



# 2023

GROWING AN INCLUSIVE AND GENDER DIVERSE CULTURE IN TEAGASC

# GENDER PAY GAP REPORT



# FOREWORD



PROF. FRANK O'MARA  
DIRECTOR OF TEAGASC

At Teagasc we have put huge focus on diversity and inclusion (D&I) since we launched our first Diversity and Inclusion Strategy in 2020. Through our efforts, we have strengthened our knowledge and capabilities, and can now start to see how a D&I lens has become part of how we plan and execute both our internal and external activities.

In the male-dominated agricultural sector, it is important that we focus on re-balancing the gender imbalance that exists. Our female-only discussion groups have grown in recent years, and we highlighted the benefits of these groups in our July edition of *Today's Farm*.

Government initiatives launched in 2023 show the priority that the Department of Agriculture, Food and the Marine (DAFM) is putting on gender equality in our sector. Its latest policies and financial incentives will encourage greater ownership of land and participation of women farmers, which of course Teagasc welcomes. Teagasc actively participated in the DAFM's successful National Dialogue on Women in Agriculture, which took place on 1st February 2023 and was led by former Minister for Agriculture, Mary Coughlan.

Within our own organisation, I am pleased that our gender pay gap has reduced again for the seventh consecutive year. Back in 2017, our pay gap was 17% and it has been gradually closing to a gap of 11%, as at June of 2023.

We still have some distance to travel to close the gap, but if we continue to invest in and improve the initiatives set out in our Gender Equality Plan, I am optimistic that the gap will continue to narrow over the coming years.

This year, for the first time, the Teagasc Authority has seen the gender balance tip in favour of women, which was a very positive development. We are fortunate to have recently welcomed a number of new female leaders onto our board and their contributions are already making an impact.

I have personally sponsored all of the initiatives brought forward by HR to the senior management team. Men championing gender equality initiatives is a very important part of changing the culture, supporting gender equality and reducing our gender pay gap.

# FOREWORD



VALERIE FARRELL  
HEAD OF HUMAN RESOURCES

Teagasc recognises that being able to attract, develop and retain female talent is crucial, and that organisations with gender-diverse management teams outperform organisations that do not have such diversity at the decision-making table. For decades, Teagasc has operated in a male-dominated industry, but this has been changing in recent years.

The appointment of more females to key management roles in Teagasc has positively changed the organisation structure and the leadership dynamic, and has provided important female role models for staff who have chosen to begin their careers in Teagasc.

Teagasc is seeing greater participation of female staff in postgraduate courses, and more females stepping forward for nominations to State boards. Agile working programmes have assisted colleagues with caring responsibilities to reach a better way of balancing work and home priorities, and this is particularly welcome for our female staff who may now be increasingly motivated to apply for more senior positions.

The theme of 2023's International Women's Day shifted the focus from gender equality to gender equity and this has helped organisations to focus more on providing staff with what they need to succeed, rather than ensuring the same supports to everyone.

Getting our gender pay gap into single digits over the next year will be challenging; however, with 65% of new permanent staff in 2023 being female our pipeline is trending positively.

We spent time during 2023 re-shaping our corporate values. Our newly defined values of *respect, integrity and excellence*, which incorporate our Gender and Diversity Values, will help to foster an environment where all staff feel included, empowered and developed. Teagasc is actively creating a welcoming workplace culture where staff, in particular female staff, will want to develop their careers, so that they can reach their true potential by advancing through our wonderful organisation.



# 1. GROWING A GENDER-INCLUSIVE CULTURE IN TEAGASC

TEAGASC'S PEOPLE STRATEGY 2018-2022 IDENTIFIED GENDER EQUALITY AS AN AREA THAT NEEDED TO BE PRIORITISED AND PROVIDED THAT IMMEDIATE STEPS BE TAKEN TO PROGRESS AND PROMOTE THIS OBJECTIVE.

Teagasc was fortunate to become a partner in an EU Horizon-funded project, which aimed at achieving gender equality in research organisations operating in the agriculture and life science research fields. This project was an excellent platform for Teagasc to spring into action and provided valuable resources to help us on our journey. As a key part of the project, Teagasc developed its first Gender Equality Plan.

The Teagasc Gender Equality Plan is comprised of four main strategic objectives:

- Building a gender equality culture
- Reshaping decision-making and governance
- Developing equal career support measures
- Integrating gender in funding, research and teaching.

The ultimate aim of the Gender Equality Plan is to deliver long-term, meaningful, organisational change by removing existing gender inequalities and biases, and ensuring a more gender-inclusive and balanced culture in Teagasc. We are committed to building an organisation that is more gender balanced and to delivering on these objectives and actions to ensure more women progress to senior leadership roles.

Resources are prioritised by Teagasc each year to maintain existing gender equality programmes, such as our *Leading from Within* leadership programme for female staff, as well as designing new initiatives aimed at helping to remove barriers for women in advancing their careers.



## 2. GENDER AND DIVERSITY VALUES

ONE OF THE MOST IMPORTANT ACTIONS FROM THE TEAGASC GENDER EQUALITY PLAN WAS THE DEVELOPMENT OF A SET OF GENDER AND DIVERSITY VALUES.

Through a participatory process, the values and behaviour statements illustrated below were developed and rolled out to all staff. The development of a suitable logo was very important in communicating our core gender and diversity values, both internally within Teagasc and outside the organisation. The logo, as set out on the right side of this page, is now included on all corporate communications and recruitment documents.

### EQUAL OPPORTUNITIES

We will ensure that everyone in Teagasc will have equal opportunities to achieve their potential.

### NO BARRIERS

We will ensure there are no barriers to achieving gender equality within the organisation.

### ACTIVE INCLUSION

We will actively ensure that all voices in the organisation are heard and that staff are empowered to share their views and ideas.



# 3. GENDER BALANCE IN TEAGASC

THE CHARTS BELOW SHOW THE CHANGE IN GENDER BALANCE BY SENIORITY SINCE JANUARY 2017 WHEN TEAGASC STARTED FIRST RECORDING ITS GENDER DATA.

## 3.1 Staff Profile

The breakdown of male and female staff in Teagasc has remained around the 60:40 range; however, the gender profile of senior staff has improved from 12% six years ago to 22%. The ratio improves when contract staff are removed from the data analysis, as it shows that in 2023 25% of Teagasc senior staff are female.

Female staff have performed very well within internal career development competitions, particularly in recent years where females have had access to new supports and training as a result of our Gender Equality Plan.

- Female staff have attained 77% of the promotional opportunities within administrative roles
- Female staff have attained 40% of the promotion posts across advisory grades
- 58% of the promotions across research officer and technical roles in our Research Directorate in 2023 went to female staff.

These positive trends highlight the concentrated effort and work that has been put in by Teagasc to address the gender imbalance within the organisation. However, more needs to be done in order to create better gender balance within the senior decision-making roles, as can be seen from the figures below showing career progression.

FIGURE 1: TEAGASC STAFF PROFILE 2017 AND 2023.

2017	2017 total	% male	% female
All staff	1071	59%	41%
Senior staff	79	88%	12%
Non-senior staff	992	57%	43%

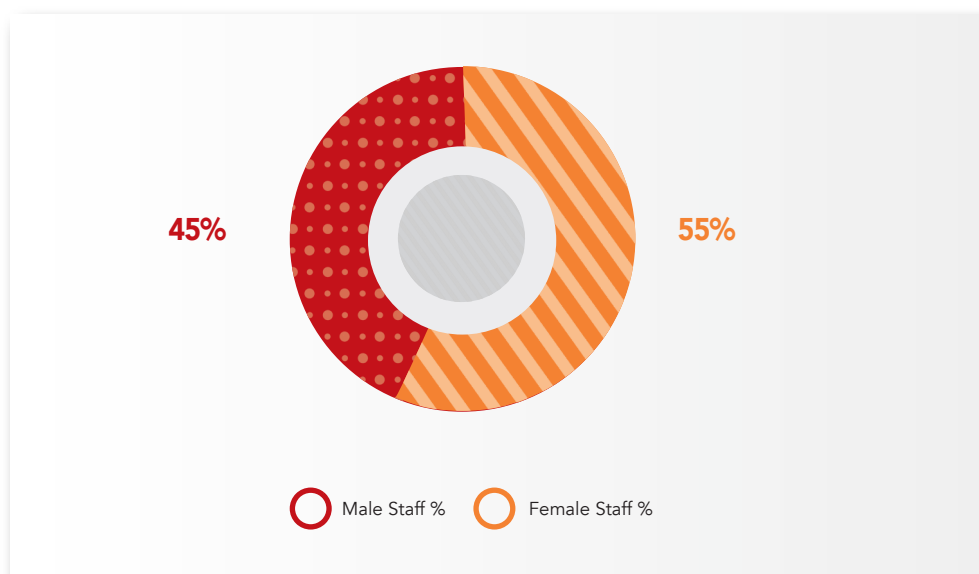
2023	2023 total	% male	% female
All staff	1131	60%	40%
Senior staff	85	78%	22%
Non-senior staff	1046	58%	42%

### 3.2 Pipeline of New Recruits

Over the last three years, the number of women entering Teagasc has increased with 60% of permanent roles recruited in the last three years being filled by women. We are also seeing an increase in the number of female candidates being placed on our agriculture advisory panels, which are used to fill both permanent and temporary posts in our colleges and advisory regions.

The Walsh Scholarship and postdoctoral programmes are also important pipelines to maintain gender balance. Currently, Teagasc has 233 students actively pursuing a PhD (or Research Master's) as part of the Teagasc Walsh Scholarships Programme. 55% of the total cohort are female. Many Walsh Scholars go on to successfully compete for both temporary and permanent positions in Teagasc.

FIGURE 2: TEAGASC WALSH SCHOLARS PROFILE 2023



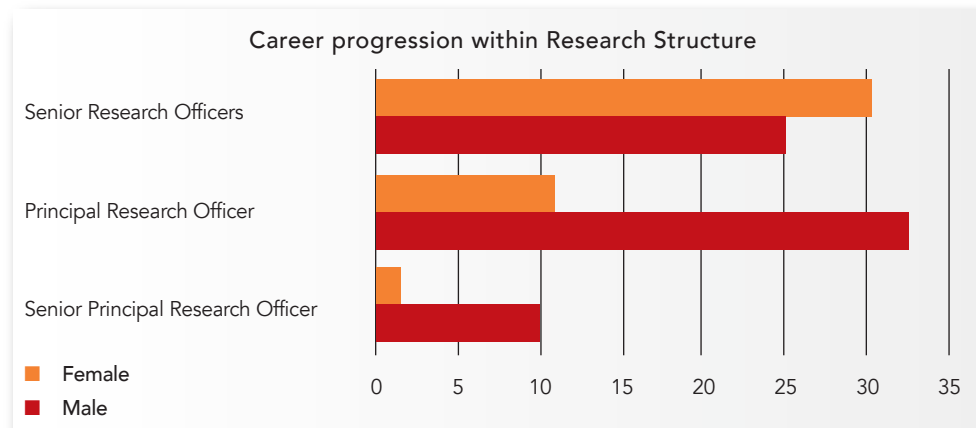
### 3.3 Career Advancement

So while Teagasc has made some encouraging progress in increasing the number of women working in the organisation, there are still improvements to be made to improve the gender balance of staff across the mid-career grades.

We can see from the figures below, that there is a 'leaky pipeline', as it is sometimes called, at the more senior levels. There is a good representation of female staff at the first and second levels of promotion within the research and advisory streams, but this reduces very significantly at higher levels of promotion, in particular within the research stream (**Figure 3**).

That said, the trend over the last five years is positive. In 2017, 10% of senior research posts were held by women. This increased to 17% in 2022 and the profile has further improved to 23% of the senior research roles being held today by women.

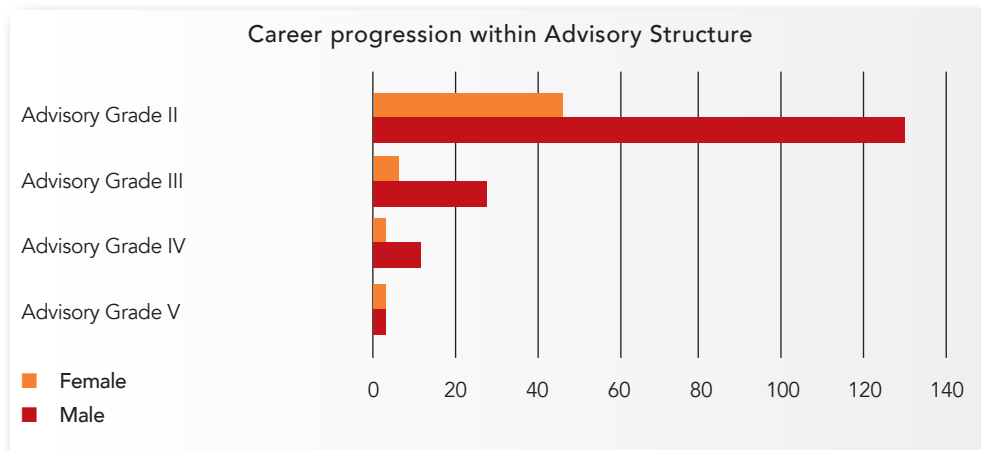
FIGURE 3: ILLUSTRATES THE ADVANCEMENT OF FEMALES WITHIN THE RESEARCH CAREER STRUCTURE (SENIOR RESEARCH OFFICER, TO PRINCIPAL AND SENIOR PRINCIPAL).



The chart illustrates the number of permanent staff in each of the grades as at June 2023. Principal Research Officer and Senior Principal Research Officer grades are defined as senior posts.



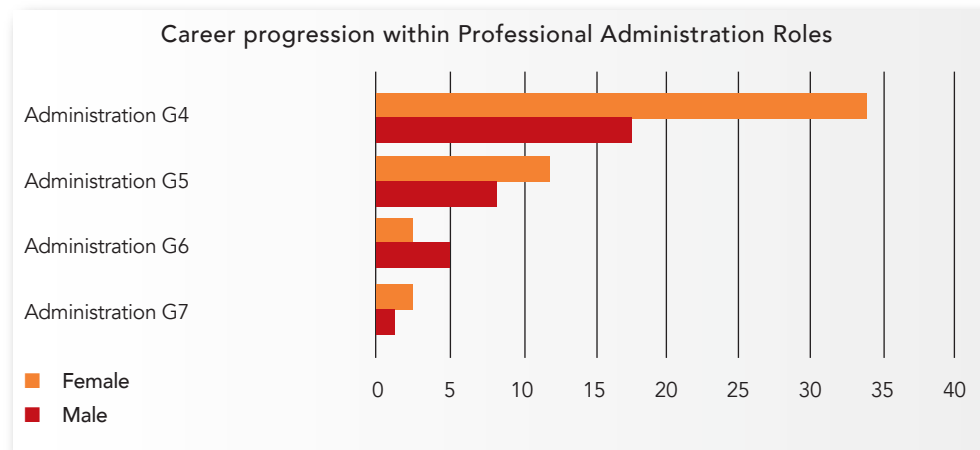
**FIGURE 4: ILLUSTRATES THE ADVANCEMENT OF FEMALES WITHIN THE ADVISORY CAREER STRUCTURE FROM GRADE II TO GRADE V.**



The chart illustrates the number of permanent staff in each of the advisory grades as at June 2023. Advisory Grade IV and Advisory Grade V are defined as senior posts.

While only 9% of the senior posts in advisory grades were held by women in 2017, this did improve to 20% in 2022, but unfortunately it has fallen back to 13%. This is a consequence of new management positions introduced.

**FIGURE 5: ILLUSTRATES THE ADVANCEMENT OF FEMALES WITHIN THE PROFESSIONAL ADMINISTRATION CAREER STRUCTURE FROM ADMIN G4 (HEO) TO ADMIN G7 (SENIOR PRINCIPAL OFFICER).**



The chart illustrates the number of permanent staff in each of the grades as at June 2023. Admin G6 and Admin G7 are defined as senior posts.

Excluding the head of directorate positions, women hold 40% of the senior principal officer or principal officer roles within the Operations directorate. This is up from 20% in 2017.

Ensuring that female staff are applying for head of department roles, leadership programmes and other advancement opportunities is critical if Teagasc is going to continue to improve its profile and gender pay gap. Having more role models, development programmes for female staff and mentoring are just some of the initiatives that Teagasc will continue to invest in.

### 3.4 Recruiting Females into Leadership Positions

Teagasc filled two middle management roles in the last 18 months with female professionals who were performing leadership roles outside the public sector. Bringing this talent into the organisation is critical, not just to improve the diversity at the top table, but also to get commercial perspectives from leaders who have worked in other sectors.

One of these appointments was a former Walsh Scholar who completed her PhD in Teagasc Moorepark.



Dr Anne-Marie Butler was appointed as Head of Education in 2021. Dr Butler joined Teagasc from Ulster Bank where she held leadership roles as Senior Agriculture Manager and Relationship Director. Dr Butler holds a PhD from University College Dublin, completing her doctorate research at Moorepark, under the Teagasc Walsh Fellowship programme.

*"It is a great honour for me to lead the Education programme and work with wonderful colleagues across the organisation. Teagasc offers a great opportunity for all staff to apply for new roles within departments or across the organisation. While not always easy to step outside our comfort zones, I'm a strong advocate for embracing change and new opportunities. Teagasc is providing opportunities for staff to flourish and grow."*

These appointments are critical to improving the organisation from a decision-making perspective. Women must be at the table contributing to the strategic plans of the organisation and representing the 40% of Teagasc's staff that are female.

The Teagasc Agile Working Programme was further promoted in 2023. This has been particularly important for attracting new female talent into Teagasc. HR has commenced a review of the home working policy and it will be important to examine this with a gender lens to ensure that home working is not negatively impacting the visibility and profile of women in the organisation.



Dr Siobhán Jordan was appointed Head of Technology Transfer and Commercialisation in 2022. Dr Jordan plays a key role in the development and leadership of Teagasc's innovation strategy and has responsibility for leading and developing commercialisation relationships with industry, university partners and other stakeholders. She holds a PhD from Trinity College Dublin and prior to joining Teagasc she was the founding director of Interface in Scotland, implementing the vision of a central point of access for matching business challenges to world-leading research across all Scottish Universities, Research Institutes and Colleges.

*"Since returning to Ireland to take up a senior position in Teagasc, I have been struck by the genuine commitment to embrace new ideas, enable innovation, diversity and inclusion, and collaborate with stakeholders across a range of organisations. With many opportunities for personal development and promotion across the organisation, it is encouraging to see female staff leading many collaborative initiatives within our sector, both nationally and internationally."*

# 4. GENDER PAY GAP EXPLAINED

THE GENDER PAY GAP REFERS TO THE DIFFERENCE BETWEEN WHAT IS EARNED ON AVERAGE BY WOMEN AND MEN BASED ON AVERAGE GROSS HOURLY EARNINGS OF ALL PAID EMPLOYEES. IT COMPARES THE PAY OF ALL WORKING MEN AND WOMEN, NOT JUST THOSE IN SIMILAR JOBS, WITH SIMILAR WORKING PATTERNS OR WITH SIMILAR COMPETENCIES, QUALIFICATIONS OR EXPERIENCE.

The gender pay gap does not refer to equal pay for equal work. Paying women less than men for the same job, purely on account of their gender, is illegal and is outlawed by equality legislation. It is not, however, illegal to have a gender pay gap.

Last year, Ireland introduced legislation for mandatory gender pay gap reporting in the form of the Gender Pay Gap Information Act 2021 and subsequent Regulations. Teagasc welcomed the opportunity to report on its gender pay gap for the first time in 2022. This year, Teagasc is pleased to report that its mean gender pay gap has reduced from 12% in 2022 to 11% in 2023. While more work clearly needs to be done to bring our gender pay gap into single figures, it is nevertheless positive that our mean gender pay gap has decreased since last year.

Before addressing the gender pay gap in Teagasc, there are some provisions in the legislation, with regard to how the data will be published, that may require clarification, as set out in the panels on the right side of this page.

## 'MEAN' AND 'MEDIAN' PAY GAP

The mean pay gap is the difference between men and women's average hourly wage across the organisation.

## MEDIAN PAY GAP

The median pay gap is the difference between the middle paid woman's hourly wage and the middle paid man's hourly wage, i.e., if the men and women are separately listed from the highest to the lowest paid, it is the difference in the hourly wage between the person in the middle of each list.

## QUARTILES

The Regulations provide that in publishing the information an employer must divide its workforce into **quartiles** by reference to the relevant pay band to which the employees belong. This has been done by determining the hourly remuneration of employees in Teagasc as of the 30th June 2023. Staff are then ranked according to their rates of hourly remuneration and divided into four groups, which act as comparator groups. This allows for comparisons to be drawn between male and female employees in the relevant quartiles.

We will now examine the gender pay gap which exists in Teagasc, per staff category.



# 5. TEAGASC

## GENDER PAY GAP

AS STATED

TEAGASC'S GENDER PAY GAP IS

**11% AS AT  
30TH JUNE 2023**

WHICH IS THE ANNUAL  
REPORTING DATE FOR TEAGASC.

THE FOLLOWING SECTIONS DETAIL THE PAY GAP FROM A  
NUMBER OF DIFFERENT SUB SECTIONS OF TEAGASC.



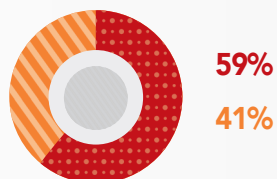
## 5.1 Permanent Full-Time Staff

The table below sets out a breakdown of the male and female permanent full-time staff, per quartile, working in Teagasc as at 30th June 2023.

### Proportion of Male and Female Staff in each Quartile

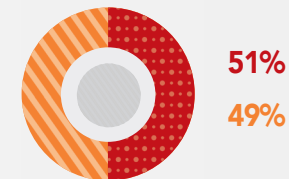
#### Quartile: Lower

Total Employees	249
No. of Male Staff	148
No. of Female Staff	101



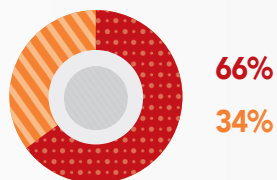
#### Quartile: Lower Middle

Total Employees	248
No. of Male Staff	126
No. of Female Staff	122



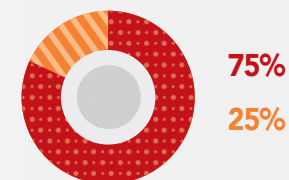
#### Quartile: Upper Middle

Total Employees	248
No. of Male Staff	164
No. of Female Staff	84



#### Quartile: Upper

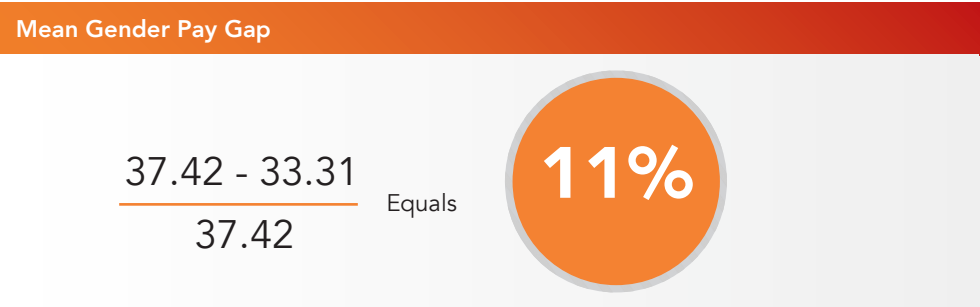
Total Employees	248
No. of Male Staff	185
No. of Female Staff	63



Male Staff %
 Female Staff %

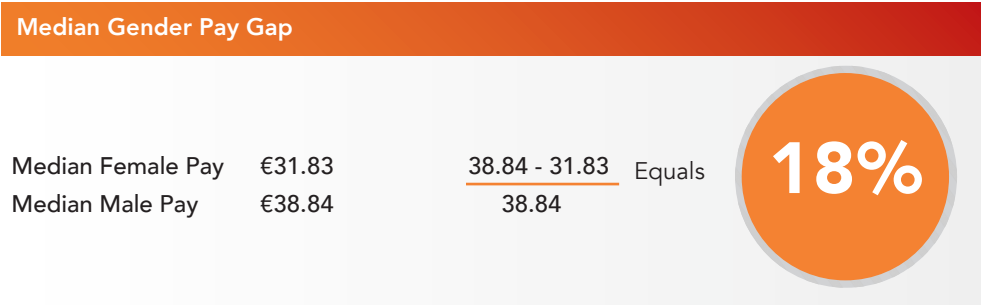
MEAN GENDER PAY GAP – PERMANENT FULL-TIME STAFF

Mean Hourly Remuneration			
Total Hourly Pay of Females	€12,324	Total Hourly Pay of Males	€23,311
Total Female Employees	370	Total Male Employees	623
Average Hourly Pay	€33.31	Average Hourly Pay	€37.42



The above charts indicate that the mean average hourly pay of the total number of permanent males working in Teagasc is €37.42, whereas the mean hourly pay of the total number of permanent females working in Teagasc is €33.31. Therefore, the mean gender pay gap for permanent full-time staff is 11%.

MEDIAN GENDER PAY GAP – PERMANENT FULL-TIME STAFF



The median hourly wage of permanent full-time males in Teagasc is €38.84 and the median hourly wage of permanent full-time females in Teagasc is €31.83. Therefore, the median gender pay gap is higher at 18%.





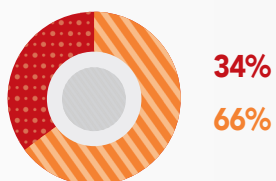
## 5.2 Permanent Part-Time Staff

The table below sets out a breakdown of the male and female permanent part-time staff, per quartile, working in the organisation. It is noteworthy that the numbers of male staff availing of part-time working is low but increasing. Post-Covid Teagasc is seeing more male staff applying for reduced hours.

### Proportion of Male and Female Staff in each Quartile

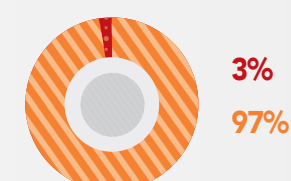
#### Quartile: Lower

Total Employees	29
No. of Male Staff	10
No. of Female Staff	19



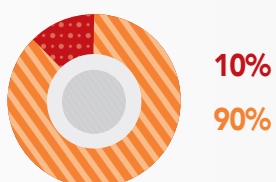
#### Quartile: Lower Middle

Total Employees	29
No. of Male Staff	1
No. of Female Staff	28



#### Quartile: Upper Middle

Total Employees	29
No. of Male Staff	3
No. of Female Staff	26



#### Quartile: Upper

Total Employees	29
No. of Male Staff	5
No. of Female Staff	24



Male Staff %
 Female Staff %

## MEAN GENDER PAY GAP – PERMANENT PART-TIME STAFF

### Mean Hourly Remuneration

Total Hourly Pay of Females	€2,989	Total Hourly Pay of Males	€569
Total Female Employees	97	Total Male Employees	19
Average Hourly Pay	€30.82	Average Hourly Pay	€29.99

### Mean Gender Pay Gap

$$\frac{29.99 - 30.82}{29.99}$$

Equals

**-3%**

As a result of the imbalance in the numbers of male and female staff availing of part-time working, and the fact that the majority of male staff working part-time are in the Lower Quartiles, there is a -3% mean gender pay gap. This means that there is 3% pay gap in favour of female staff who are working part-time.

## MEDIAN GENDER PAY GAP – PERMANENT PART-TIME STAFF

### Median Gender Pay Gap

Median Female Pay	€28.32	$\frac{21.12 - 28.32}{21.12}$ Equals
Median Male Pay	€21.12	

**-34%**

The median hourly wage of permanent part-time males in Teagasc is €21.12 and the median hourly wage of permanent part-time females in Teagasc is €28.32. Therefore, the median gender pay gap is -34%, meaning it is in favour of female permanent part-time employees.

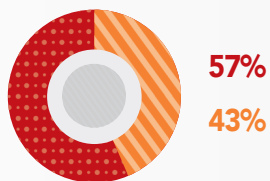
### 5.3 Fixed-Term and Temporary Full-Time Staff

These statistics are interesting as they are so balanced between male and female staff. There is a slightly higher number of male fixed-term and temporary full-time staff in the Lower and Upper Quartiles, whereas there is a higher number of female staff in the Lower Middle Quartile.

#### Proportion of Male and Female Staff in each Quartile

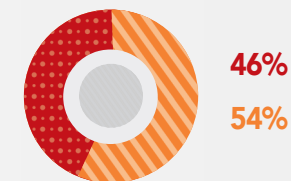
##### Quartile: Lower

Total Employees	70
No. of Male Staff	40
No. of Female Staff	30



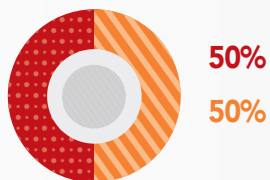
##### Quartile: Lower Middle

Total Employees	69
No. of Male Staff	32
No. of Female Staff	37



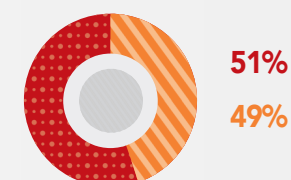
##### Quartile: Upper Middle

Total Employees	70
No. of Male Staff	35
No. of Female Staff	35



##### Quartile: Upper

Total Employees	70
No. of Male Staff	36
No. of Female Staff	34



Male Staff %
 Female Staff %



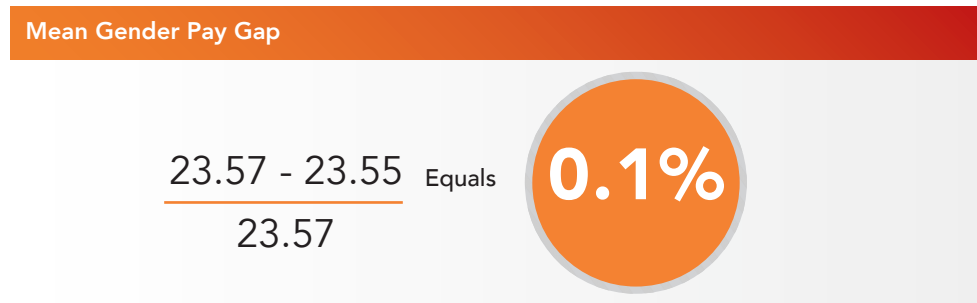
## MEAN GENDER PAY GAP – TEMPORARY FULL-TIME STAFF

Mean Hourly Remuneration			
Total Hourly Pay of Females	€3,202	Total Hourly Pay of Males	€3,370
Total Female Employees	136	Total Male Employees	143
Average Hourly Pay	€23.55	Average Hourly Pay	€23.57

## MEDIAN GENDER PAY GAP – FIXED-TERM TEMPORARY FULL-TIME STAFF

Median Gender Pay Gap			
Median Female Pay	€22.00	$\frac{22.41 - 22.00}{22.41}$	Equals
Median Male Pay	€22.41		
2%			

The difference between the median rate of pay for female and male fixed-term and temporary full-time staff is almost negligible, and therefore, the median gender pay gap is only 2%.



The average hourly pay of female fixed-term and temporary full-time staff is €23.55 and the average hourly pay of male fixed-term and temporary full-time staff is €23.57. Therefore, the mean gender pay gap with respect to this group of employees is almost non-existent at 0.1%. This is not unexpected considering all new recruits to the public sector join on the minimum of the pay scale, but it is positive to see a good gender balance of new staff with almost 49% of new recruits being female.



### 5.5 Summary of Teagasc Pay Gap

A summary of the relevant gender pay gap in favour of men for each of the categories of staff described is set out in the table below. The gap is a slight improvement on the previous year, but a positive 6% improvement from 2017 when Teagasc started to measure this.

### 5.6 How does Teagasc Compare?

The latest EUROSTAT figures show the gender pay gap for Ireland is 11.3% and an EU-wide average is 13%. Many parts of the civil service have a nominal pay gap, for example, the National Shared Services office, which employs about 800 people, and An Post. Commercial organisations in the agri-food sector last year reported pay gaps ranging from 6-19%.

Pay Gap	Permanent Staff 2022	Permanent Staff 2023	Temporary Staff 2022	Temporary Staff 2023
Mean Gap	12%	11%	3%	0.1%
Median Gap	18%	18%	1%	2%



# 6. CONTINUING TO ADDRESS THE TEAGASC GENDER PAY GAP

THE TEAGASC PAY GAP REPORT 2022, PUBLISHED LAST DECEMBER, HIGHLIGHTS A NUMBER OF ACTIONS THAT TEAGASC HAS BEEN PROGRESSING OVER THE LAST TWO TO THREE YEARS.

These initiatives are listed below.

- Leading from Within development programme for female staff
- Mentoring
- Career Coaching
- Lean-in-Groups
- Home working policy
- Gender Sensitive Communication Guidelines
- International Women's Day Career event.

Teagasc continues to support and promote these programmes. More comprehensive detail on these programmes can be found within last year's publication and under the Gender, Diversity and Inclusion pages of the Teagasc website.

Teagasc has also progressed some additional new initiatives in 2023.

## 6.1 2023 Initiatives

The Teagasc event to celebrate International Women's Day in March 2023 took a particular focus this year on female career development. As part of a live-streamed internal all-staff event, a number of female staff from all grades across the organisation shared their inspirational career stories. Over 400 colleagues tuned in to this event, which received resounding positive feedback, in particular how it inspired other female staff to consider

seizing career development opportunities that arise, no matter how and when. Mentoring, job rotations, applying for roles that you are not expected to get, secondments, stretched assignments, third-level courses, and bouncing back from rejection were just some of the topics that the staff discussed on 8th March.



One of the other actions identified in our Gender Equality Plan was the need to have a better understanding on what colleagues should do in the rare event that sexist comments are made in the workplace. Sexist remarks more often affect women in the workplace and it can lead to their exclusion and isolation. This new Guide to Understanding Sexism in the Workplace was launched in January 2023 at an all-staff webinar.

The Guide is aimed at:

- defining sexism in the workplace and explaining the potential impact on people
- providing information and creating awareness
- providing a resource for our Dignity at Work contact persons, and to
- empower staff to address issues and make Teagasc an even safer place to work.

The publication is very innovative and it was co-created with Andrea Dermody, author and Programme Director: Balance for Better Business. Andrea also lectures on our Leadership Development Programme delivered by Dublin City University.

# 7. FEMALE COLLEAGUES

## PROGRESSING UP THE LADDER IN TEAGASC

FEMALE STAFF ARE PROGRESSING THROUGH THE RANKS OF TEAGASC. JUST THREE OF THOSE STORIES ARE SHARED BELOW.



Grainne Hurley graduated from University College Dublin with a Degree in Agricultural Science and went on to complete her PhD in Queen's University Belfast as a Teagasc Walsh Scholar.

Grainne started working as a B & T dairy advisor with Teagasc in Kerry in 2007 and moved to Cork West in 2014. She took on an industry joint programme role in 2018. Grainne then decided to broaden out her qualifications beyond agricultural science when she completed a Certificate in Business Management from the UCD Michael Smurfit Business School in 2021. In 2022 she applied for and was appointed to the role of regional manager for West Cork. Grainne is the first female to be appointed into the role of West Cork regional manager and she hopes this will inspire many more to come.



Vanessa Maher joined Teagasc in 2001 as a Clerical Officer in the Advisory Services Department. She advanced to a HR Officer role (EO level) in 2003 in the HR Department, and went on to complete a Degree in Human Resource

Management from the National College of Ireland. She undertook a number of temporary higher duties assignments providing her with an opportunity to broaden her skills and experience. In 2016 she applied for and was successful in being appointed to a HR Specialist post (HEO level). In 2022 she was promoted again to the position of Recruitment Programme Manager, which is an Assistant Principal level post. Vanessa is responsible for leading and planning the recruitment of approximately 400 staff each year as well as delivering a staff promotions programme.



Lorraine Balaine grew up in Paris with French and Argentinian parents. She studied in the South of France in Montpellier SupAgro, where she was awarded an engineering degree in agronomy, as well as a master's degree in agricultural economics. She moved to Ireland in January 2017 to complete her PhD at the University of Galway, as part of the Teagasc-funded Walsh Scholarship programme. Lorraine commenced a post-doc position with Teagasc in 2020 and went on in 2022 to secure a permanent research officer role in the Agricultural Economics and Farm Surveys (AEFS) Department. Lorraine is part of the new Teagasc Climate Centre. Since 2017, Lorraine has benefitted greatly from the support, experience and expertise of colleagues within the AEFS Department and beyond. She brings new perspectives to the table and has paved a very successful career and reputation as an experienced and competent economist. This notably led to her election as Honorary Secretary of the Agricultural Economics Society of Ireland in 2022.



# 8. CONCLUSION

TEAGASC HAS BEEN VERY PROACTIVE IN THE AREA OF GENDER EQUALITY OVER THE LAST FIVE YEARS.

This proactivity comes from a belief that nurturing diversity in our organisation will bring about better performance and will make Teagasc a better place for everyone to work. All staff should be given an equal opportunity to excel, but it is incumbent on us to remove the barriers that exist for women and provide equity for women to advance in the organisation. We are making clear progress and we look forward to maintaining this momentum and continuing on a positive trajectory in 2024.

