

GENDER PAY GAP REPORT

2025



*Foras na Mara
Marine Institute*



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1. Introduction

The Marine Institute is pleased to present its third annual Gender Pay Gap (GPG) Report, prepared in accordance with the Gender Pay Gap Information Act 2021 and the Employment Equality Act 1998 (Section 20A) (Gender Pay Gap Information) Regulations 2022. Our snapshot date for this reporting cycle is 30th June 2025.

This report forms a key part of our Equality, Diversity & Inclusion Programme and provides a comparative analysis of our gender pay data for 2024 and 2025. This includes the impact of Seagoing Allowance (SGA) on overall pay gap metrics. This year, we continue to analyse data both including and excluding SGA to ensure a clear and transparent understanding of underlying pay dynamics.

There has been a positive outcome to efforts encouraging more female talent to participate in leadership development and to access opportunities to join our organisation or to progress to promotional roles.

The Gender Pay analysis indicates an increase in the gender pay gap, with the mean gender pay gap increasing from 14.15% in 2024 to 16.04% in 2025, and the median gender pay gap increasing from 15.94% to 19.88%.

A driver of the pay gap is the higher prevalence of males in senior roles and also the higher prevalence of males performing sea-going activities which attract an allowance in addition to pay. In 2025, the gap is also impacted by the departure of some experienced senior females, with less experienced female replacements, where appointed, generally commencing at lower points on the pay scale. There have been improvements in the gender pay gap for those working in part-time and temporary roles.

There have been positive profile changes to our workforce with increases in female employees in the upper middle and upper quartiles. In comparing 2025 to 2024, the percentage of female staff has increased overall to 55% of employees, up 5% on this time in 2024. It will take several years before the progression of these female staff leads to a significant improvement in the Institute's gender pay gap statistics. Sustained increases in the number of females in the upper quartiles and a relative reduction in the lower quartiles are required to address the gap.

Further detail is provided in the sections and tables below.



2. The Marine Institute

The Marine Institute is Ireland’s scientific agency responsible for supporting the sustainable development of the State’s maritime area and resources. The Institute conducts applied research and provides scientific knowledge, advice and services to government, industry and other stakeholders and users. Our mission statement is to “provide scientific, research and development services to government, agencies, industry, and society that support the sustainable use of our maritime area, the protection and restoration of marine ecosystems, and promote a shared understanding of the ocean.” We do this through conducting applied research and providing scientific knowledge, advice, and services to government, industry and other stakeholders and users.

The Marine Institute has six core values that inform our strategy and direction and ensure all decisions and behaviours, across every level, align with our objectives. Our values of “Commitment, Integrity, Excellence, Innovation, Collaboration, Respect” act as guiding principles for staff and help us to promote a positive and inspiring employee experience. Our values are the foundation of our culture. Living by these values, putting them into practice, and weaving them into all aspects of our work inspires our people to deliver excellence.

On June 30th, 2025, the Marine Institute had a total staff headcount of 277 consisting of 153 females and 124 males. 90% of staff are in professional and technical or administrative grades and roles that require specialist or specific qualifications. These include staff in the areas of fisheries science, food safety, marine chemistry, fish health, licensing support, marine spatial planning, oceanography, climate, ecosystems, mapping and ocean modelling, marine or maritime equipment and engineering, business development, EU programme delivery, national and international policy advice, research funding and grants, information and communication technology, change management, procurement, corporate governance, risk management, human resources, finance, economics, environmental management and quality management.

As an organisation we offer and support a broad range of flexible working arrangements including part-time, job sharing, blended working (mix of on and offsite), flexible working patterns, parental leave and other statutory leave implemented with flexibility. All employees are paid salaries at set public sector pay grades which provide for equal pay for equal work irrespective of gender. Our pay structures are informed by public sector pay policy and are fully transparent.

Profile of our staff on 30th June 2025

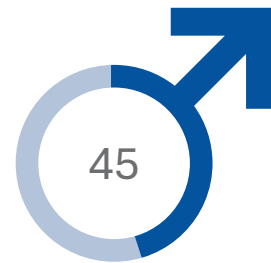
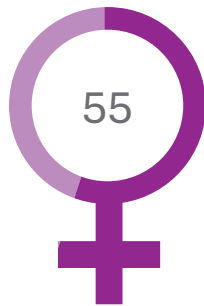


Female



Male

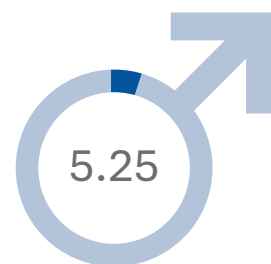
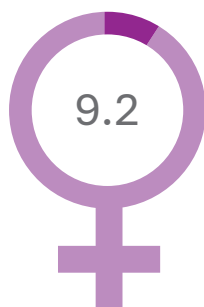
% Overall



% Working part-time



% Working flexi hours



3. Methodology

How was the gender pay gap calculated?

1

Mean Gender Pay Gap

The mean (average) gender pay gap was calculated by converting all relevant salaries to an hourly rate and averaged for males and females respectively. The difference between the mean pay for all male and female colleagues was then calculated and expressed as a percentage (%) of men's pay.

2

Median Gender Pay Gap

The median gender pay gap was calculated by converting all male and female salaries to hourly rates and listed from the highest to lowest paid, respectively. The difference between the median hourly rate of males and females was expressed as a percentage (%) of men's median pay.

3

Pay per Quartile

This is the percentage of male and female employees in four equal sized groups of employees based on their hourly pay. All employees are grouped under a certain level of pay and then divided into quartiles e.g. the lower quartile will include 25% of employees in the organisation whose pay band is in the lowest 25% with pay bands under a certain level.

4. Summary of Key Findings

The Gender Pay analysis indicates an increase in the gender pay gap, with the mean gender pay gap increasing from 14.15% in 2024 to 16.04% in 2025 (an increase of 1.89%), and the median gender pay gap increasing from 15.94% to 19.88% (an increase of 3.94%).

These results calculated and reported as per the legislation indicate that female employees earn 16.04% less than their male counterparts when assessed across stipulated pay bands.

The detailed analysis indicates an improvement in the mean and median remuneration for both part-time and temporary contract employees (see Graph 1 below).

While the Marine Institute continues to offer equal pay for equal work and operates under fixed public sector pay grades, differences in job roles and participation in seagoing duties which bring an increased payroll related allowance in addition to addition to basic salary is having an impact on our gender pay gap figures.

The increased gap in 2025 with sea going allowance (SGA) included can be attributed to a higher concentration of male staff in roles that attract seagoing allowances and there was an increase in the number of these roles advertised across the review period.

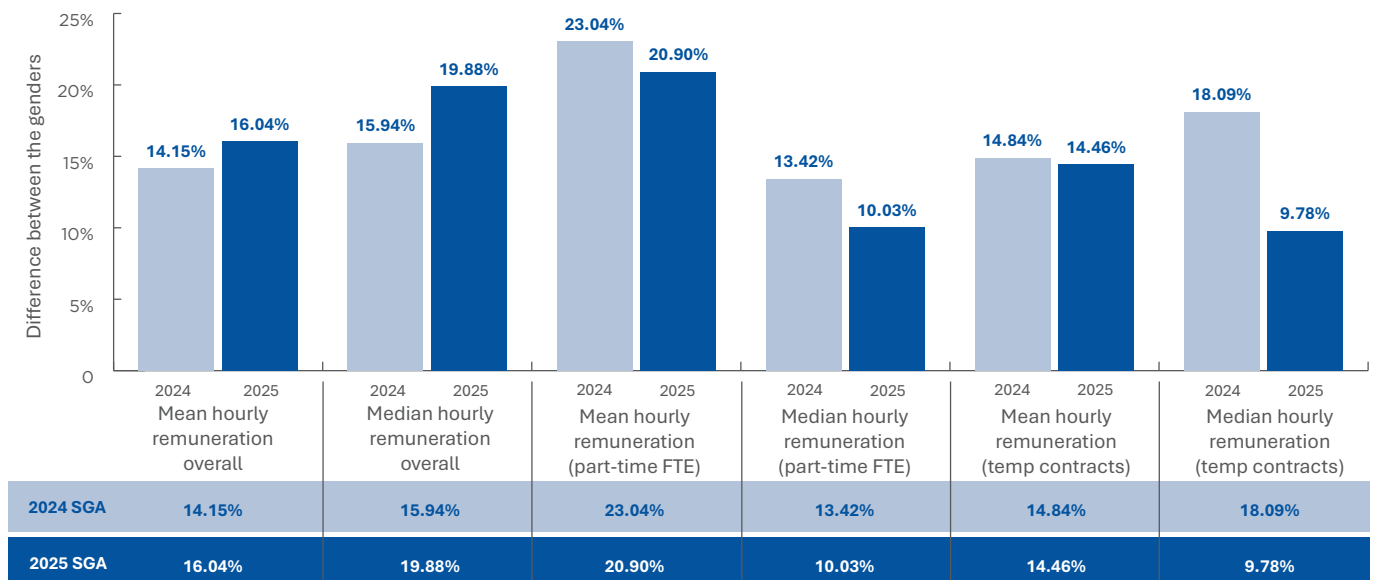
Even when SGA is excluded, increases arise in both the mean and median pay gaps due to senior female employees on higher salaries retiring or resigning and replacements coming in at lower salary points at the start of the scales, or male employees replacing the females who depart.

As an organisation, we understand that continued action is needed to ensure continued broad improvement in the gender pay gap across all levels within the organisation and have addressed this in section five below.

As public sector employers, salaries by grade are set by the government so there are prescribed, transparent salary terms that do not differ for any individual doing the same work, regardless of gender. Appointment to any role is made based on an open and transparent competency-based selection process.

Salary Comparison of 2024 versus 2025 including Seagoing Allowance (SGA) below:

Graph 1: 2024 vs 2025

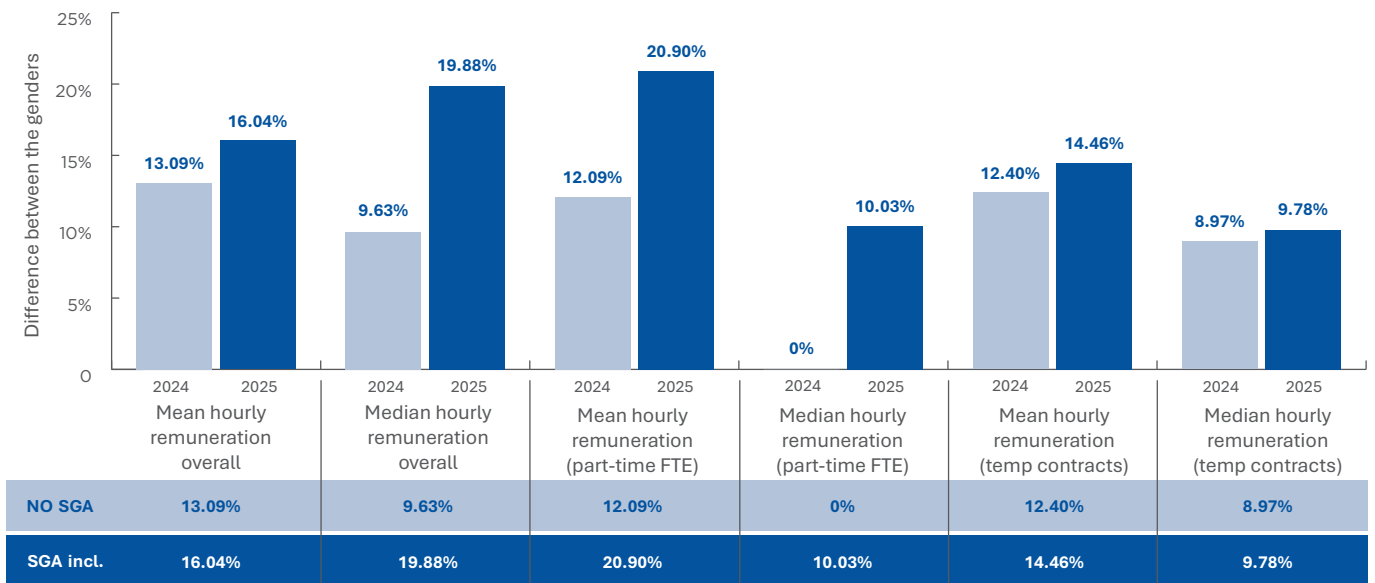


Note: All percentage figures reflect the difference in average (mean or median) hourly pay between men and women, expressed as a percentage of male earnings.

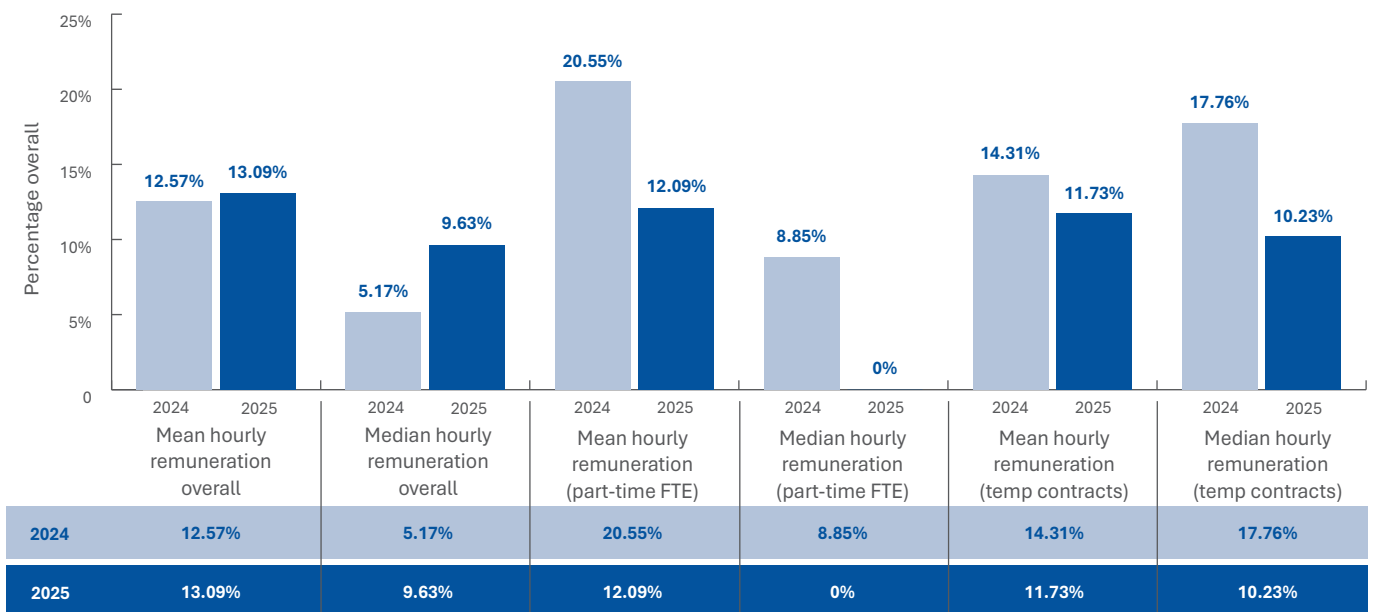
The data analysed on June 30th, 2025, considered part-time employees and those working on temporary contracts of employment. Part-time employees included anyone working less than 1 full-time equivalent (FTE) role E.g., those work sharing, working half time and job sharing. The mean hourly rate for part-time workers is 20.09% lower for female than male employees and the difference in the median rate is 10.03%.

As cited above, we have included seagoing allowance (SGA) in the consideration for 2025 and have included below in graph three the comparisons of the gender pay gap analysis with and without seagoing payments for 2025. It reflects that across all categories of work and pay, the numbers of male employees participating in seagoing duties are higher than female and this impacts the gap for this type of role when considering salaries

Graph 2A: 2025 Comparisons with and without SGA



Graph 2B: 2024 vs 2025 Comparative graph without Sea Going Allowance



Pay Quartiles for employee findings:

LOWER QUARTILE

The **Lower Quartile** included staff members in Clerical Assistant (Clerical Officer), Administrative Assistant (Executive Officer), Laboratory Attendant, Laboratory Analyst, Post Doctoral Researcher and Scientific & Technical Officer (Engineer Grade III) grades and salary scales. Female staff make up 69.57% of this Quartile an increase from 63.33% in 2024.

LOWER MIDDLE QUARTILE

The **Lower Middle Quartile** includes Laboratory Analyst, Post Doctoral Researcher and Scientific & Technical Officer (Engineer Grade II), Administrative Assistant (Executive Officer), Administrator (Higher Executive Officer), grades, and salary scales. Female staff make up 60.87 % of this Quartile, an increase from 56.67% in 2024.

UPPER MIDDLE QUARTILE

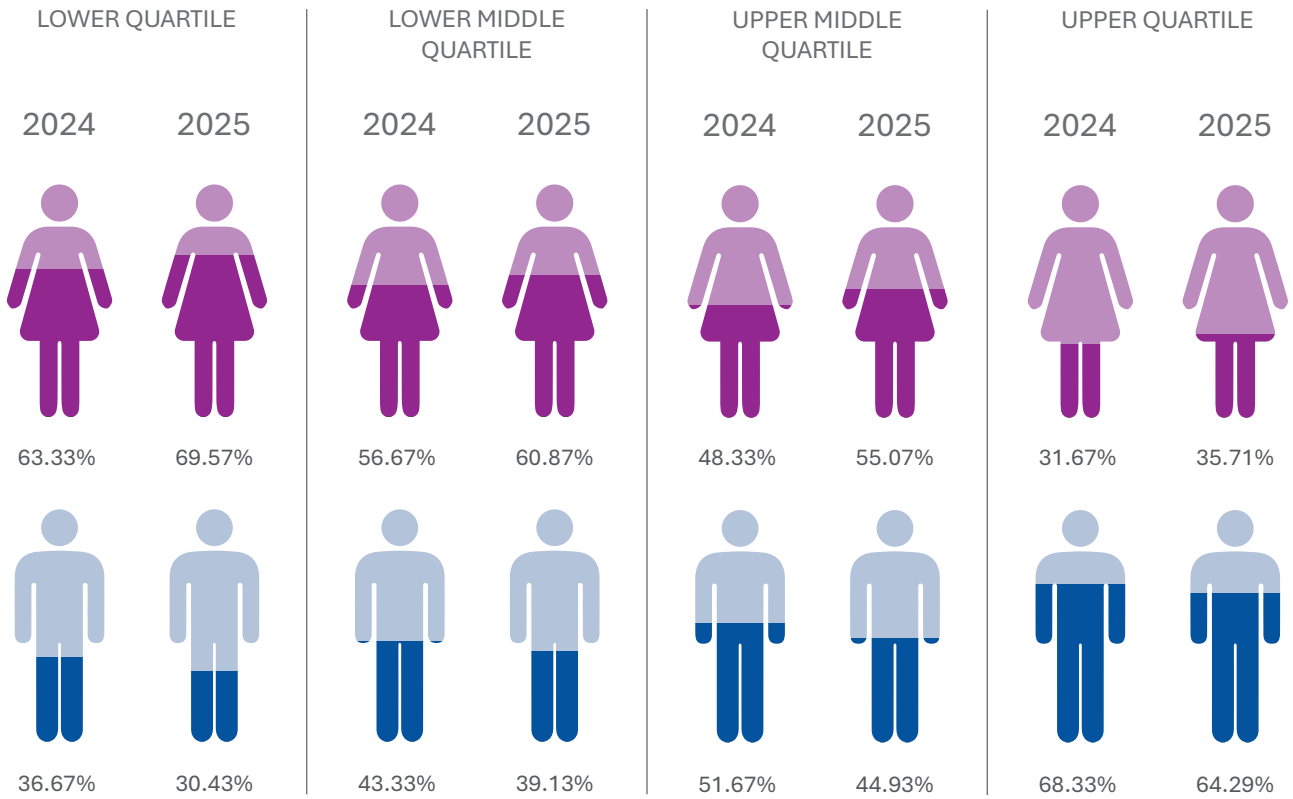
The **Upper Middle Quartile** includes Laboratory Analyst, Senior Laboratory Analyst, Scientific & Technical Officer (Engineer Grade III), Administrator (Higher Executive Officer), Team Leader (Engineer Grade II), grades, and salary scales. Female staff make up 55.07% of this Quartile, an increase from 48.33% in 2024.

UPPER QUARTILE

The **Upper Quartile** includes, Scientific & Technical Officer (Engineer Grade III), Team Leader (Engineer Grade II), Section Manager (Engineer Grade I), Senior Administrator (Assistant Principal), Director Higher, Director (Principal Officer), Chief Executive Officer (Assistant Secretary) grades and salary scales. Female staff make up 35.71% of this Quartile an increase from 31.67% in 2024.

Grade	Lower	Lower Middle	Upper Middle	Upper
Clerical Assistant (Clerical Officer)	✓			
Administrative Assistant (Executive Officer)	✓	✓		
Laboratory Attendant	✓			
Laboratory Analyst	✓	✓	✓	
Post Doctoral Researcher	✓	✓		
Scientific & Technical Officer (Engineer Grade III)	✓	✓	✓	✓
Administrator (Higher Executive Officer)		✓	✓	
Senior Laboratory Analyst			✓	
Team Leader (Engineer Grade II)			✓	✓
Section Manager (Engineer Grade I)				✓
Senior Administrator (Assistant Principal)				✓
Director Higher				✓
Director (Principal Officer)				✓
Chief Executive Officer (Assistant Secretary)				✓

Graph 3: 2024 vs 2025 Quartile comparison



The profile of our staff at this point in time is 55% female and 45% male, with more female than male representation in the lower to upper middle quartiles and lower female percentages in the upper quartile, although there was an increase of 4% in this category since 2024.



5. What we already do to promote Equality, Diversity & Inclusion (EDI)

The Marine Institute continues to show commitment to EDI, particularly when recruiting, retaining and developing our staff, both current staff and those yet to join us. We have shared below the actions and initiatives taken, or in train, under our current Equality, Diversity & Inclusion and Gender Pay Equality Strategy.

AREA

Culture and Values



We have an established Equality, Diversity and Inclusion group in place representing all staff and driving our programme of research and action in this area.

We have a proactive LGBTQI+ and Allies Group promoting and supporting awareness, education and support.

We issued in 2025 a style guide sharing how to ensure inclusive and accessible communications.

In developing our strategy, **“Ocean Knowledge That Informs and Inspires”**, our Values were reaffirmed to be Commitment, Integrity, Excellence, Innovation, Collaboration and Respect.

We run external independent surveys to assess our staff engagement and satisfaction every two years, considering Communications, Leadership, Performance Management, Equality & Diversity; Future of Work etc.

We ran in 2023 a pilot Blended Working programme, had an external expert review it in 2024 and have launched our new policy.

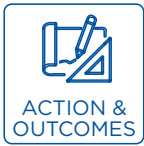
Our Culture Ambition reflected in our current Strategic Plan is to enable **“Our People Delivering Excellence”**.

We promote our diverse organisation using social media platforms.

We promote, support, and celebrate our staff with events and national /international days including a particular focus on our women on International Women’s Day.

We have a commitment to operating sustainably.

AREA

Benefits and Employment Terms

Equal Pay for Similar Roles

Published, transparent salary scales.

Attractive Pension Scheme.

Annual leave including carry over of same

Employee Assistance Programme

Wellbeing programme in place including counselling supports, wellbeing resources, flu vaccinations, medicals, mental health first aiders and training.

Paid Sick leave.

ED&I champions and Allies groups.

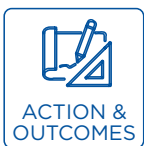
Bike to Work Scheme.

Tax Saver Scheme.

Commitment to investing in learning and development.

Positive Trade Union Environment.

AREA

Flexible Working & Family Friendly Working Environment

Family Friendly employer with policies and initiatives in place, including:

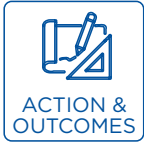
- Paid maternity and adoption leave
 - Paid paternity leave
 - Parent's leave
 - Parental leave
 - Breastfeeding/lactation breaks / reduced hours
 - Carers leave
 - Force majeure leave
 - Study / exam leave
 - Special leave
 - Paid domestic abuse leave
 - Right to disconnect
-

Blended Working Policy

Flexible Working Policy – including alternate work patterns, job-sharing, part-time working, career break.

AREA

Investing in Our People and Their Development – (current and future) including Leadership Programmes, Mentoring, Coaching and Networking



Buddy and Mentoring frameworks in place for all new and existing employees.

Welcome and Induction Programme – blended with online and in-person modules.

Organisation Leadership Programme in place for all current and future leaders.

Investment in Female Leadership Programmes – IMI Women in Leadership, DCU Women in Leadership, Aurora Leadership for Women in Research or Academia.

Supporting Coaching Programmes at all levels.

Partnering with AsIAm and training all employees in how to work, manage others and support colleagues. Sensory Audits of our main facilities.

Promoting training in unconscious bias, disability awareness, menopause awareness, resilience and mental health, working safely at sea, bullying and harassment, the right to disconnect, blended working, diversity and inclusion whistle blowing, Public Sector Equality and Human Rights Duty.

Contributing up to 100% for 3rd level training.

Protecting budget investment in Learning and Development for all grades and having a Learning and Development Programme in place for all grades annually ranging from mandatory to developmental.

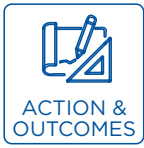
ED&I group in place responsible for our annual programme of deliverables and our 3-year Strategy for ED&I and Gender Pay Gap. This includes our LGBTQI+ and Allies Group.

Supporting Annual Transition Year Programme – 30 to 50 students annually from around the country.

Offering a summer undergraduate work experience programme.

Supporting a primary level schools programme.

AREA

Recruitment & Selection

We have reviewed how we advertise, interview, and appoint candidates to ensure equality of access, opportunity, and a diverse pool of successful candidates.

All interviewers must complete unconscious bias and interview training before sitting on a panel.

We use gender neutral language in campaigns.

Use of online platforms for interviewing to make it more accessible.

As an equal opportunities' employer, we work to promote a culture of equality, and we strive to embrace genuine equality of opportunity through our recruitment and selection processes which are open to all.

We aim for gender balanced interview panels.

We provide appropriate assistance and accommodation throughout our recruitment and selection processes, including providing the provision of easily accessible interview facilities, agreeing an appropriately timed interviews, and supplying or arranging facilitating appropriate equipment. We also for some campaigns share the interview questions in advance with candidates.



6. Next Steps for 2025–2026

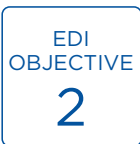
In further developing through action our commitment to EDI, we have clearly outlined Strategic Objectives which have been informed by legislation, and consultation with our internal EDI and Alliance groups, wider staff, and external subject matter experts in this area. We have published our EDI Strategic Objectives, priorities, and timelines, under five areas of importance for delivery to 2027.

These include:



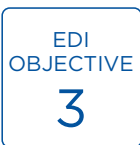
To ensure that an EDI culture is fostered in the Marine Institute.

Develop communication tools to disseminate information, access training and promote EDI events and initiatives.



To promote Marine Institute access to a diversity of talent and skills.

The Marine Institute remains committed to inclusive recruitment, flexible working, and supporting underrepresented groups to access employment and development opportunities.

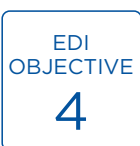


To advance career support and leadership development opportunities to all staff working in the Marine Institute.

We will continue to explore if there are barriers to career progression for women in particular roles including seagoing and those in the upper pay quartiles through engagement and staff consultation. We will continue to promote female participation in leadership and seagoing roles.

Foster and communicate female focused leadership programmes from early career to senior level career pathways.

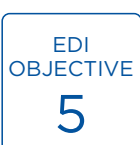
Engage with early career professionals to ensure positive integration.



To monitor and promote gender considerations in the Marine Institute as a Research Funding Organisation and as a Research Performing Organisation.

We will continue to provide training on, and including the gender dimension aspect within research proposals and projects

Guidelines to ensure that female participation in external steering committees and scientific working groups/project teams.



To Facilitate the integration of EDI Governance and best practices into Marine Institute initiatives.

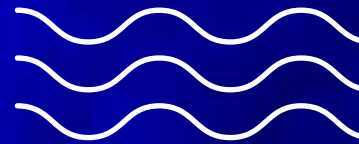
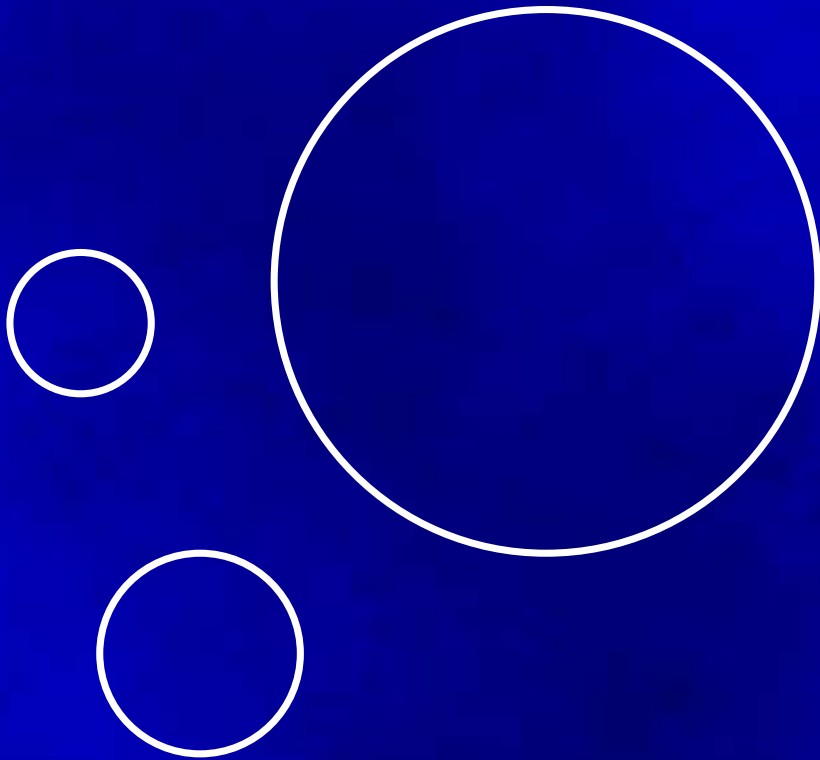
Publish in 2025 updated Statement of Compliance and assessment for Public Sector Duty – meeting requirements under Section 42 of the Irish Human Rights and Equality Commission Act 2014. We will continue to promote female participation in leadership and seagoing roles.

7. Conclusion

The Marine Institute recognises the importance of transparency and continuous improvement in our efforts to address the gender pay gap. The analysis in 2025 reflects a difference primarily due to the types of roles that males and females are employed in.

We were pleased to see a positive return on efforts with improvements in the GPG for part-time and temporary contract employees and increases in female employees across all quartiles including the upper middle and upper quartile. This positive outcome reflects efforts with communications, recruitment, and staff development.

It remains that there are higher levels of female workers in our administrative and land-based roles and lower levels of females in senior roles. We remain committed to identifying and removing barriers and ensuring a fair and equitable workplace for all staff.



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