

Griffith College

2025 Annual Gender Pay Gap Report

Reporting Period: 1 July 2024 – 30 June 2025





A Note from our President

I am pleased to present Griffith College's 2025 Gender Pay Gap (GPG) Report. This report is an important part of our ongoing commitment to transparency, accountability, and continuous improvement in how we support and develop our people.

While the data shows that Griffith College has different gender pay gaps depending upon the role and responsibility of our staff, in certain cases the gender pay gap favours males and in other cases the gender pay gap favours females. It is important to view these figures alongside the meaningful progress we have made in recent years. This reflects the policy of Griffith College to pay and promote by merit.

Over the past year, we have strengthened our long-established focus on equality, diversity and inclusion (EDI). Our objective has always been an institutional commitment to building a more inclusive culture, improving representation, and embedding fair and equitable practices across the College.

As always further work is required, in particular, a more robust approach to talent acquisition, succession planning, and management development. This will ensure that opportunities for progression and leadership are accessible, transparent, and equitable for all.

I would like to sincerely thank all my colleagues for their hard work, dedication, and contributions over the past year. Their commitment to our learners, to each other, and to living our values of Griffith College is what enables us to make progress.

Together, we will continue to build on this momentum and to foster a more balanced, inclusive, and supportive organisation.

Professor Diarmuid Hegarty

President, Griffith College

A handwritten signature in black ink that reads "Diarmuid Hegarty". The signature is written in a cursive style and is positioned above a thin horizontal line.



A Note from our HR Manager

Since joining Griffith College as Head of HR in 2022, my focus has been on building a more modern, transparent and people-centred HR function that supports our growth and enables colleagues to develop and progress. That work matters, because gender equity in pay must be supported by consistent, evidence-led decisions about recruitment, progression, reward and retention.

A key milestone has been the implementation of BambooHR (our HR Information System), strengthening our data governance and improving visibility across workforce trends. This is enabling more structured, evidence-based practices and clearer oversight of how we recruit, develop and retain staff.

Learning and development has been a core pillar over the past two years, with targeted training delivered across line management, probation and performance management, conflict resolution, dignity and respect at work, and supporting mental health. Building on this, we are developing an organisation-wide Learning & Development Strategy to support progression at all levels, including focused supports to increase the representation of women in senior roles, such as the College's commitment to fully funding doctorate studies to support women to progress academically and professionally.

In the first week of 2026 we presented a four-year action plan designed to strengthen gender equity. Key actions for 2025/26 include improved data and reporting, enhanced return-to-work supports, clear and transparent recruitment and promotion processes.

Gender equity requires a commitment to ensure all colleagues, regardless of gender, have equal access to opportunity, progression, recognition and a voice within the College. HR will continue to partner with senior leadership and staff to deliver and measure progress against these commitments.

Daniela Dana

HR Manager, Griffith College

Daniela Dana

Our Values



Agility and Adaptability



Academic Excellence



Friendliness



Career Focus



Diversity



Responsible
Stewardship and
Financial Acumen



Our Mission & Vision

At Griffith College, our mission is to provide, by living our values, a world-class intercultural learning experience for a diverse body of students supporting their career success and impactful research output for the global community.

Our vision is to be recognised among the leading, innovative, and socially enterprising of Ireland's universities.



Future Artist Impression of the Dublin Campus, circa 2036

At Griffith College, our people are at the heart of everything we do. In 2025, we were proud to have a community of 745 dedicated employees — individuals whose passion, skill, and commitment form the backbone of our institution. From our inspiring lecturers and expert faculty staff, to our academic support teams, campus services, and facilities colleagues, each person plays a vital role in ensuring our learners have the best possible experience and achieve success.

The Gender Pay Gap Report represents an important ongoing body of work for Griffith College. It reflects our continued commitment to fairness, equality, and transparency, as well as our belief that every member of our community should have the opportunity to thrive. By taking a closer look at our gender pay data, we can better understand the factors that influence pay and progression across the College and identify where we can make meaningful improvements.

Our people make Griffith College what it is — a vibrant, inclusive learning community built on collaboration, respect, and shared purpose. We are proud of the dedication shown by all our colleagues and remain committed to creating a workplace where everyone feels valued, supported, and empowered to succeed.

Understanding the Gender Pay Gap

What is the Gender Pay Gap?

The gender pay gap (GPG) measures the difference in the average hourly earnings of men and women across an entire organisation, regardless of role, function, grade, or working pattern.

The Gender Pay Gap reflects the overall distribution of men and women at different levels and in different types of roles.

Importantly, **the gender pay gap is not a measure of equal pay for equal work.**

Equal pay is our legal obligation, as an employer, we must give equal pay for equal work. In Griffith College we review annually and evaluate our pay practices to ensure all our employees are paid fairly, regardless of their gender.

Instead, the Gender Pay Gap highlights differences in gender representation across the workforce. The insights generated from this exercise will help identify strengths, highlight challenges, and shape targeted actions for meaningful change in Griffith College.

What is the difference between median and mean?

Median pay gap

The median is the middle score for a set of data that has been arranged in order of magnitude.

Mean pay gap

The mean is the statistical average of a set of data. In the context of GPG reporting, the mean GPG is the difference between women's mean hourly pay and men's mean hourly pay.

Comparing Median and Mean GPG

Mean and median GPG offer different perspectives to understand an organisation's pay practices.

What are Quartile Bands?

Quartile refers to the division of employees into four even segments based on the value of their hourly wage and at the proportion of male and female employees in each segment. Looking at the proportion of men and women in each quartile gives an indication of the gender representation at different levels of the organisation.

Gender Pay Gap Information Act 2021

- Applies to organisations with 250+ employees.
- Requires reporting of mean and median gender pay gaps, bonus pay gaps, and employee distribution by quartile.
- Key axiom of gender equity: equal pay for equal work.



Key Metrics & Employee Data

The following tables shows pay by gender over different levels of seniority within the College.

This shows in six cases that the **gender pay gap is negative**, indicating that the average female pay is higher than the average male pay.

In three cases the **gender pay gap is positive**, indicating that the average male pay is higher than the average female pay.

In five cases, **a zero or almost zero gender pay gap exists**, indicating that the average pay of females and the average pay of males at this level are the same.

It can also be seen that the underlying reality is not supported by the mandatory disclosures of mean and medium gender pay gaps (18.4% and 27% respectively).

Category	Full-Time Pay Gap %	Part-Time Pay Gap %	Employees						
			Male			Female			All
			FT	PT	Total	FT	PT	Total	Total
Senior Management	11.6%	0.0%	16	0	16	13	0	13	29
Sales Staff	-0.2%	0.0%	9	0	9	18	0	18	27
Lecturers	-3.4%	5.6%	19	225	244	20	166	186	430
LSM Examiners	0.0%	0.0%	0	0	0	0	27	27	27
Academic Support	9.4%	-6.0%	16	26	42	41	70	111	153
Admin Support	0.1%	-16.9%	27	6	33	12	9	21	54
Housekeeping	-23.7%	-1.6%	1	14	15	2	8	10	25
Total			88	271	359	106	280	386	745

Findings in Context

The quartile figures reflect the gender balance breakdown as follows:

Quartile	2024 % Female	2025 % Female
Q1 Lower	63%	63%
Q2 Lower-Middle	59%	59%
Q3 Upper-Middle	42%	42%
Q4 Upper	36%	36%

It is important to note the gender pay gap is not a measure of equal pay for equal work. Instead, it highlights differences in gender representation across the workforce and the overall distribution of men and women at different levels and in different types of roles.

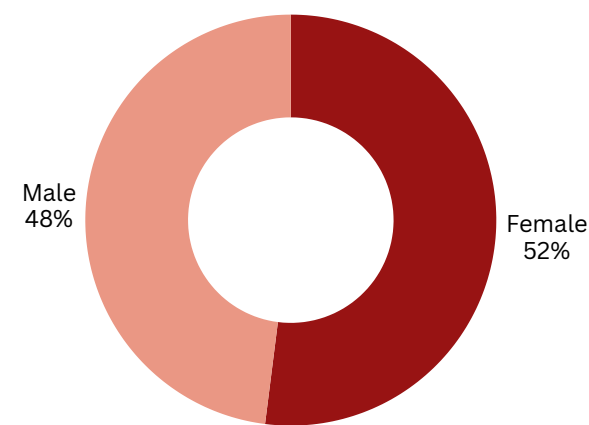
The Gender Pay Gap in a large, multi-faceted third level organisation such as Griffith College, can be affected by a complex interplay of factors. For example, the differential in median pay is in part explained by a greater reliance on part-time staff within private third level education.

Alongside this, female employees tend to have higher representation in part-time roles reflecting their personal choice. All of these factors affect the overall distribution of pay.

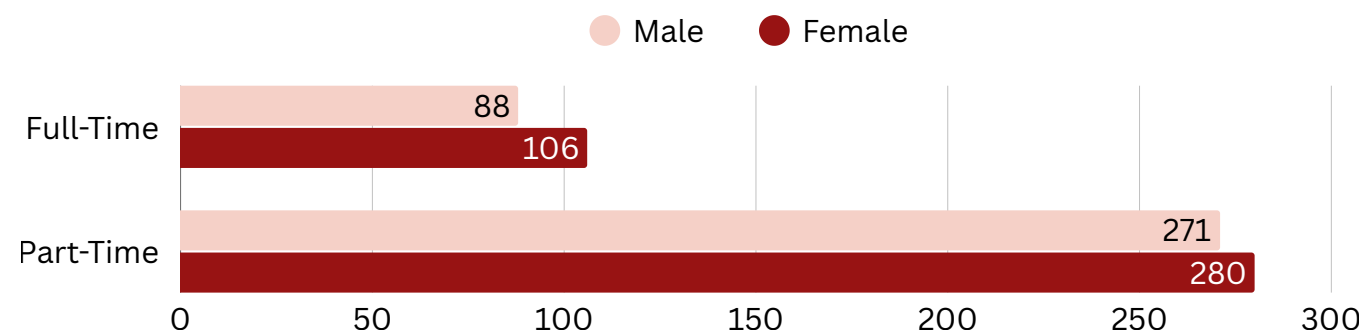
The College has nothing to report with regard to Bonus and Benefits-in-kind, which do not arise.

Total Employees 2025:745 (359 male / 48%, 386 female / 52%)

Total Employees 2025



Total Employees by Employment Type 2025



Our Actions

Griffith College is committed to the principles of equity, diversity and inclusion, recognising their value and strategic importance.

Whilst a range of socio-economic and historic societal factors underpin the gender pay gap nationally, there is much that individual institutions can do to address specific issues within their own organisation.

A coordinated suite of actions will be undertaken during 2026 and onwards to address the mean and median gender pay gaps. These are outlined hereunder.

The College recognises that gender equity in pay requires the active engagement of management and staff at all levels within the organisation.

1. Achieving our EDI commitments and implementing our four-year plan in this connection.
2. Commencing development of an organisation-wide leadership and development strategy, providing career progression support at all levels of the institution.
3. Implementing flexible, family-friendly policies to promote work-life balance and equitable career opportunities.
4. Providing paid maternity leave to support retention and career progression for female employees.
5. Continuing to offer flexible remote-working opportunities that cater for the work-life balance of the greatest number of staff, subject to fulfilling the commitment to our learners.
6. Enabling structures and centralised systems planning for enhanced data collection and analysis for both full-time and part-time staff.
7. Ensuring recruitment and promotion transparency, with standardised, objective criteria in place for hiring and advancement.
8. Strengthening EDI in the College through prioritising EDI-focused research, inclusive teaching and intercultural practices.
9. Ensuring equitable committee representation on key leadership bodies, including the Management Board, Academic and Professional Council and Managers' Communication Group.