

# 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 Director<sup>1</sup> 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



**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)<sup>3</sup>

**74%**

of director remuneration falls within the **mid to upper tier** remuneration ranges.<sup>5</sup>

**73%**

of board chair remuneration falls within the **mid to upper tier** remuneration ranges.<sup>5,6</sup>

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

## Remuneration - Other Companies (OC)<sup>3</sup>

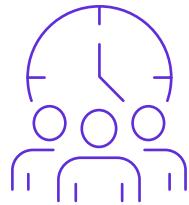
**34%**

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 Dublin**<sup>4</sup>, director and board chair remuneration varies widely, reflecting differences in market capitalisation and company size.

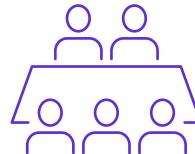


## Director Time Commitments

**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.

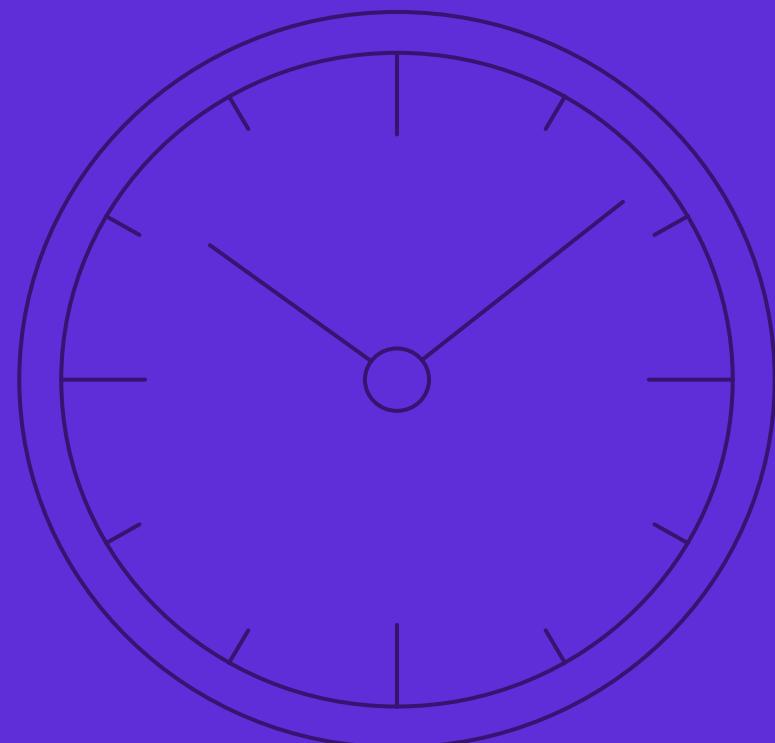
# Director Remuneration and Time Commitments

Regulated Financial Services (RFS)

9

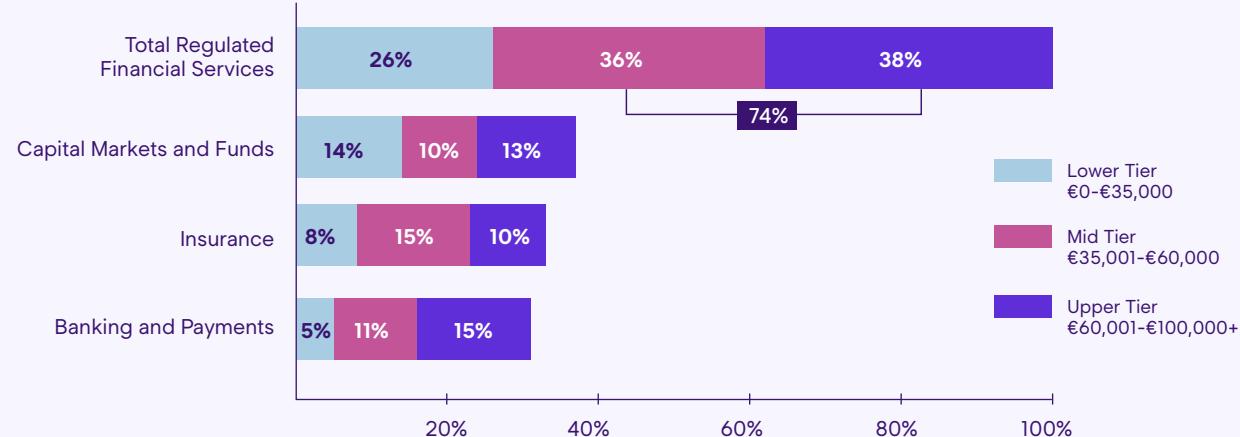
Other Companies (OC)

16



# Regulated Financial Services Combined: Director and Board Chair Remuneration

## RFS: Director Remuneration Tiers by Sector<sup>7</sup>



## Directors' Lens – A Data Driven View

### Director Remuneration

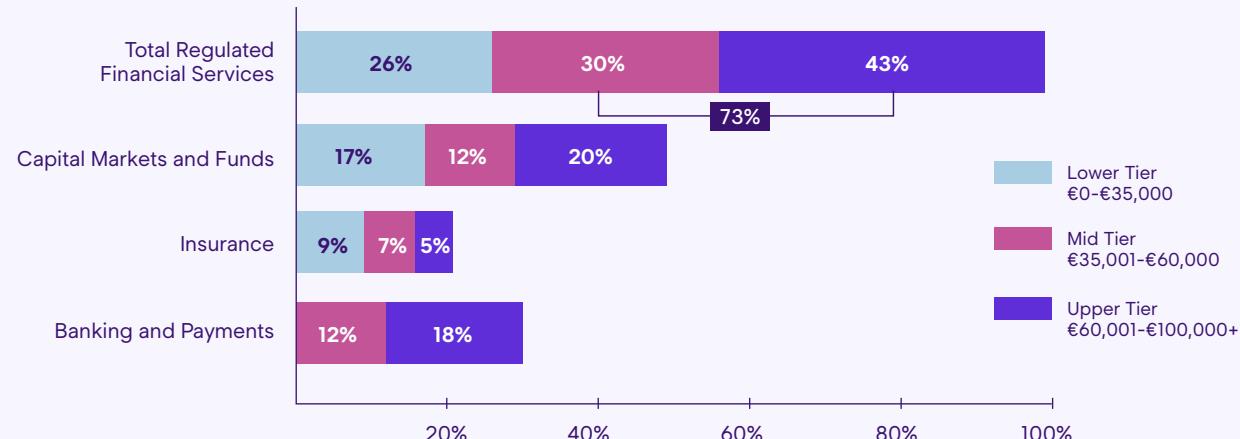
**38%**

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: Total Remuneration Distribution by Sector



### Board Chair Remuneration

**43%**

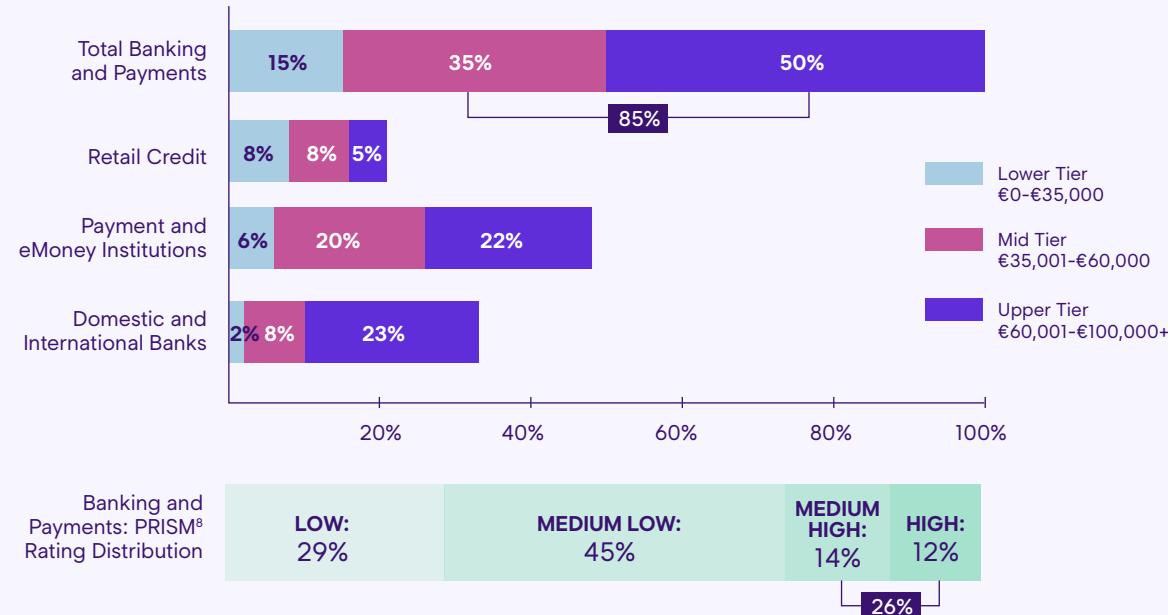
of Board Chair Remuneration was within the **Upper Tier** Remuneration Ranges

**73%**

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

# Banking and Payments: Director and Board Chair Remuneration

## Banking and Payments: Director Remuneration Tiers by Sub-Sector<sup>7</sup>



## Directors' Lens – A Data Driven View

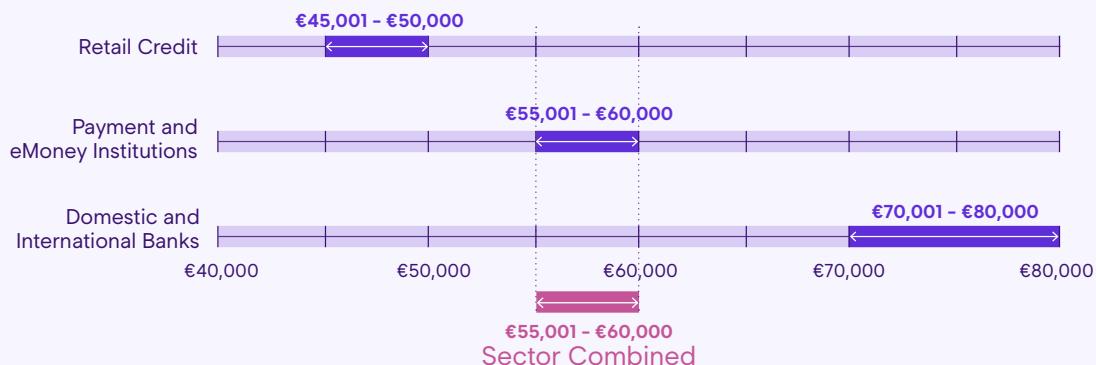
**50%**  
of Director Remuneration was within the **Upper Tier** Remuneration Ranges

**85%**  
of Director Remuneration was within the **Mid and Upper Tier** Remuneration Ranges

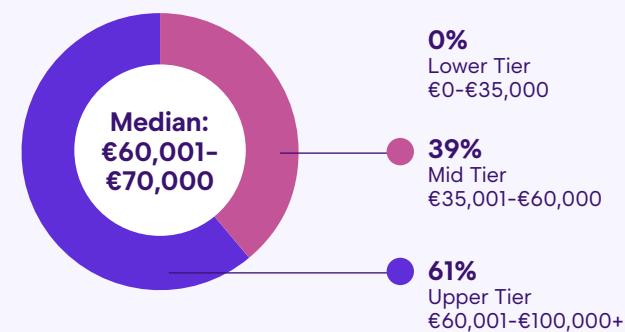
**61%**  
of Board Chair Remuneration was within the **Upper Tier** Remuneration Ranges

**26%**  
of organisations had a **High or Medium High PRISM** rating at the end of 2024

## Median: Director Remuneration Only by Sub-Sector

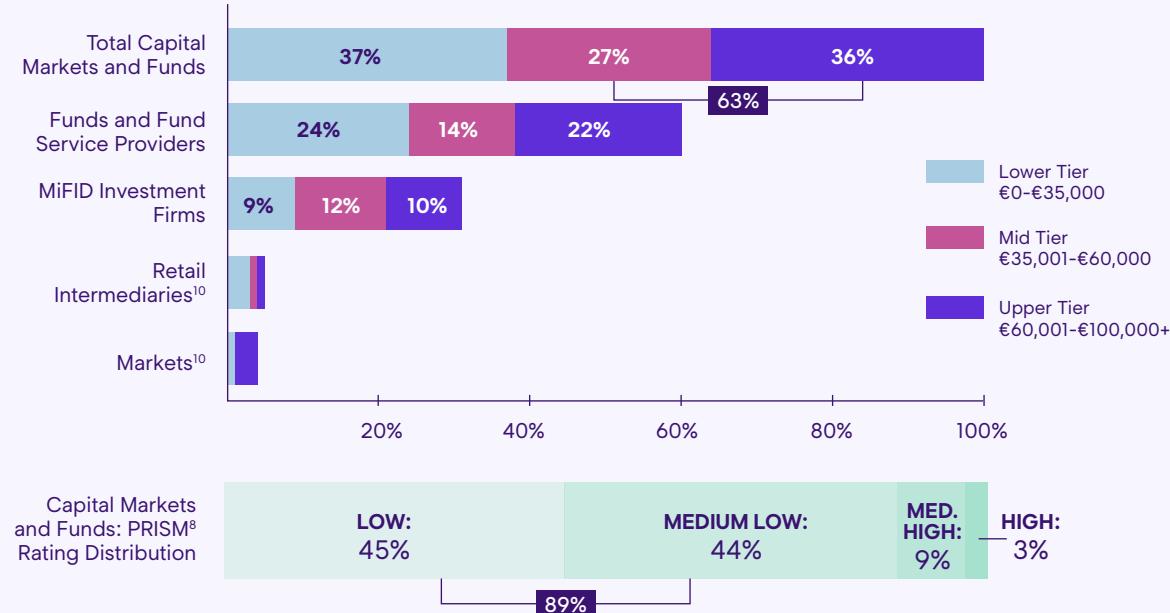


## Board Chair: Total Remuneration<sup>6</sup> – Banking and Payments



# Capital Markets and Funds: Director and Board Chair Remuneration

## Capital Markets and Funds: Director Remuneration Tiers by Sub-Sector<sup>7</sup>



## Directors' Lens – A Data Driven View

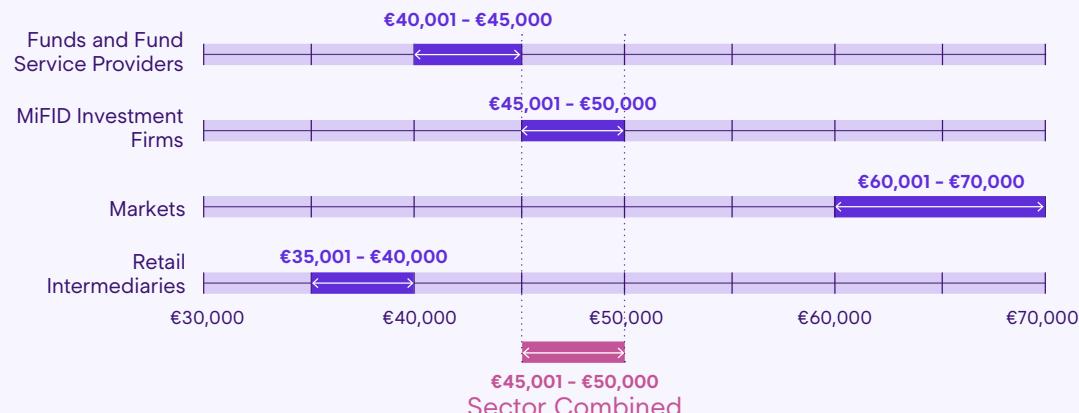
**36%**  
of Director Remuneration was within the **Upper Tier** Remuneration Ranges

**63%**  
of Director Remuneration was within the **Mid and Upper Tier** Remuneration Ranges

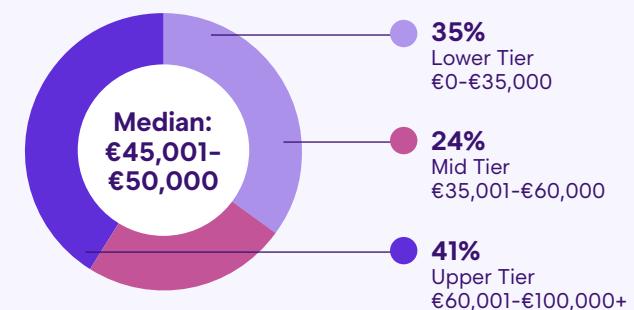
**41%**  
of Board Chair Remuneration was within the **Upper Tier** Remuneration Ranges

**89%**  
of organisations had a **Low or Medium Low PRISM rating** at the end of 2024

## Median: Director Remuneration Only by Sub-Sector

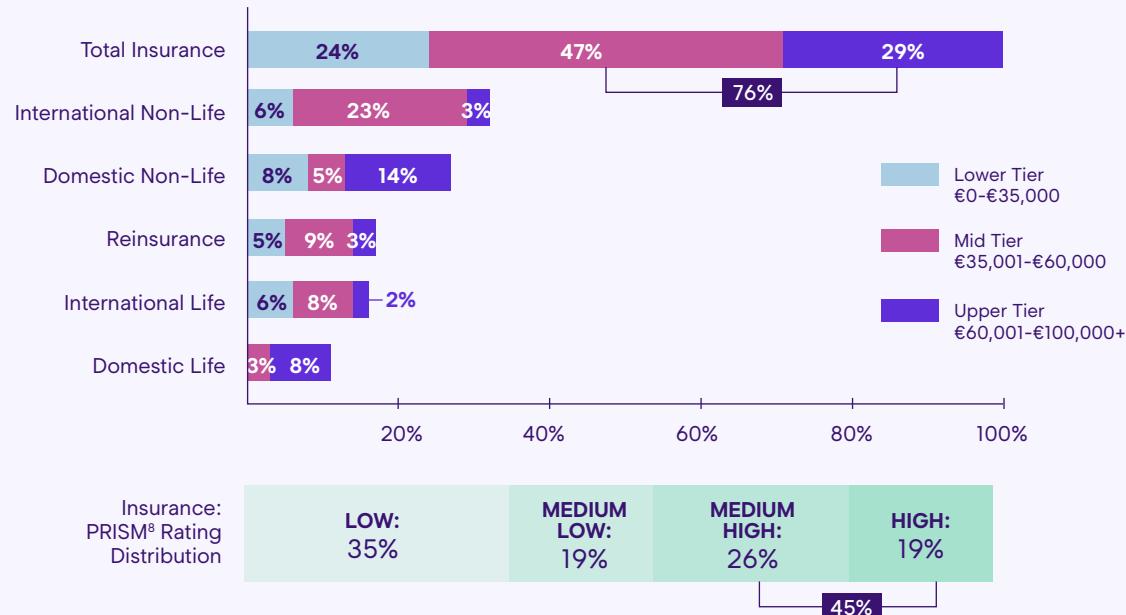


## Board Chair<sup>6</sup>: Total Remuneration – Capital Markets and Funds



# Insurance: Director and Board Chair Remuneration

## Insurance: Director Remuneration Tiers by Sub-Sector<sup>7</sup>



## 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

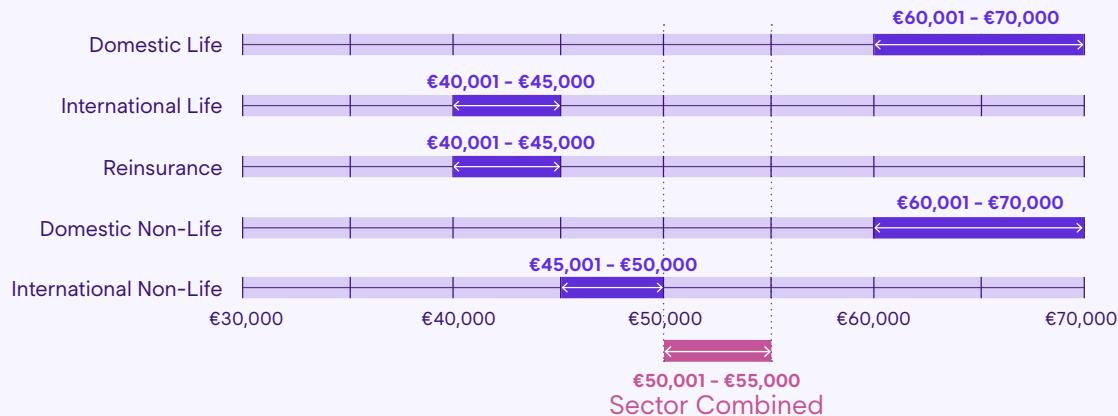
**56%**

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

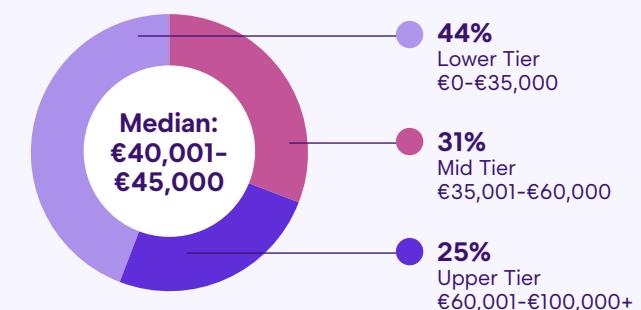
**45%**

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

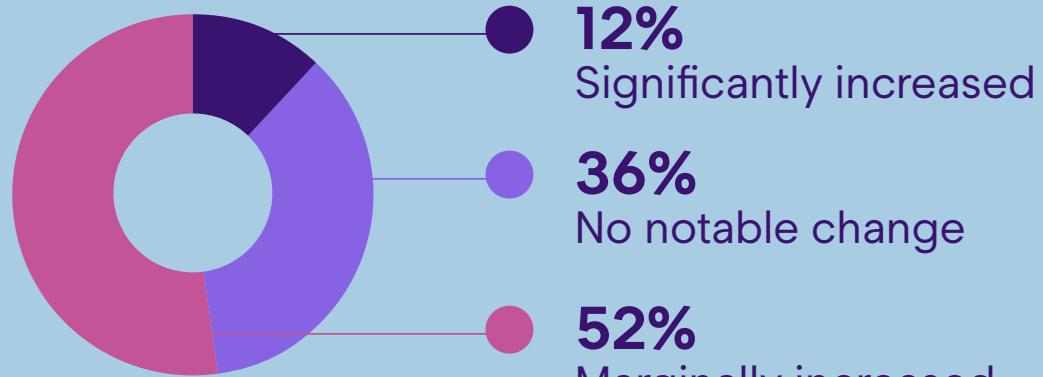
## Median: Director Remuneration Only by Sub-Sector



## Board Chair: Total Remuneration<sup>6</sup> – Insurance



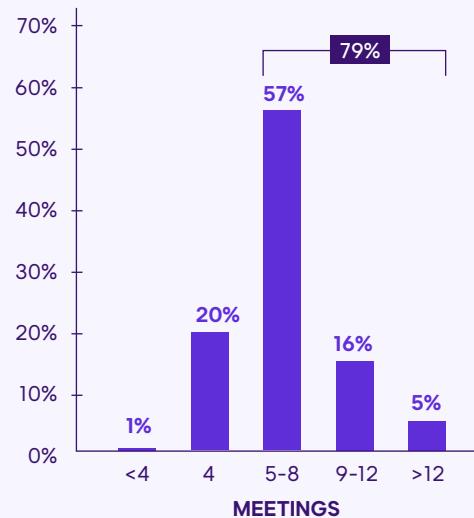
# Regulated Financial Services: To what extent do regulatory requirements impact director time commitments?



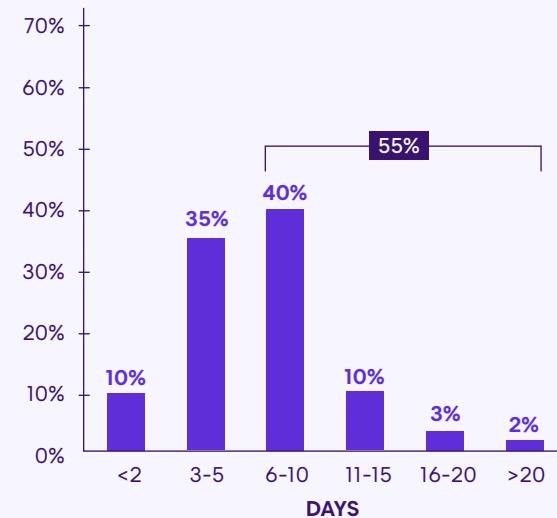
The data indicates an ever-expanding regulatory landscape and escalating workload serve as prompts for boards to routinely and critically assess their governance frameworks, ensuring they remain robust, responsive and effective.

## RFS Combined - Director Time Commitments

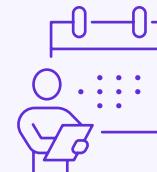
RFS Combined: Number of Board Meetings per annum



RFS Combined: Days dedicated per quarter to board and committee responsibilities

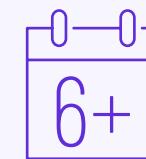


Directors' Lens – A Data Driven View



**79%**

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

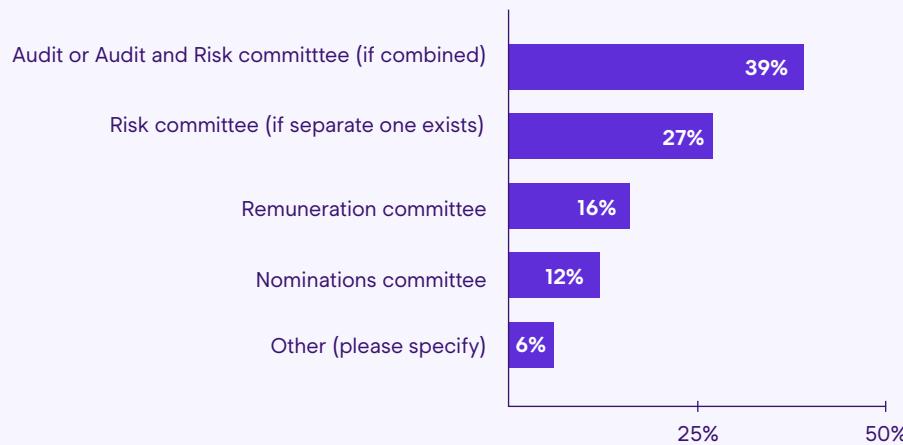


**55%**

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

Most directors serve on **at least one** board committee

RFS Combined: Board Committee Membership

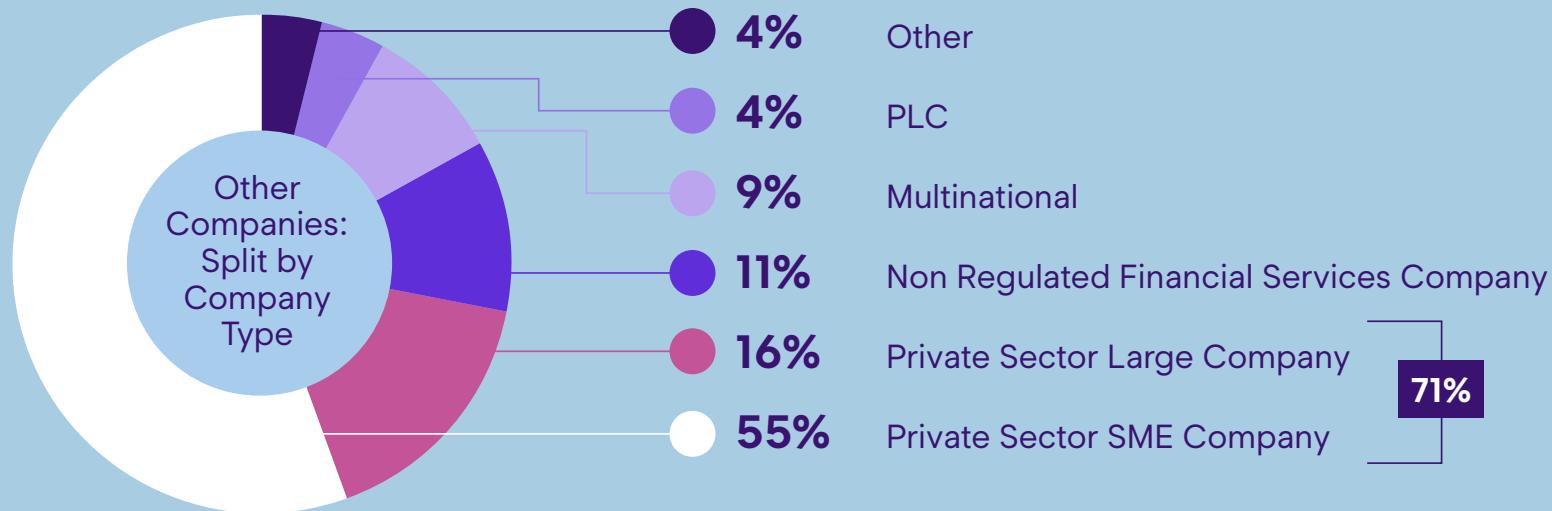


Directors' Perspective

Increasing regulatory expectations, more frequent meetings, increasing board pack volumes and expanded committee responsibilities are driving increases in time commitment and workload

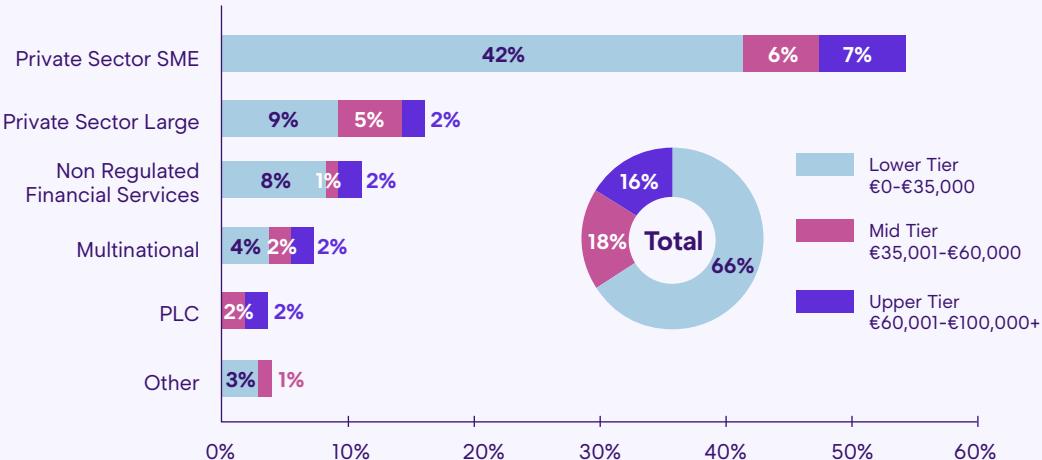
Directors are also requested to serve on specialist board committees covering specific business areas such Reinsurance, Sustainability and ESG, Capital and Financial Management, Investment and Valuation

# 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**

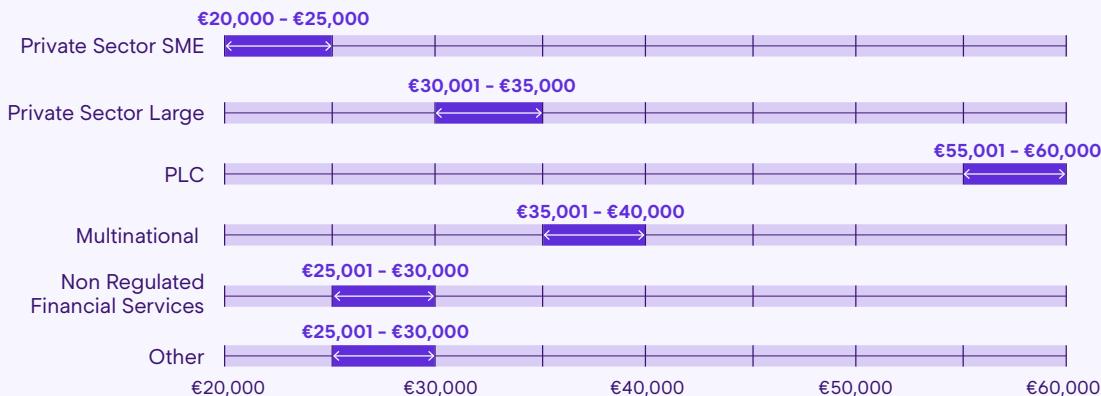
**34%**

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

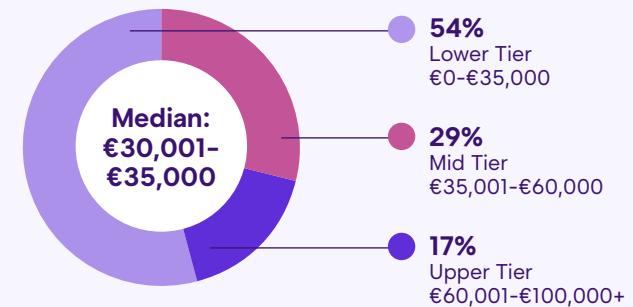
**46%**

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

### Median: Director Remuneration Only by Company Type

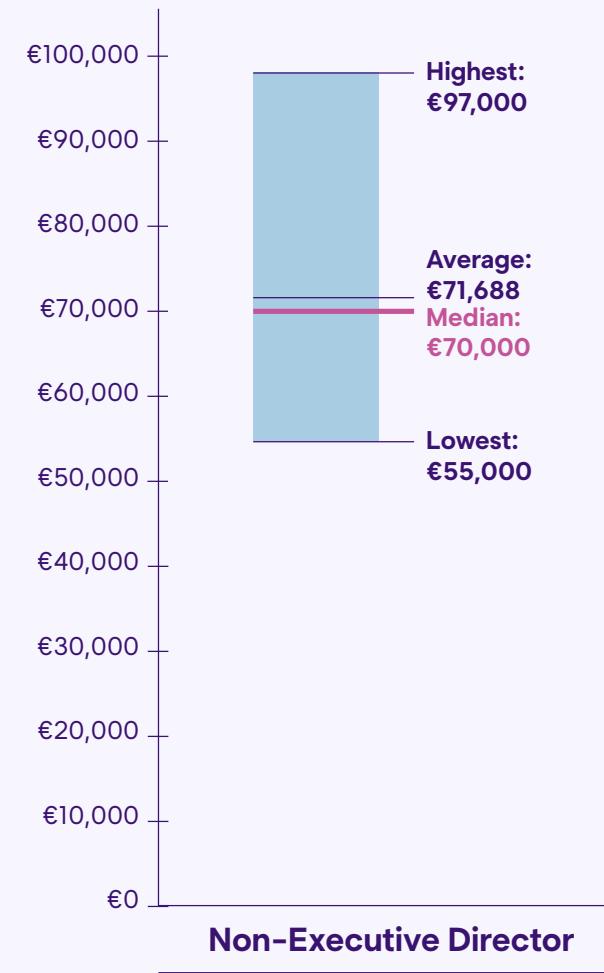


### Board Chair: Total Remuneration<sup>6</sup> - Other Companies

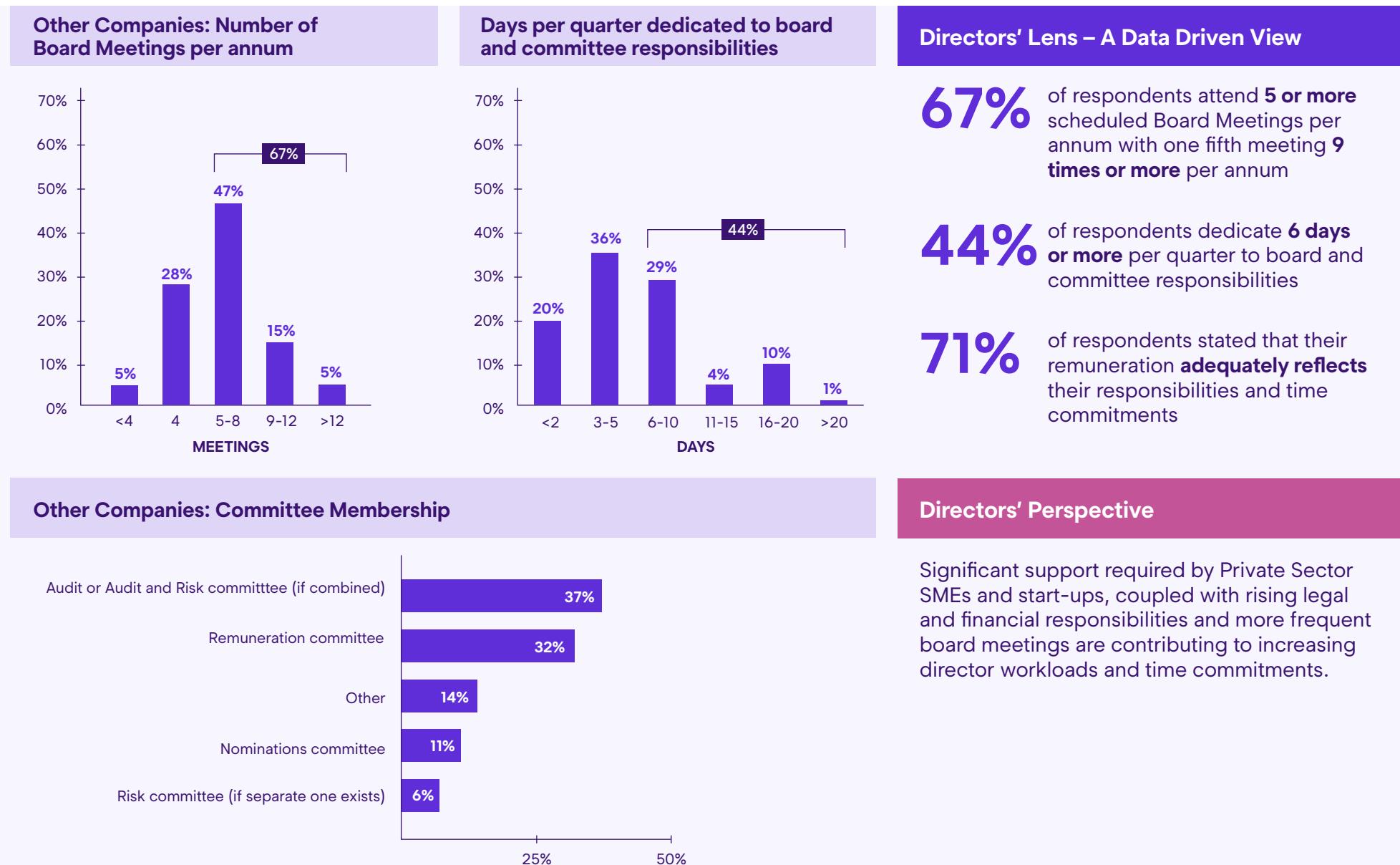


## Euronext Dublin: Other Companies PLCs 2024 Remuneration

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 2025<sup>4</sup>. Summary data covering Board Chair and Non-Executive Director Remuneration is set out below.



## Other Companies – Director Time Commitments



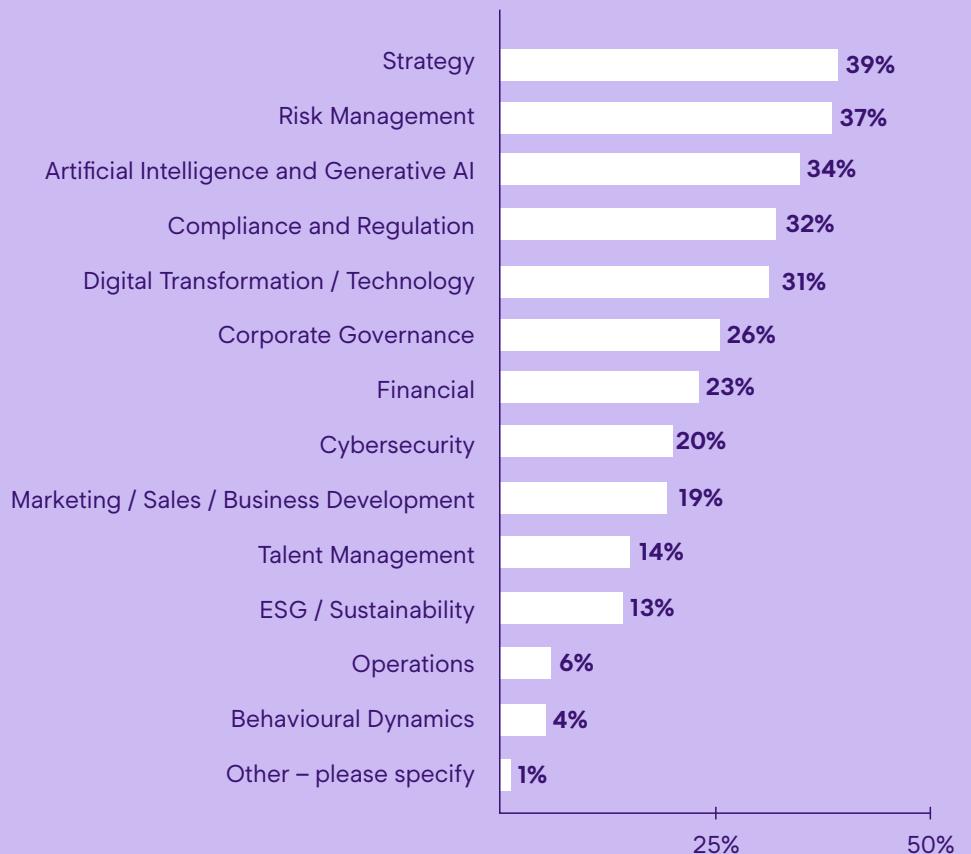
## Top 3 areas of Board experience and expertise required in next two years

**1** **Strategy**

**2** **Risk Management**

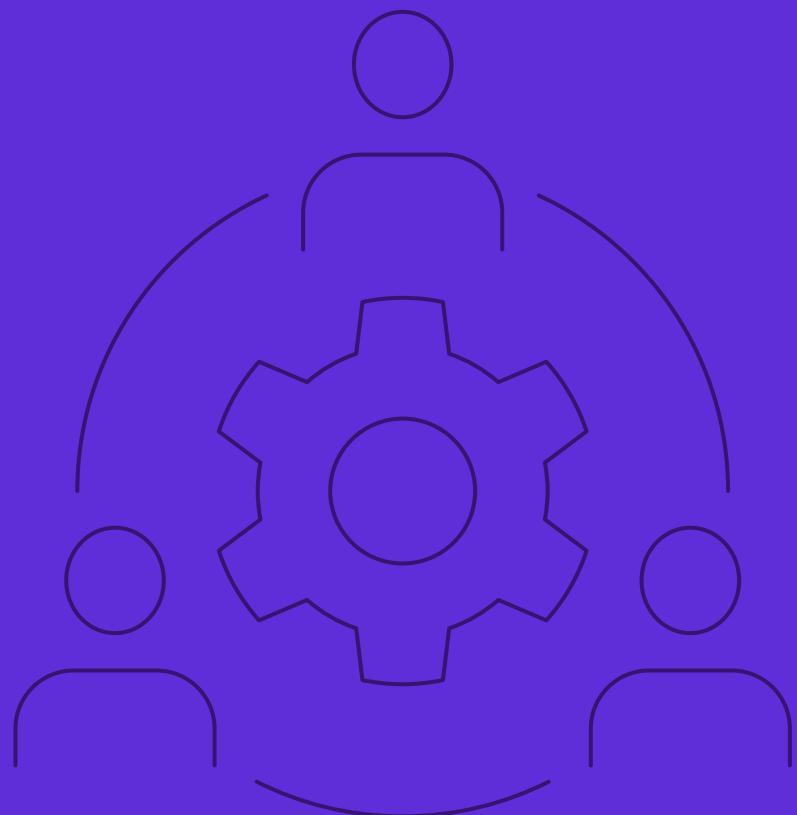
**3** **Artificial Intelligence and Generative AI**

## Board level experience and expertise required in the next two years



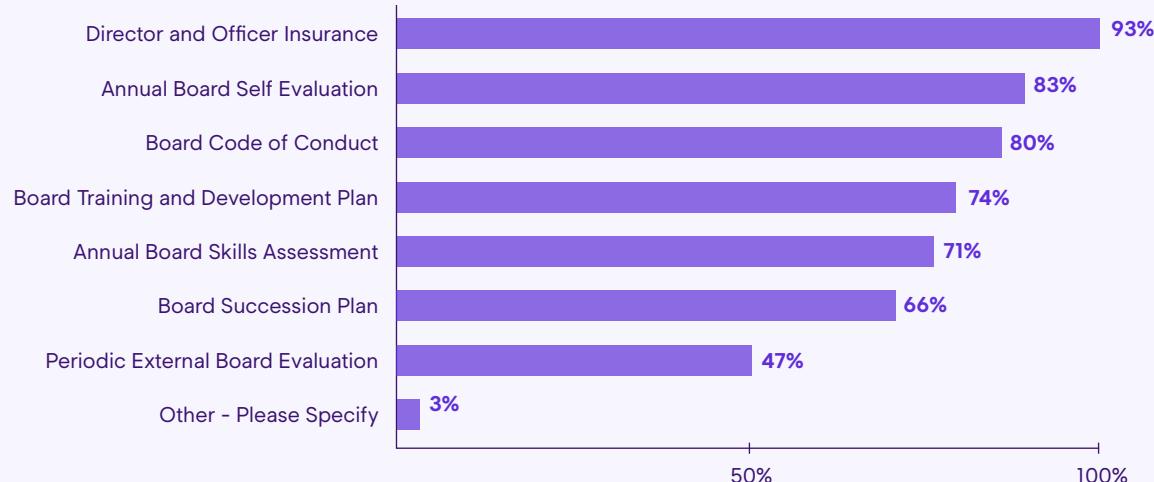
# Board Practices: Governance and Culture

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Board Challenges	23



## RFS Combined: Board Practices – Governance and Culture

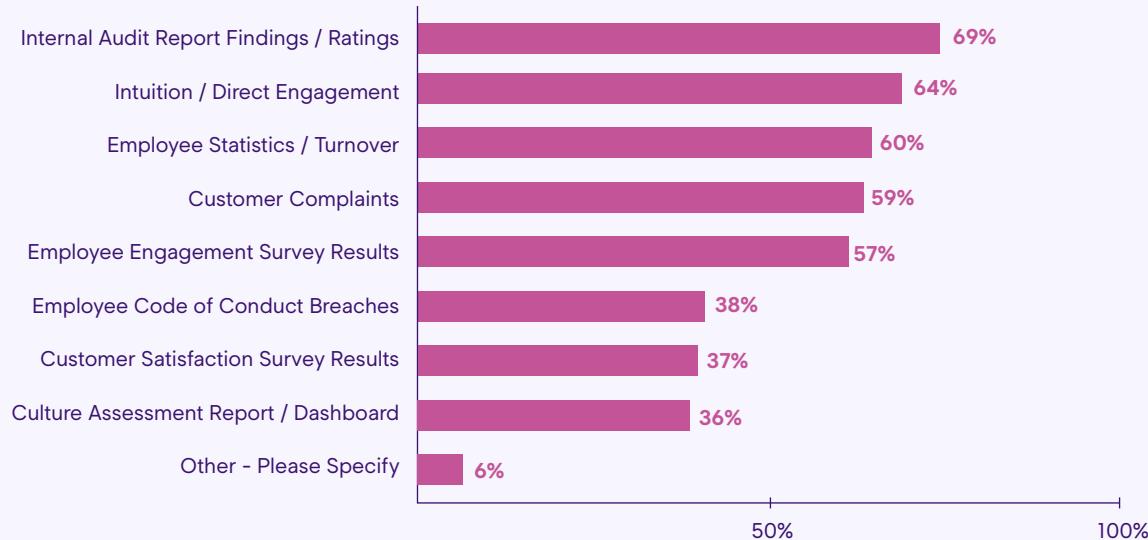
### RFS Combined: Which Board practices are in place for your Board?



### IoD Observations

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

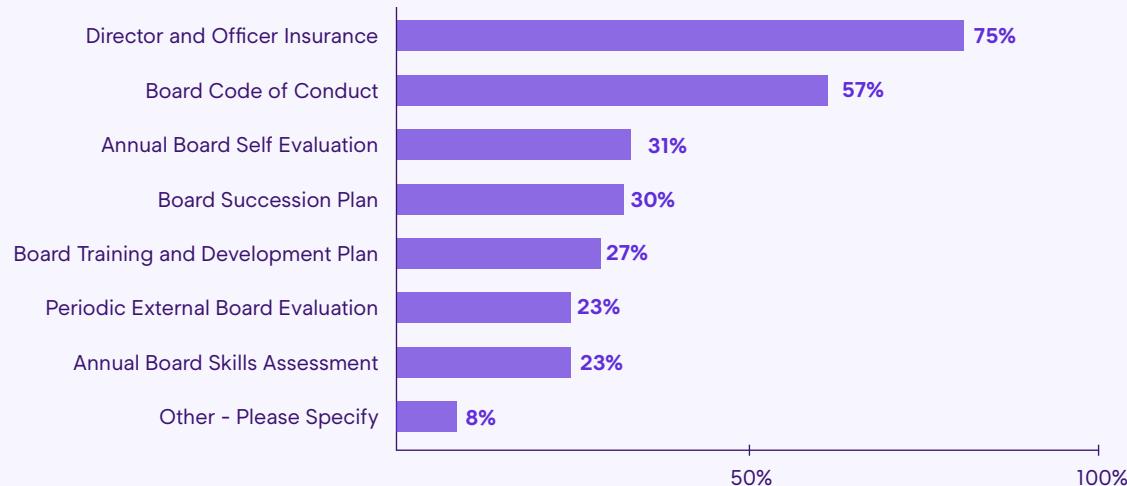
### RFS Combined: How does your Board assess Corporate Culture?



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?

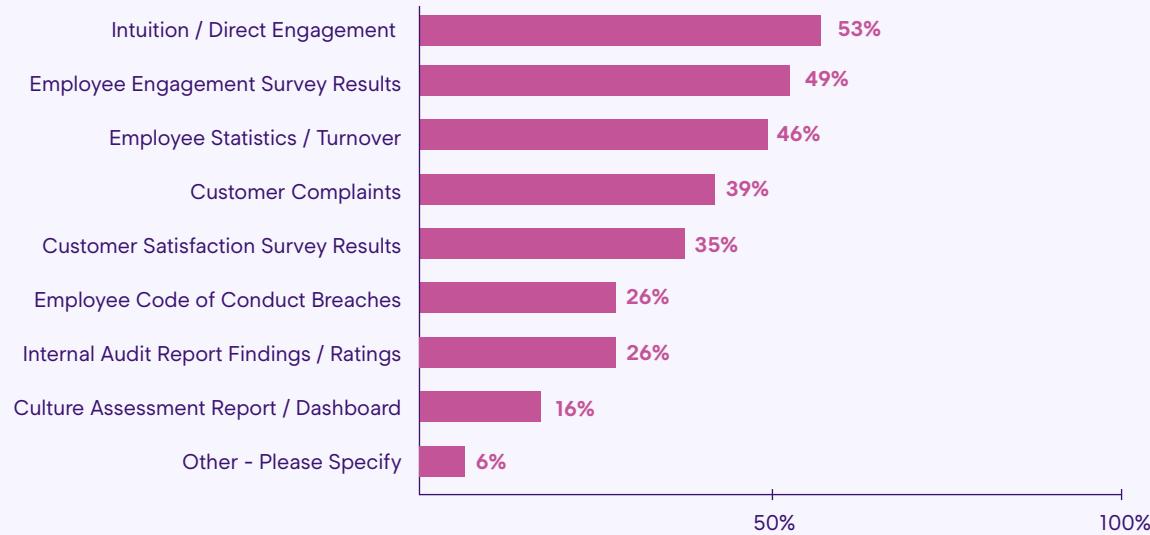


### IoD Observations

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.

### Other Companies: How does your Board assess Corporate Culture?



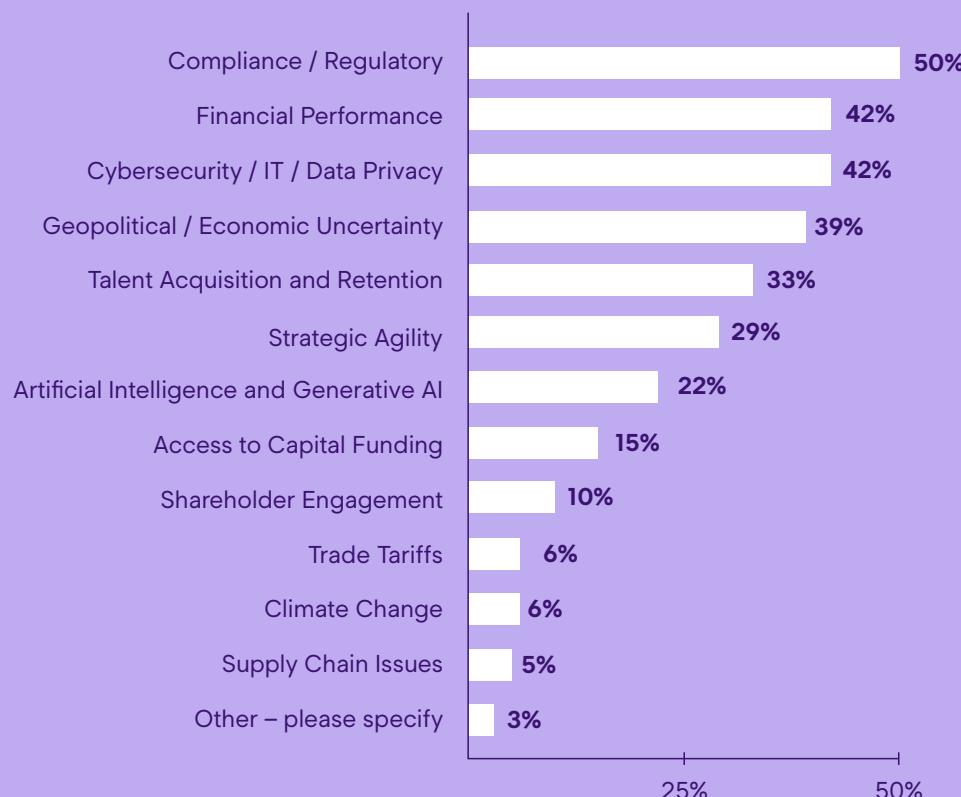
## Top 3 greatest challenges facing Boards in the next two years

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](mailto:membership@iodireland.ie), call **01 411 0010** or visit [www.iodireland.ie](http://www.iodireland.ie)

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3.3	Insurance - Director and Board Chair Remuneration	33

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## **Appendix 4: Other Companies – Director and Board Chair Remuneration Rough Guide**

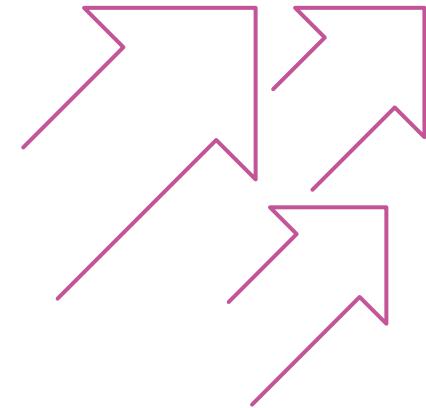
4.1	Other Companies - Director and Board Chair Remuneration	34
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## Appendix 1.1 Methodology

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<sup>5</sup>** (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.



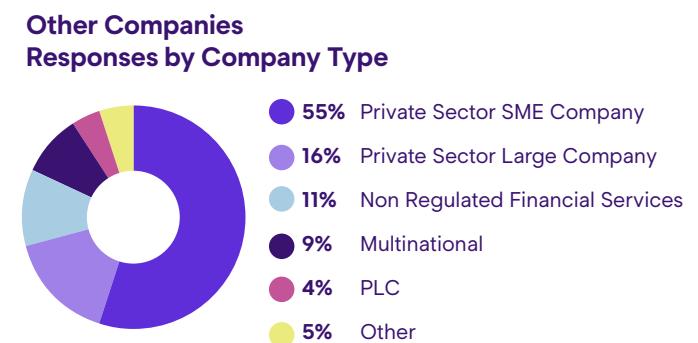
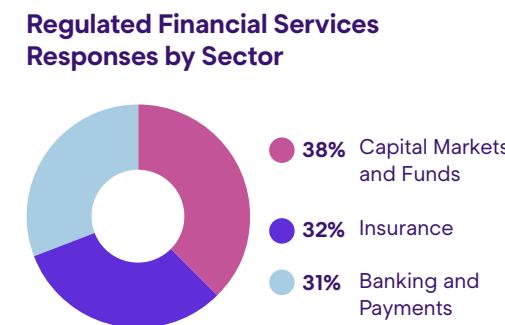
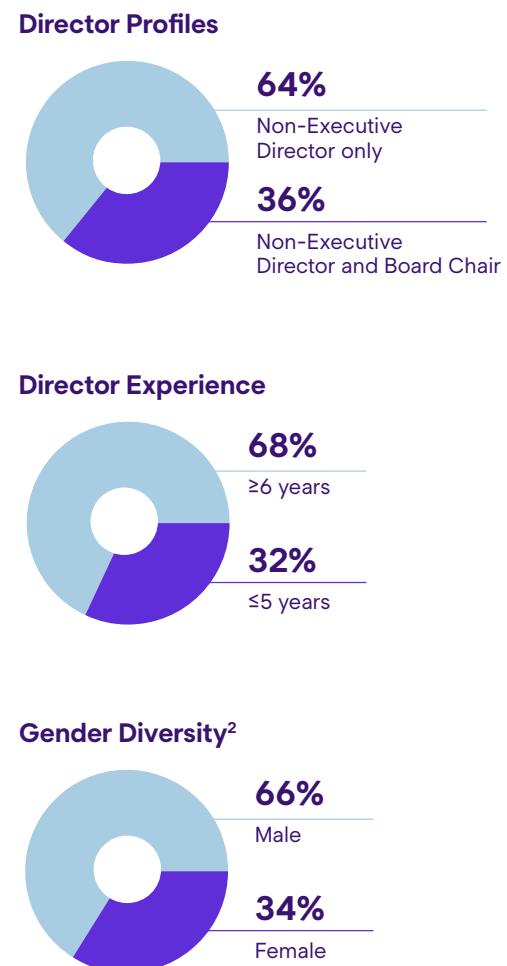
The resulting output provides a trusted snapshot of board remuneration and governance practices from a highly experienced IoD Ireland membership base, reflecting the breadth, depth and diversity of Non-Executive Director roles across Ireland's business landscape.

## 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

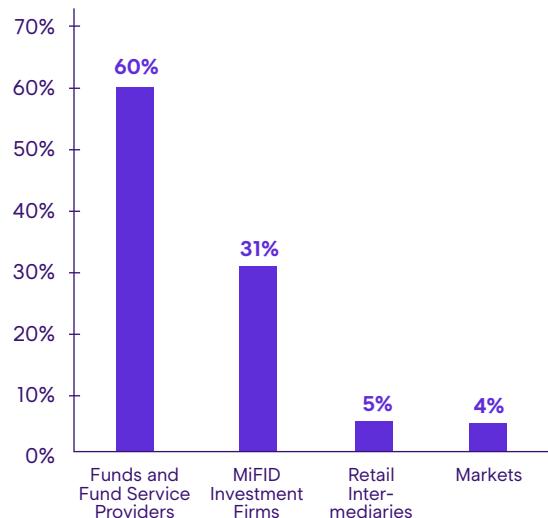
Trusted Board Insights derived from a unique and broad-based reach across the IoD Ireland Director Community.



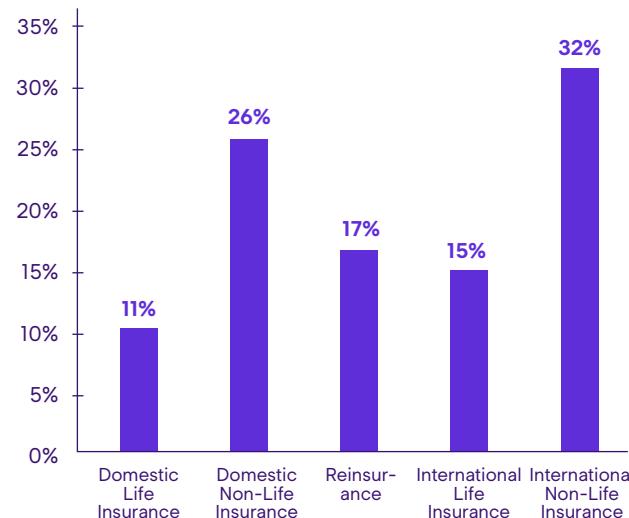
## Appendix 2.2

### RFS – Sector<sup>7</sup> and Sub-Sector<sup>7</sup> Profiles

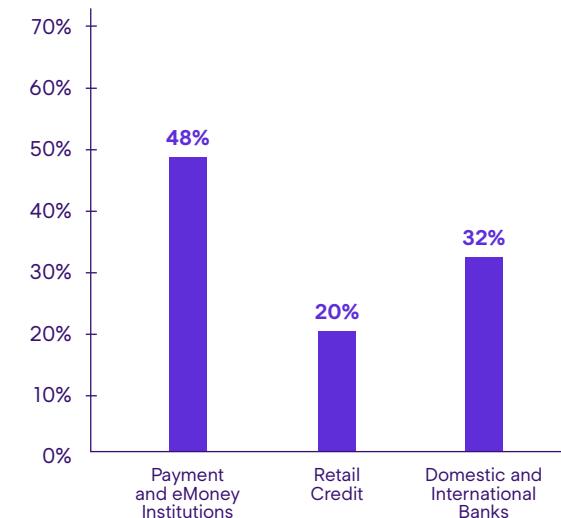
**Capital Markets and Funds:**  
% Responses by sub-sector



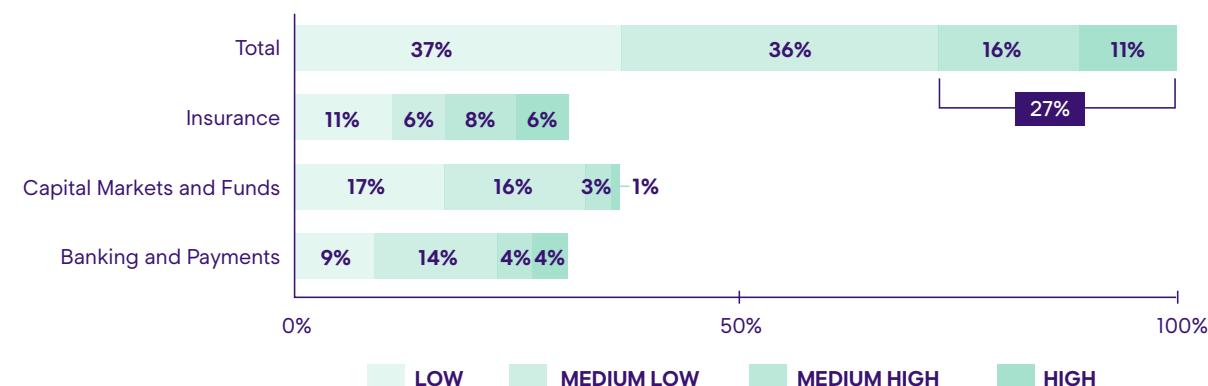
**Insurance:**  
% Responses by sub-sector



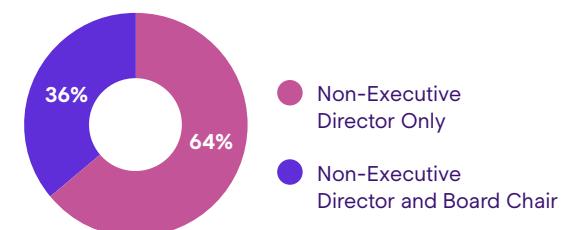
**Banking and Payments:**  
% Responses by sub-sector



**RFS Combined: PRISM Rating Distribution by Sector**



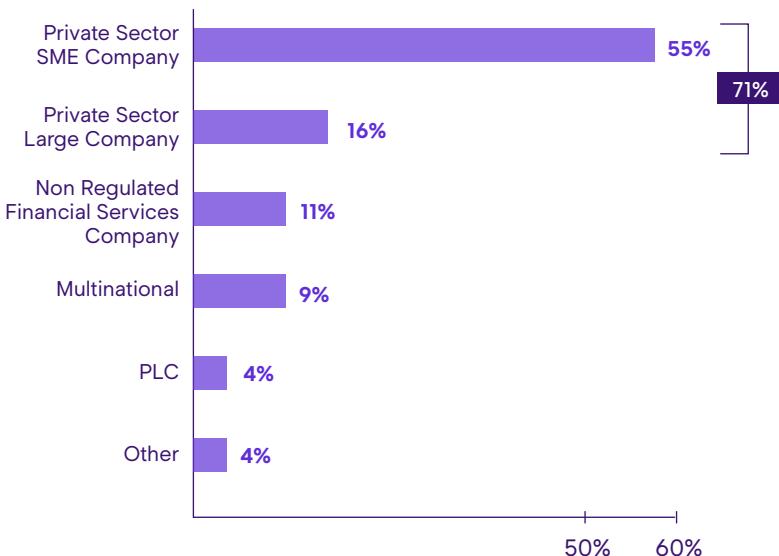
**RFS: Director Profiles**



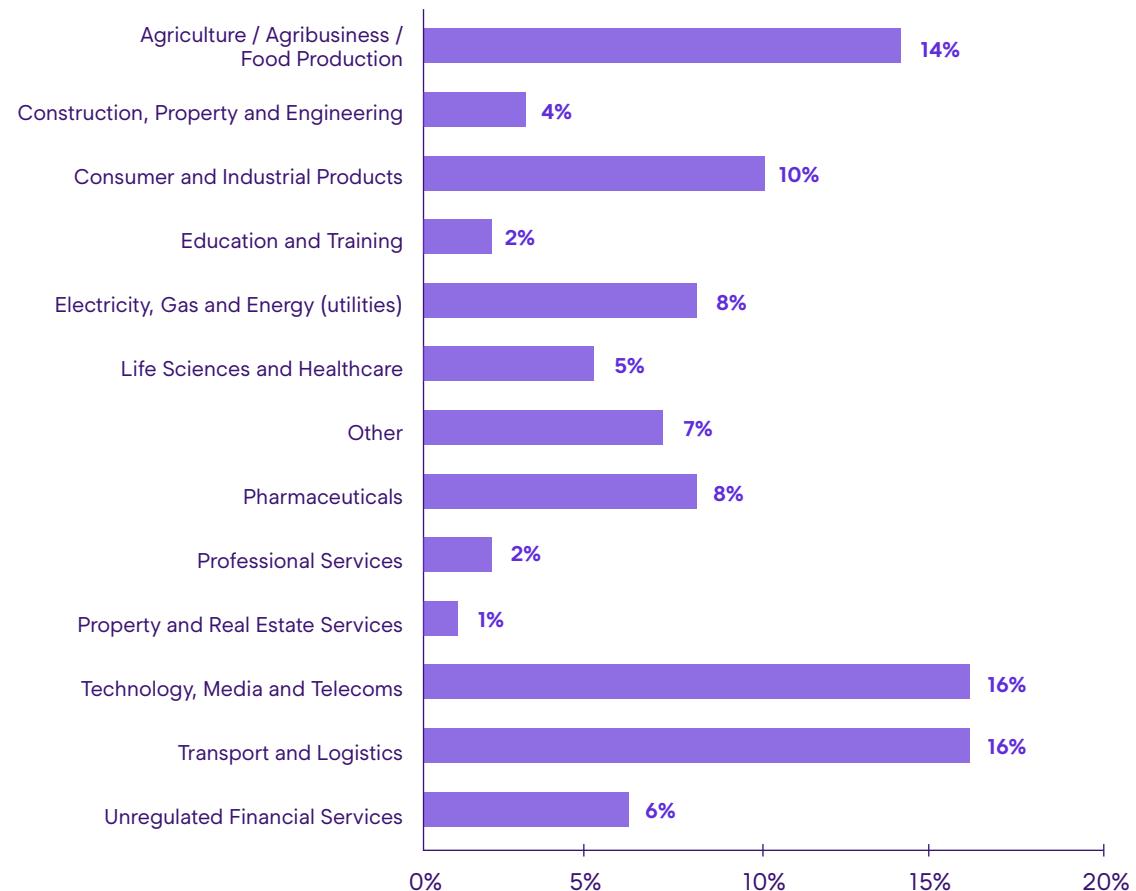
## Appendix 2.3

### Other Companies – Profiles

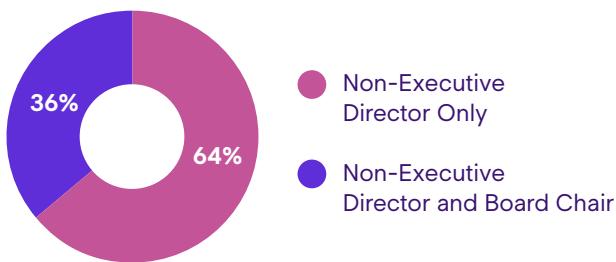
Other Companies: Split by Company Type



Other Companies: Primary Industries



Other Companies: Director Profiles



## Appendix 3.1

### Banking and Payments – Director and Board Chair Remuneration

Director Remuneration	Banking and Payments Combined			Domestic and International Banks		
	Tier	Tier Ranges	% per Tier	Tier	Tier Ranges	% per Tier
	Lower	€0 - €35,000	15%	Lower	€0 - €35,000	5%
	Mid	€35,001 - €60,000	37%	Mid	€35,001 - €60,000	24%
	Upper	€60,001 - €100,000+	48%	Upper	€60,001 - €100,000+	71%
	Median	€55,001 - €60,000		Median	€70,001 - €80,000	
	Payments and eMoney Institutions			Retail Credit		
	Tier	Tier Ranges	% per Tier	Tier	Tier Ranges	% per Tier
	Lower	€0 - €35,000	13%	Lower	€0 - €35,000	38%
	Mid	€35,001 - €60,000	42%	Mid	€35,001 - €60,000	38%
	Upper	€60,001 - €100,000+	45%	Upper	€60,001 - €100,000+	23%
	Median	€55,001 - €60,000		Median	€45,001 - €50,00	
Board Chair Remuneration <sup>6</sup> by Sector	Board Chair: Total Remuneration – Banking and Payments			2024 Remuneration Euronext Dublin: Regulated Financial Services PLCs <sup>9</sup>		
	Tier	Tier Ranges	% per Tier	Tier	Board Chair	Non-Executive Director
	Lower	€0 - €35,000	0%	Mean	€359,667	€66,667
	Mid	€35,001 - €60,000	39%	Highest	€394,000	€75,000
	Upper	€60,001 - €100,000+	61%	Lowest	€320,000	€60,000
	Median	€60,001 - €70,000		Median	€365,000	€65,000

## Appendix 3.2

### Capital Markets and Funds – Director and Board Chair Remuneration

Director Remuneration	Capital Markets and Funds Combined			Funds and Fund Service Providers		
	Tier	Tier Ranges	% per Tier	Tier	Tier Ranges	% per Tier
	Lower	€0 - €35,000	38%	Lower	€0 - €35,000	40%
	Mid	€35,001 - €60,000	26%	Mid	€35,001 - €60,000	23%
	Upper	€60,001 - €100,000+	36%	Upper	€60,001 - €100,000+	36%
	Median	€45,001 - €50,000		Median	€40,001 - €45,000	
	MiFID Investment Firms			Markets and Retail Intermediaries <sup>10</sup>		
	Tier	Tier Ranges	% per Tier	Median	Markets	€60,001 - €70,000
	Lower	€0 - €35,000	29%	Median	Retail Intermediaries	€35,001 - €40,000
	Mid	€35,001 - €60,000	38%			
	Upper	€60,001 - €100,000+	33%			
	Median	€45,001 - €50,000				
Board Chair Remuneration <sup>6</sup> by Sector	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				

## Appendix 3.3

### Insurance – Director and Board Chair Remuneration

Director Remuneration	Insurance Combined			Insurance: International Non-Life					
	Tier	Tier Ranges	% per Tier	Tier	Tier Ranges	% per Tier			
	Lower	€0 - €35,000	24%	Lower	€0 - €35,000	19%			
	Mid	€35,001 - €60,000	46%	Mid	€35,001 - €60,000	71%			
	Upper	€60,001 - €100,000+	30%	Upper	€60,001 - €100,000+	10%			
	Median	€50,001 - €55,000		Median	€45,001 - €50,000				
Board Chair Remuneration <sup>6</sup> by Sector	Insurance: Domestic Non-Life			Insurance: International Life					
	Tier	Tier Ranges	% per Tier	Tier	Tier Ranges	% per Tier			
	Lower	€0 - €35,000	29%	Lower	€0 - €35,000	40%			
	Mid	€35,001 - €60,000	18%	Mid	€35,001 - €60,000	50%			
	Upper	€60,001 - €100,000+	53%	Upper	€60,001 - €100,000+	10%			
	Median	€60,001 - €70,000		Median	€40,001 - €45,000				
	Insurance: Domestic Life			Insurance: Reinsurance					
	Tier	Tier Ranges	% per Tier	Tier	Tier Ranges	% per Tier			
	Lower	€0 - €35,000	0%	Lower	€0 - €35,000	27%			
	Mid	€35,001 - €60,000	29%	Mid	€35,001 - €60,000	55%			
	Upper	€60,001 - €100,000+	71%	Upper	€60,001 - €100,000+	18%			
	Median	€60,001 - €70,000		Median	€40,001 - €45,000				
Board Chair: Total Remuneration – Insurance									
	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			Private Sector Small		
	Tier	Tier Ranges	% per Tier	Tier	Tier Ranges	% per Tier
	Lower	€0 - €35,000	66%	Lower	€0 - €35,000	76%
	Mid	€35,001 - €60,000	18%	Mid	€35,001 - €60,000	11%
	Upper	€60,001 - €100,000+	16%	Upper	€60,001 - €100,000+	13%
	<b>Median</b>	€25,001 - €30,000		<b>Median</b>	€20,000 - €25,000	
Private Sector Large						
	Tier	Tier Ranges	% per Tier	Tier	Tier Ranges	% per Tier
	Lower	€0 - €35,000	52%	Lower	€0 - €35,000	72%
	Mid	€35,001 - €60,000	33%	Mid	€35,001 - €60,000	11%
	Upper	€60,001 - €100,000+	15%	Upper	€60,001 - €100,000+	17%
	<b>Median</b>	€30,001 - €35,000		<b>Median</b>	€25,001 - €30,000	
	Multinational			PLCs		
	Tier	Tier Ranges	% per Tier	Tier	Tier Ranges	% per Tier
	Lower	€0 - €35,000	50%	Lower	€0 - €35,000	0%
	Mid	€35,001 - €60,000	21%	Mid	€35,001 - €60,000	57%
	Upper	€60,001 - €100,000+	29%	Upper	€60,001 - €100,000+	43%
	<b>Median</b>	€35,001 - €40,000		<b>Median</b>	€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 <sup>6</sup> 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 <sup>4</sup> 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



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