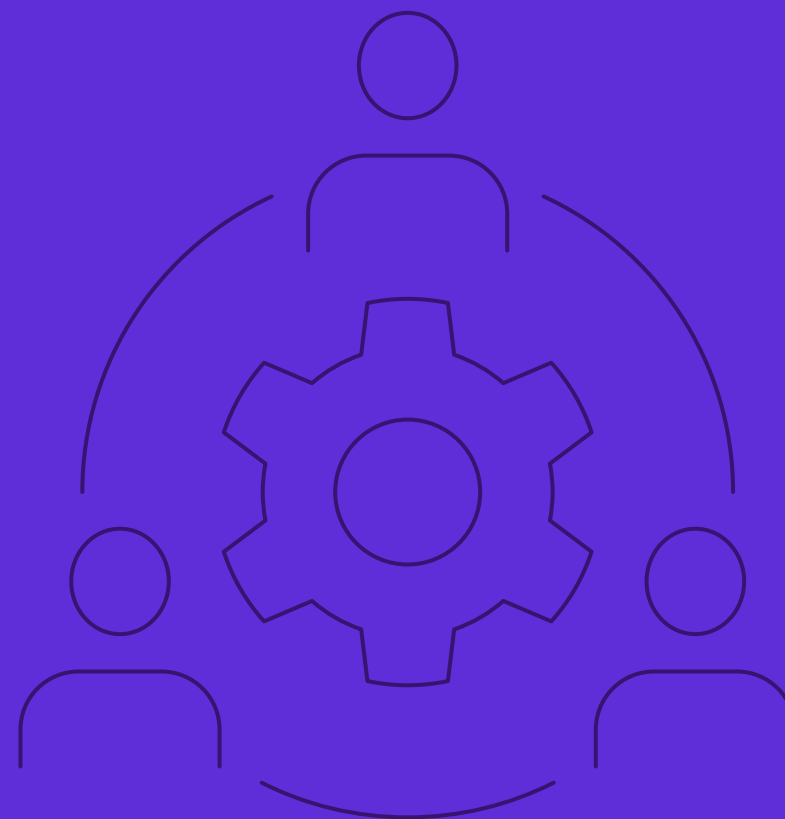
- 1 **Strategy**
- 2 **Risk Management**
- 3 **Artificial Intelligence and Generative AI**

Board level experience and expertise required in the next two years



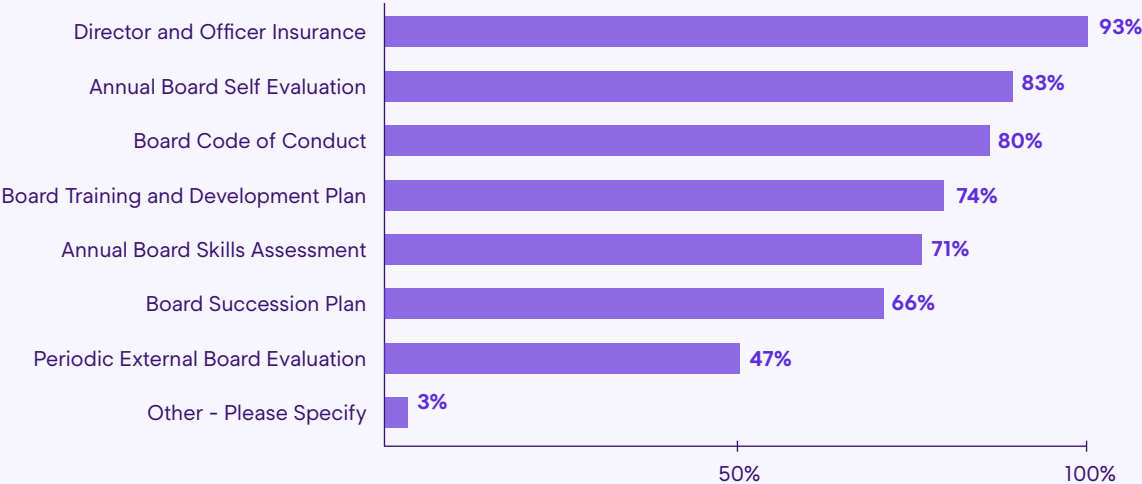
Board Practices: Governance and Culture

| | |
|------------------------------------|----|
| Regulated Financial Services (RFS) | 21 |
| Other Companies (OC) | 22 |
| Board Challenges | 23 |

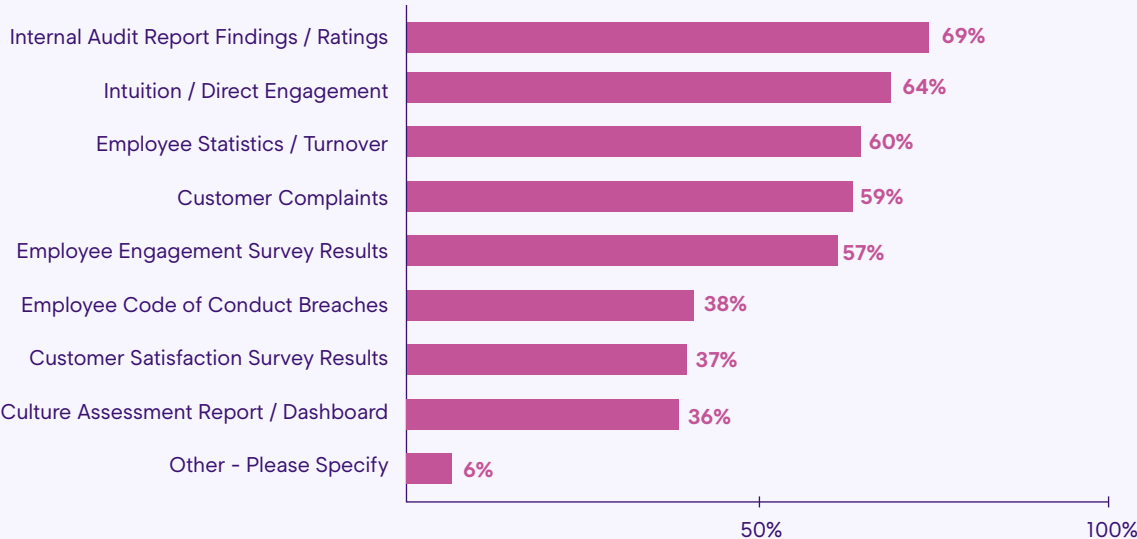


RFS Combined: Board Practices – Governance and Culture

RFS Combined: Which Board practices are in place for your Board?



RFS Combined: How does your Board assess Corporate Culture?



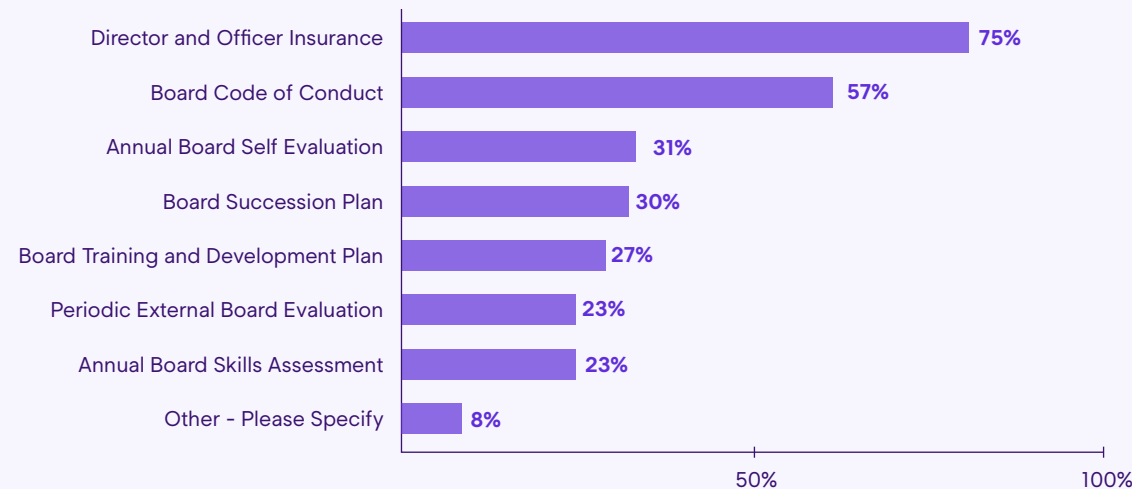
IoD Observations

The data indicates a high level of adoption of leading board governance practices, underpinned by strong ethical and regulatory standards.

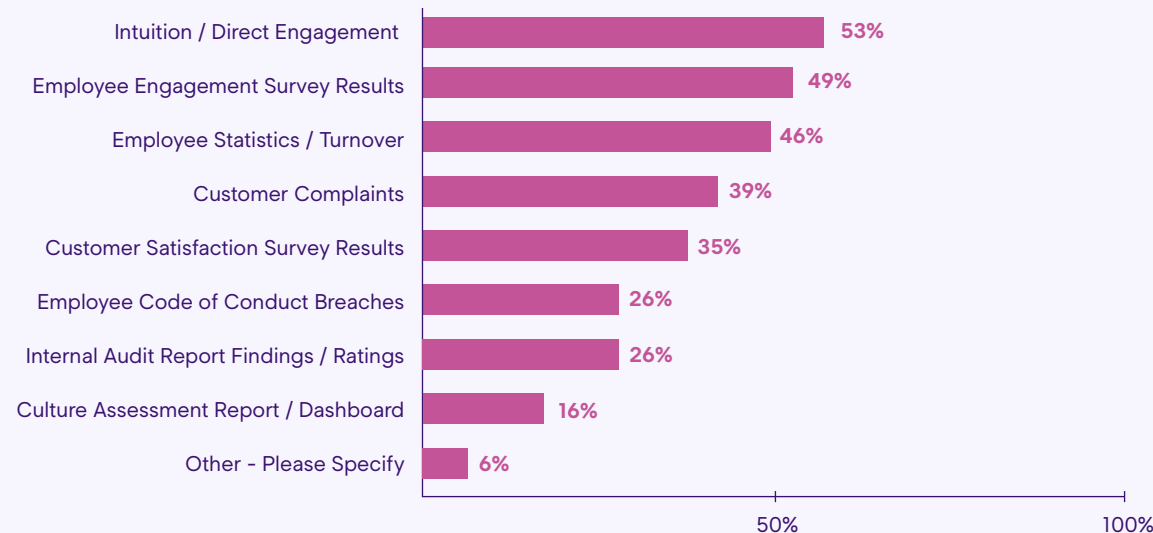
IoD Ireland welcomes this development and strongly encourages all boards to continue strengthening their governance resilience.

Other Companies: Board Practices – Governance and Culture

Other Companies: Which Board practices are in place for your Board?



Other Companies: How does your Board assess Corporate Culture?



IoD Observations

Findings indicate a strong foundation from which boards can continue to evolve and strengthen their governance practices and resilience.

Adoption rates of governance and culture indicators are influenced by the strong SME representation within the respondent group (55%), where governance systems often evolve in tandem with organisational growth.

Top 3 greatest challenges facing Boards in the next two years

1

Compliance / Regulatory

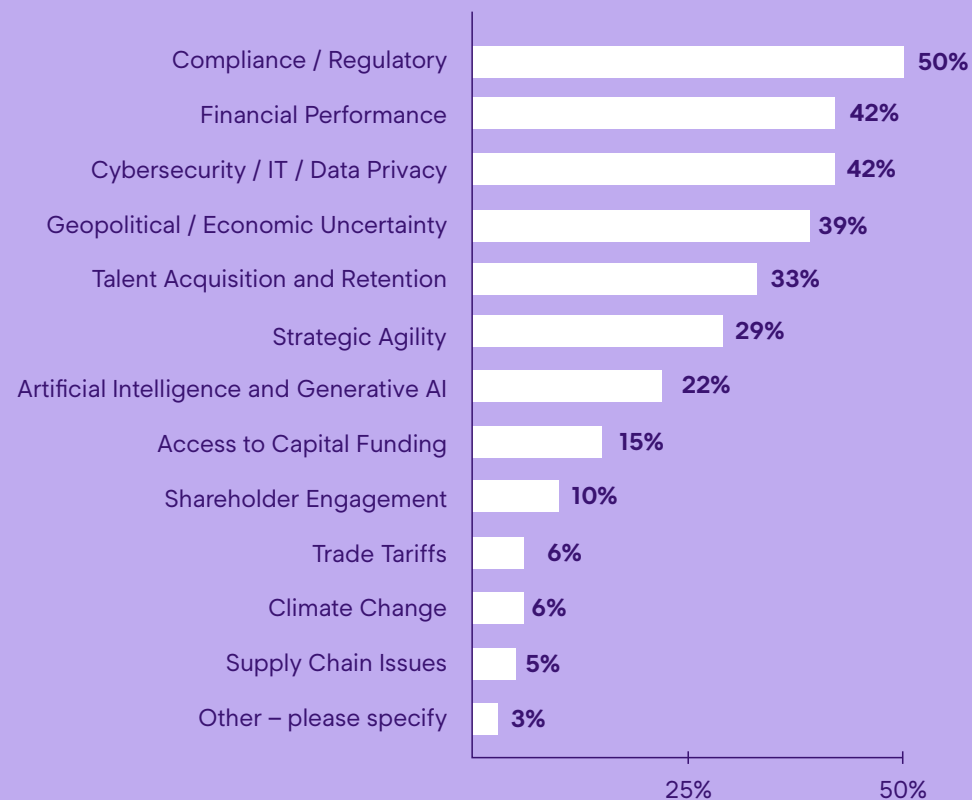
2

Financial Performance

3

Cybersecurity / IT / Data Privacy

Greatest challenges facing Boards in the next 12 months



Find Out More and Stay Connected

Whether you are seeking guidance, training, or simply a trusted sounding board, **IoD Ireland** is here to support you, as an individual, as a board and as part of our wider director community.



At IoD Ireland, our mission is clear: to make Ireland an exemplar of corporate governance. We are committed to supporting directors and organisations of every size and sector to raise the bar through practical, tangible action.

You have told us what matters most: navigating compliance and financial performance; addressing cybersecurity and digital risk; strengthening governance and culture; and building boardroom expertise in strategy, risk and emerging technologies such as AI.

Here's how we can help:

- **On board challenges:** Access expert briefings, practical workshops and peer learning to stay ahead of regulatory change, strengthen oversight and manage risk.
- **On governance and culture:** Leverage our board evaluation service, bespoke board training and Chartered Director Programme to build effective, ethical, high-performing boards.
- **On future-focused expertise:** Tap into our learning programmes, events and board recruitment supports to prepare your board for tomorrow's opportunities.

This Director Remuneration and Governance Survey is one of many tools we provide to strengthen and inform our community. Our commitment goes well beyond data, it's embedded in our membership, programmes and services designed to elevate board performance and support directors in delivering effective governance.

You are already part of Ireland's leading director community, make the most of it! Connect with our team to explore how IoD Ireland can support you and your board's next steps in governance, performance and leadership.

Email membership@iodireland.ie, call **01 411 0010** or visit www.iodireland.ie

Appendices

Appendix 1: Methodology and Footnotes

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Appendix 2: Demographics

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| 2.2 | RFS: Director and Sub-Sector Profiles | 29 |
| 2.3 | OC: Company Profiles | 30 |

Appendix 3: RFS Director and Board Chair Remuneration Rough Guide

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| 3.1 | Banking and Payments - Director and Board Chair Remuneration | 31 |
| 3.2 | Capital Markets and Funds - Director and Board Chair Remuneration | 32 |
| 3.3 | Insurance - Director and Board Chair Remuneration | 33 |

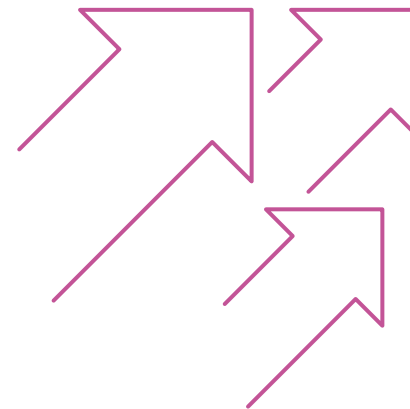
Appendix 4: Other Companies - Director and Board Chair Remuneration Rough Guide

| | | |
|-----|---|----|
| 4.1 | Other Companies - Director and Board Chair Remuneration | 34 |
|-----|---|----|

Appendix 1.1 Methodology

Between July and August 2025, IoD Ireland conducted an online survey using the Alchemer platform for this Board Director Remuneration and Governance 2025/26 Report. The survey invited members with paid Non-Executive Director roles to participate.

- A total of **231 Directors** responded, representing **385 paid directorships** - 56% in Regulated Financial Services (RFS) and 44% across all Other Companies (OC). While the sample provides valuable insight into current remuneration trends, it should not be viewed as a complete picture of the market.
- Remuneration data was grouped into **three tiers**⁵ (lower, mid and upper). Graphs and tables show the percentage of responses within each tier across RFS and OC categories. The **median reflects the mid-point** of the reported remuneration ranges.
- Board Chair remuneration was calculated by combining respondents' reported Director remuneration range with their additional Chair fee, where applicable. Additional committee role remuneration was not included.
- The survey, conducted **anonymously and confidentially**, covered up to **four paid directorships** per respondent. All data was accepted at face value; incomplete or erroneous responses were excluded where appropriate. Figures may vary slightly due to rounding and categorisation and should be interpreted as indicative, not definitive. Due to rounding some figures may not total 100 per cent.
- To enhance comparability, IoD Ireland also reviewed publicly available Board Chair and Non-Executive Director remuneration data from 16 of Ireland's 20 largest listed companies (excluding all listed RFS companies) on Euronext Dublin as at 1 July 2025, based on 2024 annual reports.



The resulting output provides a trusted snapshot of board remuneration and governance practices from a highly experienced IoD Ireland membership base, reflecting the breadth, depth and diversity of Non-Executive Director roles across Ireland's business landscape.

Appendix 1.2

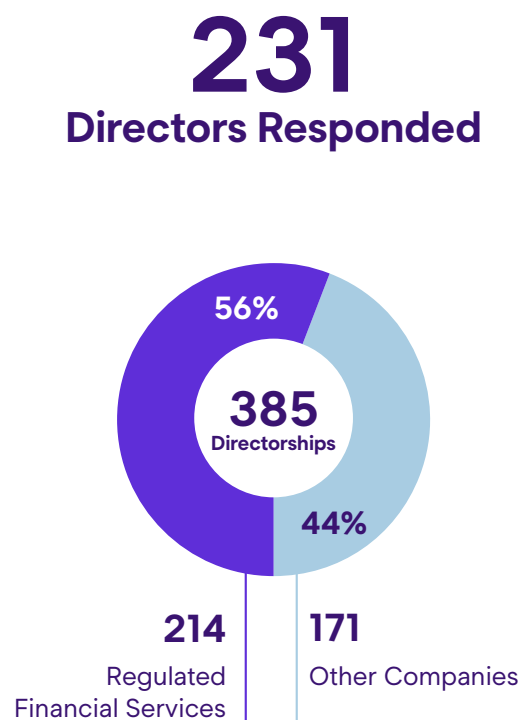
Endnotes

1. For ease of reference, 'Director' is referenced throughout the report to cover both Independent Non-Executive Director and Non-Executive Director roles.
2. [Balance for Better Business Report March 2025](#) identified 63% to 37% male: female split on the boards of Irish Listed Companies.
3. RFS and OC are used throughout this report as abbreviations for Regulated Financial Services and Other Companies, respectively.
4. To enhance comparability, IoD Ireland also reviewed publicly available Board Chair and Non-Executive Director remuneration data from 16 of Ireland's 20 largest listed companies (excluding all listed RFS companies) on Euronext Dublin as at 1 July 2025, based on 2024 annual reports.
5. Tier ranges: Lower Tier = €0 - €35,000 | Mid Tier €35,001 - €60,000 | Upper Tier €60,001-€100,000+.
6. Board Chair remuneration was calculated by combining respondents' reported Director remuneration range with their additional Chair fee, where applicable. Committee role remuneration was not included.
7. Sector and Sub-Sector as per the [Central Bank of Ireland's paper - Our Approach to Supervision February 2025](#).
8. PRISM rating as of 31 December 2024. Noting that since 2025, PRISM ratings no longer form part of the Central Bank of Ireland's supervisory framework.
9. Board Chair and Non-Executive Director remuneration table covers 3 largest listed domestic banks on Euronext Dublin as at 1 July 2025, sourced from 2024 annual reports.
10. Data received for Markets and Retail Intermediaries fell below the minimum threshold. Total tiered remuneration ranges per sub-sector are 4% and 5%, respectively. Medians provided are based off a data set which is less than 7.

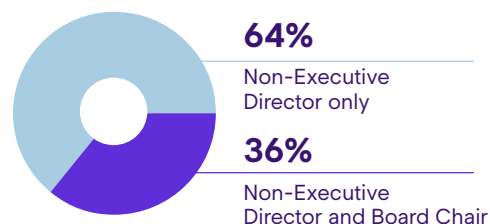
Appendix 2.1

Overall Respondent Profiles

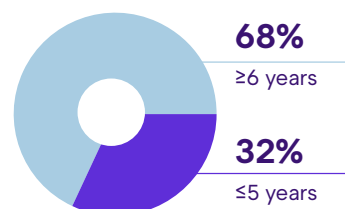
Trusted Board Insights derived from a unique and broad-based reach across the IoD Ireland Director Community.



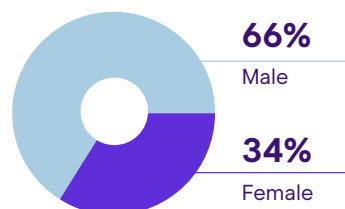
Director Profiles



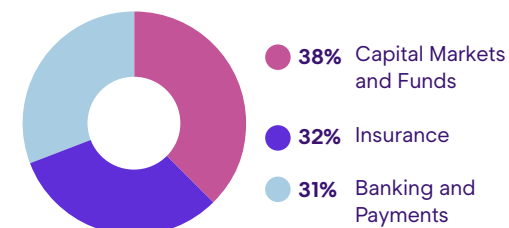
Director Experience



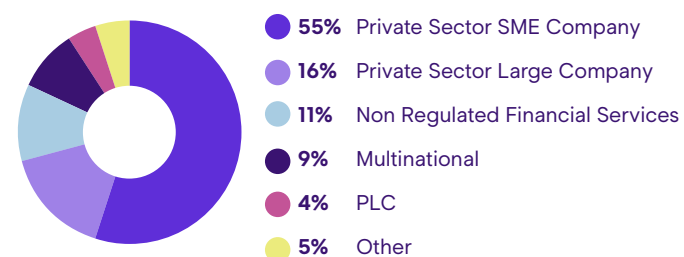
Gender Diversity²



Regulated Financial Services Responses by Sector



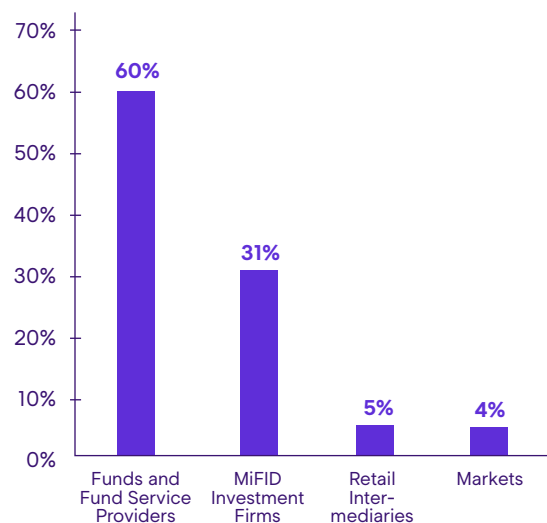
Other Companies Responses by Company Type



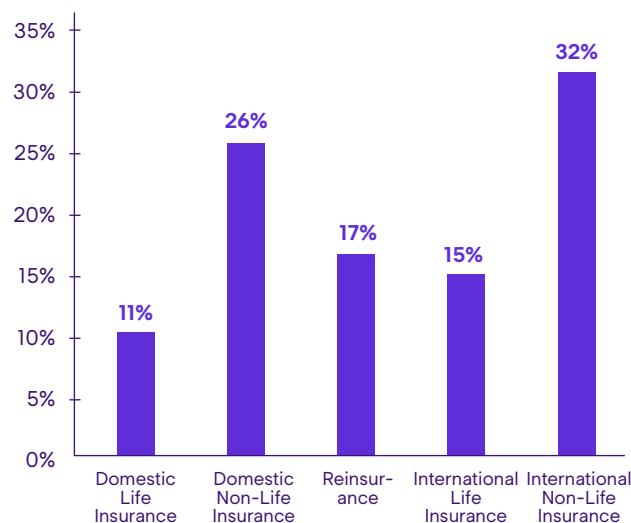
Appendix 2.2

RFS – Sector⁷ and Sub-Sector⁷ Profiles

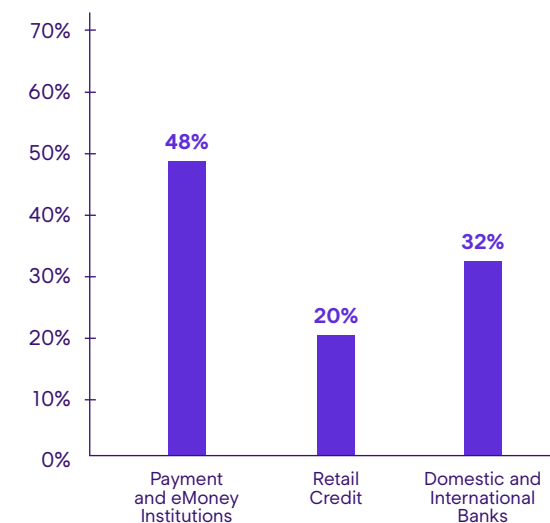
Capital Markets and Funds:
% Responses by sub-sector



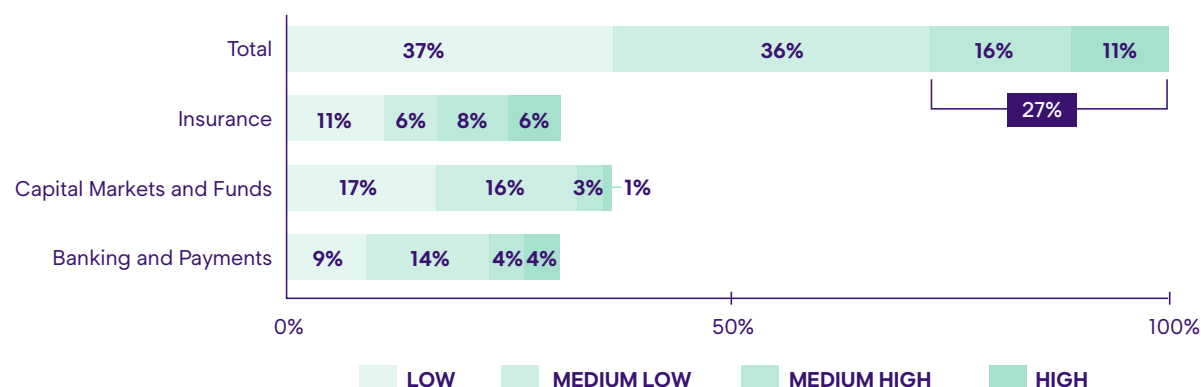
Insurance:
% Responses by sub-sector



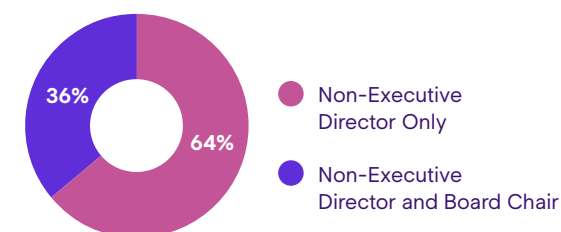
Banking and Payments:
% Responses by sub-sector



RFS Combined: PRISM Rating Distribution by Sector



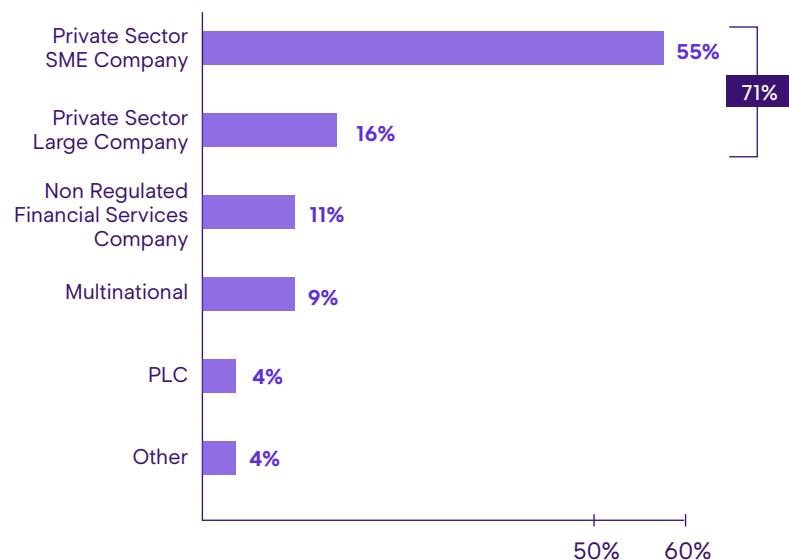
RFS: Director Profiles



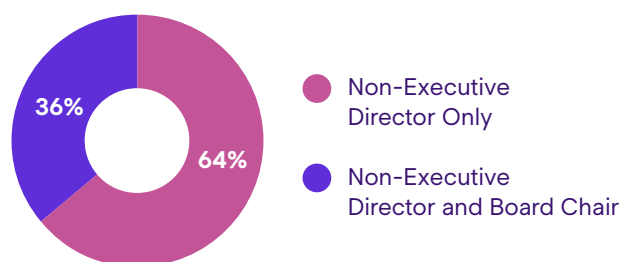
Appendix 2.3

Other Companies – Profiles

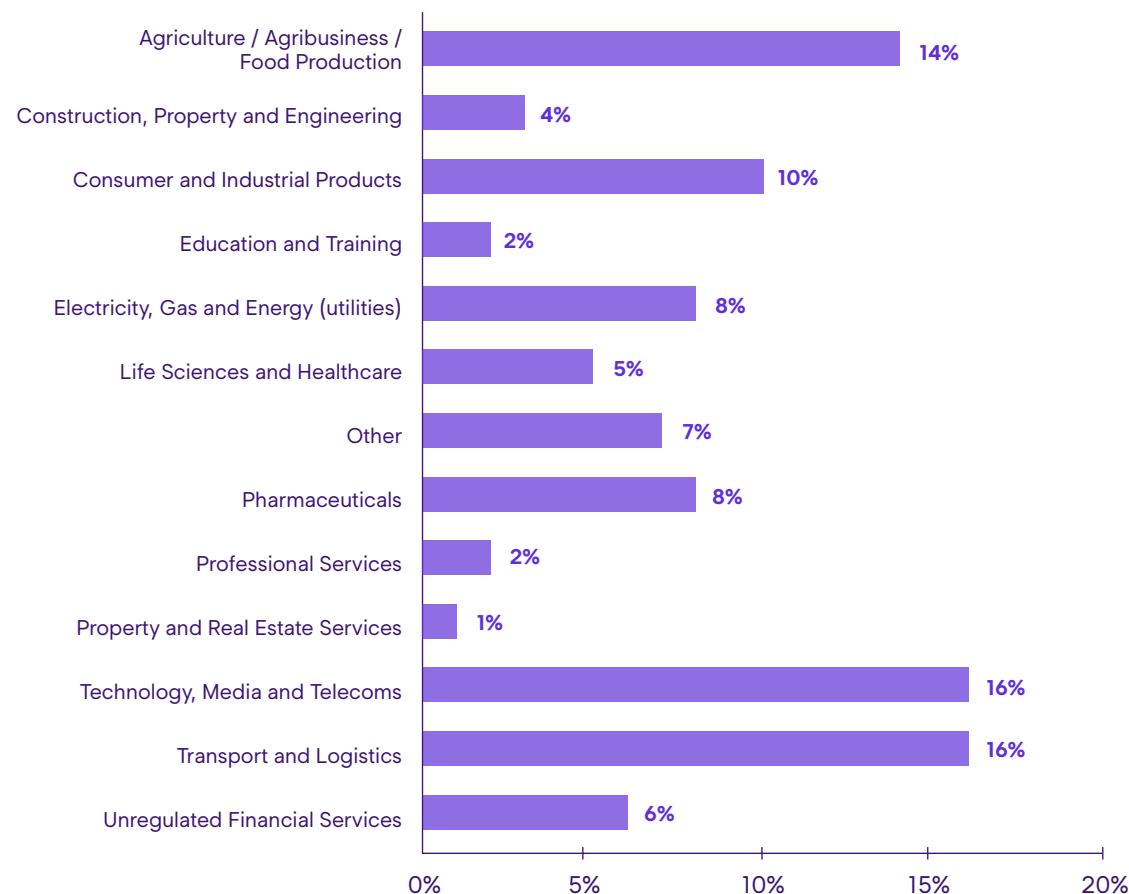
Other Companies: Split by Company Type



Other Companies: Director Profiles



Other Companies: Primary Industries



Appendix 3.1

Banking and Payments – Director and Board Chair Remuneration

| | | | | Domestic and International Banks | | |
|-----------------------|------------------|--|--|----------------------------------|---------------------|------------|
| Director Remuneration | | | | Tier | Tier Ranges | % per Tier |
| | | | | Lower | €0 - €35,000 | 5% |
| | | | | Mid | €35,001 - €60,000 | 24% |
| | | | | Upper | €60,001 - €100,000+ | 71% |
| | | | | Median | €70,001 - €80,000 | |
| | | | | Retail Credit | | |
| | | | | Tier | Tier Ranges | % per Tier |
| | | | | Lower | €0 - €35,000 | 38% |
| | | | | Mid | €35,001 - €60,000 | 38% |
| | | | | Upper | €60,001 - €100,000+ | 23% |
| Median | €45,001 - €50,00 | | | | | |

| Banking and Payments Combined | | | |
|----------------------------------|---------------------|------------|--|
| Tier | Tier Ranges | % per Tier | |
| Lower | €0 - €35,000 | 15% | |
| Mid | €35,001 - €60,000 | 37% | |
| Upper | €60,001 - €100,000+ | 48% | |
| Median | €55,001 - €60,000 | | |
| Payments and eMoney Institutions | | | |
| Tier | Tier Ranges | % per Tier | |
| Lower | €0 - €35,000 | 13% | |
| Mid | €35,001 - €60,000 | 42% | |
| Upper | €60,001 - €100,000+ | 45% | |
| Median | €55,001 - €60,000 | | |

| 2024 Remuneration Euronext Dublin: Regulated Financial Services PLCs ⁹ | | |
|---|-------------|------------------------|
| Tier | Board Chair | Non-Executive Director |
| Mean | €359,667 | €66,667 |
| Highest | €394,000 | €75,000 |
| Lowest | €320,000 | €60,000 |
| Median | €365,000 | €65,000 |

| Board Chair: Total Remuneration – Banking and Payments | | | |
|--|---------------------|------------|--|
| Tier | Tier Ranges | % per Tier | |
| Lower | €0 - €35,000 | 0% | |
| Mid | €35,001 - €60,000 | 39% | |
| Upper | €60,001 - €100,000+ | 61% | |
| Median | €60,001 - €70,000 | | |

| Board Chair Remuneration ⁶ by Sector | | | |
|---|---------------------|------------|--|
| Tier | Tier Ranges | % per Tier | |
| Lower | €0 - €35,000 | 0% | |
| Mid | €35,001 - €60,000 | 39% | |
| Upper | €60,001 - €100,000+ | 61% | |
| Median | €60,001 - €70,000 | | |

Appendix 3.2

Capital Markets and Funds – Director and Board Chair Remuneration

| | | | | Funds and Fund Service Providers | | |
|--|--|--|--|---|-----------------------|-------------------|
| | | | | Tier | Tier Ranges | % per Tier |
| | | | | Lower | €0 - €35,000 | 40% |
| | | | | Mid | €35,001 - €60,000 | 23% |
| | | | | Upper | €60,001 - €100,000+ | 36% |
| | | | | Median | €40,001 - €45,000 | |
| | | | | Markets and Retail Intermediaries ¹⁰ | | |
| | | | | Median | Markets | €60,001 - €70,000 |
| | | | | Median | Retail Intermediaries | €35,001 - €40,000 |

| | | | | Capital Markets and Funds Combined | | |
|--|--|--|--|------------------------------------|---------------------|------------|
| | | | | Tier | Tier Ranges | % per Tier |
| | | | | Lower | €0 - €35,000 | 38% |
| | | | | Mid | €35,001 - €60,000 | 26% |
| | | | | Upper | €60,001 - €100,000+ | 36% |
| | | | | Median | €45,001 - €50,000 | |
| | | | | MiFID Investment Firms | | |
| | | | | Tier | Tier Ranges | % per Tier |
| | | | | Lower | €0 - €35,000 | 29% |
| | | | | Mid | €35,001 - €60,000 | 38% |
| | | | | Upper | €60,001 - €100,000+ | 33% |
| | | | | Median | €45,001 - €50,000 | |

| | | | | Board Chair: Total Remuneration – Capital Markets and Funds | | |
|--|--|--|--|---|---------------------|------------|
| | | | | Tier | Tier Ranges | % per Tier |
| | | | | Lower | €0 - €35,000 | 35% |
| | | | | Mid | €35,001 - €60,000 | 24% |
| | | | | Upper | €60,001 - €100,000+ | 41% |
| | | | | Median | €45,001 - €50,000 | |

| Director Remuneration | | | |
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Appendix 3.3

Insurance – Director and Board Chair Remuneration

| Director Remuneration | Insurance Combined | | |
|---|------------------------------|---------------------|------------|
| | Tier | Tier Ranges | % per Tier |
| | Lower | €0 - €35,000 | 24% |
| | Mid | €35,001 - €60,000 | 46% |
| | Upper | €60,001 - €100,000+ | 30% |
| | Median | €50,001 - €55,000 | |
| | Insurance: Domestic Non-Life | | |
| | Tier | Tier Ranges | % per Tier |
| | Lower | €0 - €35,000 | 29% |
| | Mid | €35,001 - €60,000 | 18% |
| | Upper | €60,001 - €100,000+ | 53% |
| | Median | €60,001 - €70,000 | |
| | Insurance: Domestic Life | | |
| | Tier | Tier Ranges | % per Tier |
| | Lower | €0 - €35,000 | 0% |
| | Mid | €35,001 - €60,000 | 29% |
| | Upper | €60,001 - €100,000+ | 71% |
| | Median | €60,001 - €70,000 | |
| Insurance: International Non-Life | | | |
| Tier | Tier Ranges | % per Tier | |
| Lower | €0 - €35,000 | 19% | |
| Mid | €35,001 - €60,000 | 71% | |
| Upper | €60,001 - €100,000+ | 10% | |
| Median | €45,001 - €50,000 | | |
| Insurance: International Life | | | |
| Tier | Tier Ranges | % per Tier | |
| Lower | €0 - €35,000 | 40% | |
| Mid | €35,001 - €60,000 | 50% | |
| Upper | €60,001 - €100,000+ | 10% | |
| Median | €40,001 - €45,000 | | |
| Insurance: Reinsurance | | | |
| Tier | Tier Ranges | % per Tier | |
| Lower | €0 - €35,000 | 27% | |
| Mid | €35,001 - €60,000 | 55% | |
| Upper | €60,001 - €100,000+ | 18% | |
| Median | €40,001 - €45,000 | | |
| Board Chair: Total Remuneration – Insurance | | | |
| Board Chair Remuneration ⁶ by Sector | Tier | Tier Ranges | % per Tier |
| | Lower | €0 - €35,000 | 44% |
| | Mid | €35,001 - €60,000 | 31% |
| | Upper | €60,001 - €100,000+ | 25% |
| | Median | €40,001 - €45,000 | |

Appendix 4.1

Other Companies – Director and Board Chair Remuneration

| Director Remuneration | All Other Companies | | |
|----------------------------------|----------------------|---------------------|------------|
| | Tier | Tier Ranges | % per Tier |
| | Lower | €0 - €35,000 | 66% |
| | Mid | €35,001 - €60,000 | 18% |
| | Upper | €60,001 - €100,000+ | 16% |
| | Median | €25,001 - €30,000 | |
| | Private Sector Large | | |
| | Tier | Tier Ranges | % per Tier |
| | Lower | €0 - €35,000 | 52% |
| | Mid | €35,001 - €60,000 | 33% |
| | Upper | €60,001 - €100,000+ | 15% |
| | Median | €30,001 - €35,000 | |
| | Multinational | | |
| | Tier | Tier Ranges | % per Tier |
| | Lower | €0 - €35,000 | 50% |
| | Mid | €35,001 - €60,000 | 21% |
| | Upper | €60,001 - €100,000+ | 29% |
| | Median | €35,001 - €40,000 | |
| | Private Sector Small | | |
| | Tier | Tier Ranges | % per Tier |
| Lower | €0 - €35,000 | 76% | |
| Mid | €35,001 - €60,000 | 11% | |
| Upper | €60,001 - €100,000+ | 13% | |
| Median | €20,000 - €25,000 | | |
| Non Regulated Financial Services | | | |
| Tier | Tier Ranges | % per Tier | |
| Lower | €0 - €35,000 | 72% | |
| Mid | €35,001 - €60,000 | 11% | |
| Upper | €60,001 - €100,000+ | 17% | |
| Median | €25,001 - €30,000 | | |
| PLCs | | | |
| Tier | Tier Ranges | % per Tier | |
| Lower | €0 - €35,000 | 0% | |
| Mid | €35,001 - €60,000 | 57% | |
| Upper | €60,001 - €100,000+ | 43% | |
| Median | €55,001 - €60,000 | | |

Appendix 4.1

Other Companies – continued

| Director Remuneration | Other | | |
|-----------------------|---------------|---------------------|------------|
| | Tier | Tier Ranges | % per Tier |
| | Lower | €0 - €35,000 | 71% |
| | Mid | €35,001 - €60,000 | 29% |
| | Upper | €60,001 - €100,000+ | 0% |
| | Median | €25,001 - €30,000 | |

| Board Chair Remuneration ⁶ by Sector | Board Chair: Total Remuneration | | |
|---|---------------------------------|---------------------|------------|
| | Tier | Tier Ranges | % per Tier |
| | Lower | €0 - €35,000 | 54% |
| | Mid | €35,001 - €60,000 | 29% |
| | Upper | €60,001 - €100,000+ | 17% |
| | Median | €30,001 - €35,000 | |

| Euronext Dublin: Other Companies PLCs ⁴ 2024 Remuneration | | |
|---|-------------|------------------------|
| | Board Chair | Non-Executive Director |
| Average | €221,313 | €71,688 |
| Highest | €422,000 | €97,000 |
| Lowest | €65,000 | €55,000 |
| Median | €190,000 | €70,000 |

