



SCIENCE FOR OCEAN ACTION

OUR 2025 - 2030 STRATEGY

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ABOUT US

Advancing Marine Science for a Sustainable Future

Plymouth Marine Laboratory (PML) is an international leader in marine research and impact. An independent charity, we are committed to making a difference, addressing the most pressing challenges faced by the marine environment.

We do this by generating impartial and trusted knowledge through high-quality innovative science which underpins evidence-based solutions.

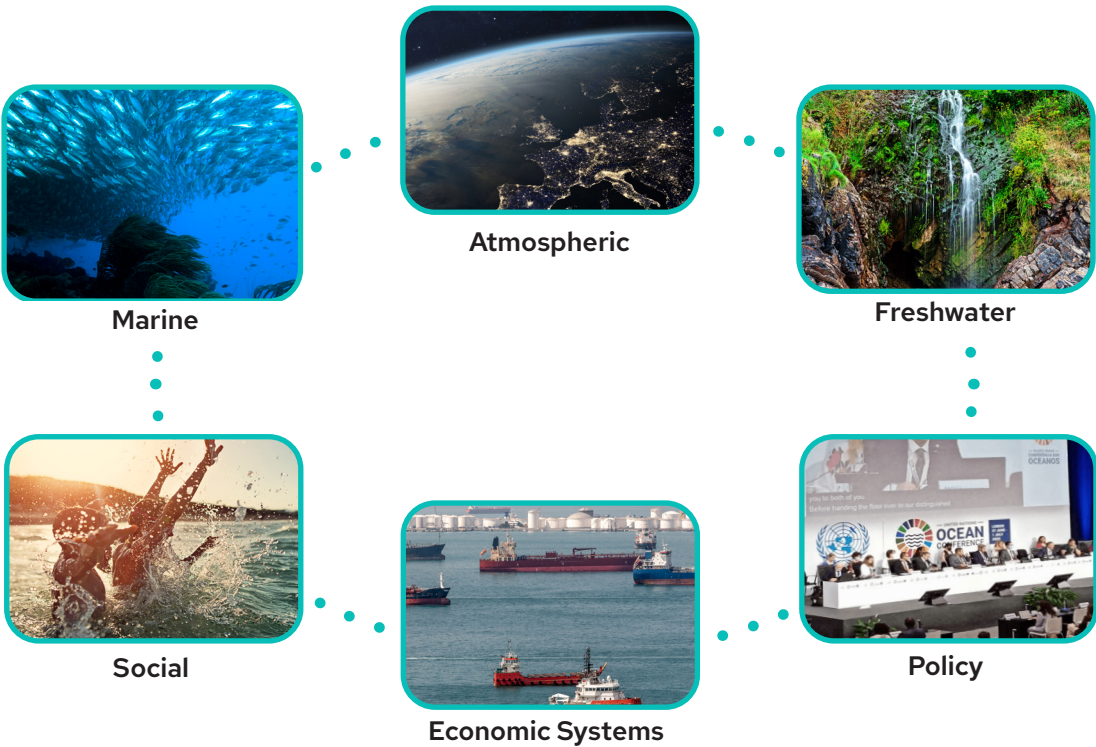
The future of the planet hinges on achieving a sustainable relationship with the Ocean.

At its core, our science reveals the fundamental links between the health of the seas and human prosperity, towards achieving the sustainable relationship with the Ocean upon which the future of our planet depends.

OUR PURPOSE IS TO ADVANCE MARINE SCIENCE FOR THE BENEFIT OF NATURE AND SOCIETY.

For over 50 years we’ve been a pioneer in holistic, novel and innovative approaches providing integrated, solutions-driven marine science.

What makes us unique is how we extend our scientific understanding of the relationship between society and the marine environment – through interdisciplinary expertise in:



OUR VISION AND MISSION

Guided by Purpose

OUR VISION


Our vision to 2030 is to be recognised globally as leading the research agenda focused on understanding impacts on the marine environment.

OUR MISSION


Our mission is to conduct impactful, interdisciplinary, and collaborative marine research, enhancing knowledge and delivering solutions to the Ocean’s great challenges, with both nature and people as co-beneficiaries.

We will invest our energy for meaningful change. Harnessing our unique marine research capabilities, we will provide groundbreaking insights and solutions, empowering society to make more informed, sustainable, and responsible decisions.


Our flexible and forward-thinking approach extends beyond scientific research to include how we deliver our work, demonstrating our adaptability and readiness to embrace future opportunities. We aim to lead by example, collaborating widely and focusing on knowledge and outcomes needed to transform human practices affecting the Ocean, relating to:



Climate Change
Understanding and predicting climate change and its consequences in support of adaptation and mitigation actions.



Marine Biodiversity
Assessing, understanding and seeking solutions to restore and protect life in the Ocean.





Cleaner Seas
Understanding the consequences of pollutants to inform actions.


Our pioneering research, concepts, data insights, and technologies drive real-world outcomes, informing stakeholders, supporting sustainable economic activities, educating, and enhancing human wellbeing.

We work together to achieve our shared purpose in a socially and environmentally responsible way, delivered by our highly valued interdisciplinary team of scientists, technologists, and operational support staff.



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The translation of scientific evidence into meaningful actions and outcomes requires dedicated effort and expertise by all involved. We are not only committed to delivering research impact, but also to advancing related methodologies, building on our already globally-recognised impact strategies.
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We communicate clearly to make a difference for the marine environment, employing a range of communication, policy and research impact activities to maximise our reach and influence.
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Our outputs are designed to mobilise, inform and shape the global narrative and we use our international networks, collaboration, and experience in science diplomacy, to turn scientific evidence into action. Our scientists are active on the international stage at many fora, and we have a successful record alongside partners across intergovernmental and UN agencies, UK government, devolved administrations, and regional and global programmes.

STRATEGIC PRIORITIES

Aligning Science with Action

We are synonymous with high quality research and services, delivered in a socially responsible and environmentally sustainable way, within an inclusive, safe and engaging organisational culture. We nurture our culture so people can flourish.

Meeting our ambitions not only requires our business to be resilient, but also that we seek resources to develop and grow.

Our strategic priorities are collated under four interlinked areas:



Science, Technology and Impact

Delivering the marine knowledge we need for a healthy future Ocean, benefitting nature and society.



Operational Excellence

Enhancing the resilience and improving the effectiveness of our organisation, increasing our ability to adapt, whilst minimising our impact on the environment.



People and Culture

Continuously improving the employee experience, creating opportunities for employees to develop and thrive, and contribute to making PML an even better and more equitable place to work.



Business Growth and Reputation

Securing income for long-term sustainability, growing our reputation, and achieving impact and influence.

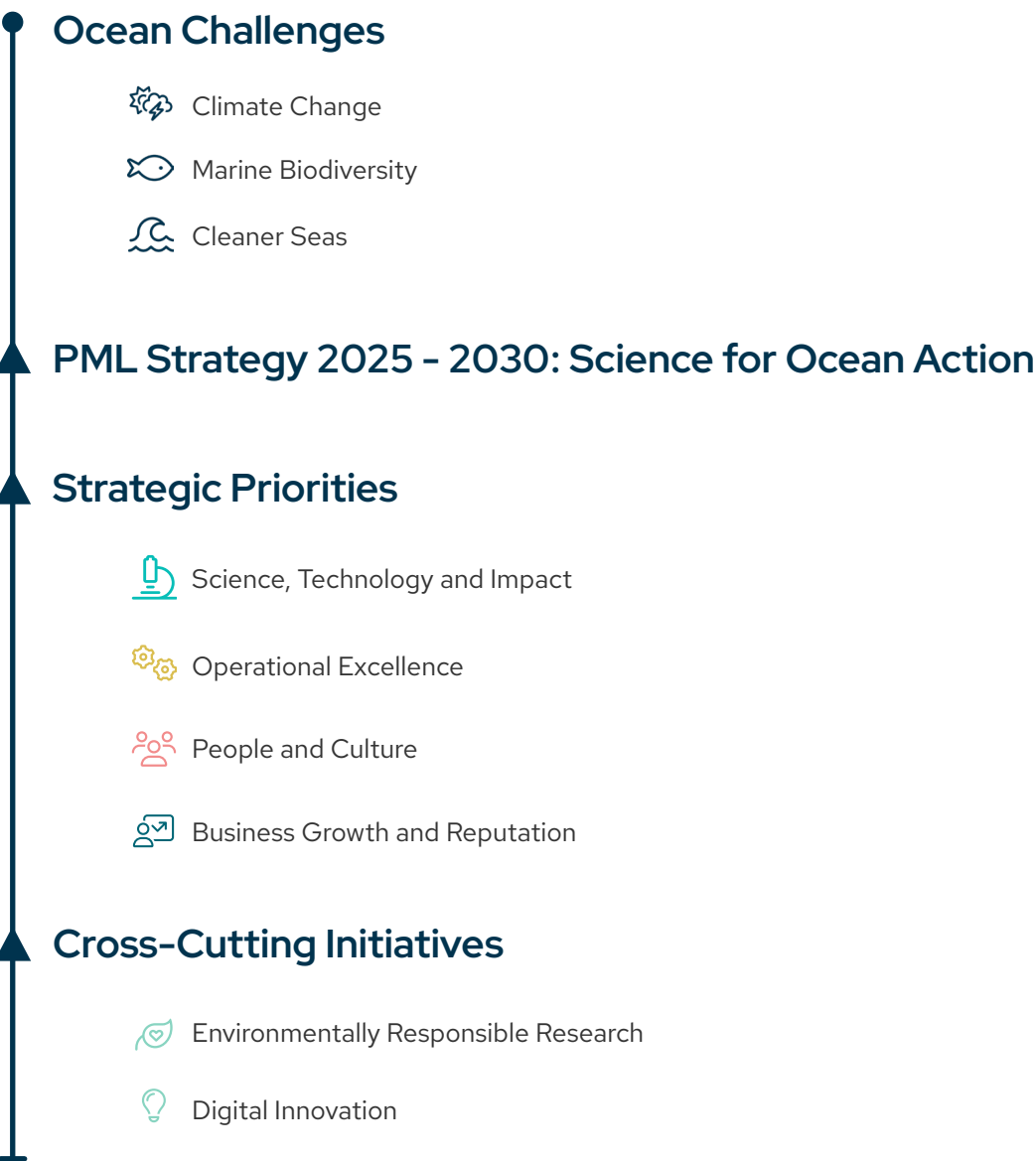
These are supported by two actions which cut across these priorities.

Environmentally Responsible Research

Delivering sustainable research and innovation, achieving net zero by 2040, and contributing to biodiversity net gain in a business sustainable manner.

Digital Innovation

Leveraging digital technologies and adapting to a constantly changing digital landscape to remain effective and competitive.



DELIVERY PLANS

Science, Technology and Impact



Enhance knowledge and understanding of marine systems

Deepen and consolidate our fundamental understanding of marine ecosystem structure, function, pressures and responses to climatic and anthropogenic stressors, and evidence the interconnections between humans and marine systems, by combining natural, social, psychological and economic research.



Employ and develop new technologies

Transform our capabilities in observing, modelling, visualising, and explaining the marine environment through the innovative use of novel sensors, platforms and digital technologies, ensuring intensive, effective, and responsible research.



Deliver research impact in support of responsible Ocean stewardship

By understanding the causes and consequences of changes in marine systems, and societal behaviour, we will better inform decision-making and management practices.



Empower society to make informed decisions about our relationship with the Ocean

Strive towards more effectively communicating knowledge to all, ensuring that everyone is equipped to understand the consequences of their decisions and behaviours towards the marine system.

DELIVERY PLANS

Operational Excellence



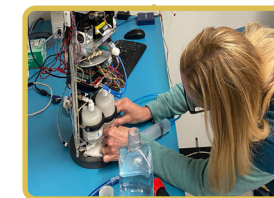
Enhance business resilience

We will horizon scan for potential threats and risks and identify suitable mitigation with a particular emphasis on cyber security.



Evolve our workspace and facilities

We will create a future workspace that will foster creativity, innovation and collaboration. This will reflect the interdisciplinary nature of our work, enable the achievement of our environmental responsibility aims, continue to support health, safety, wellbeing and inclusion, act as an attractor for new recruits, and enhance our social fabric.



Optimise our infrastructure and equipment, including digital technologies

In a fast-changing landscape where new and emerging technologies are constantly arising, it is vital that we keep abreast of these and their implications for our organisation, both from an opportunity and risk perspective. We will also continue to invest in non-digital infrastructure and equipment as appropriate.



Improve our efficiency and quality of service

As a charity, we need to make best use of our resources both human and financial. We will create an open culture where we can provide feedback to improve our systems and processes and remove unnecessary barriers to our productivity.

DELIVERY PLANS

People and Culture



People

Ensure a consistent and rewarding experience for all and provide clear career pathways for all to develop and grow.



Culture

Nurture PML's culture, based upon our shared values, to promote employee wellbeing and mental health, integrity and a welcoming and inclusive working environment delivering our goal of encouraging openness, a non-judgemental environment, empathy and support.

DELIVERY PLANS

Business Growth and Reputation



Enhance our global visibility and influence

We will strengthen PML's position and reputation to achieve influence and impact on the national and international stage in order to further collaboration and create and attract funding opportunities.



Diversify income

We will deliver financial sustainability by working creatively to find new sources of income, building upon our track record in both philanthropic fundraising and conventional funding streams. Furthermore, we will make the best use of the financial tools available to us.

CROSS CUTTING INITIATIVES

Environmentally Responsible Research



Champion responsible research practices

We will integrate sustainability into all our activities, fostering cultural shifts, and promoting best practices.



Reduce our emissions and ensure efficient procurement

We will minimise emissions and invest in infrastructure to mitigate environmental impacts while promoting eco-friendly practices and prioritising sustainable procurement decisions, with the aim of achieving net zero carbon emissions by 2040.

CROSS CUTTING INITIATIVES

Digital Innovation



Increase innovation

We will remain at the cutting edge through the establishment and maintenance of a dynamic digital ecosystem that fosters collaboration and encourages exploration of new ideas and technologies to stay ahead of competitors, while managing emerging risk.



Create value and improve efficiency

We will do this by leveraging digital technologies and skills to make PML more productive, agile and adaptive to change.

IMPLEMENTATION AND REVIEW

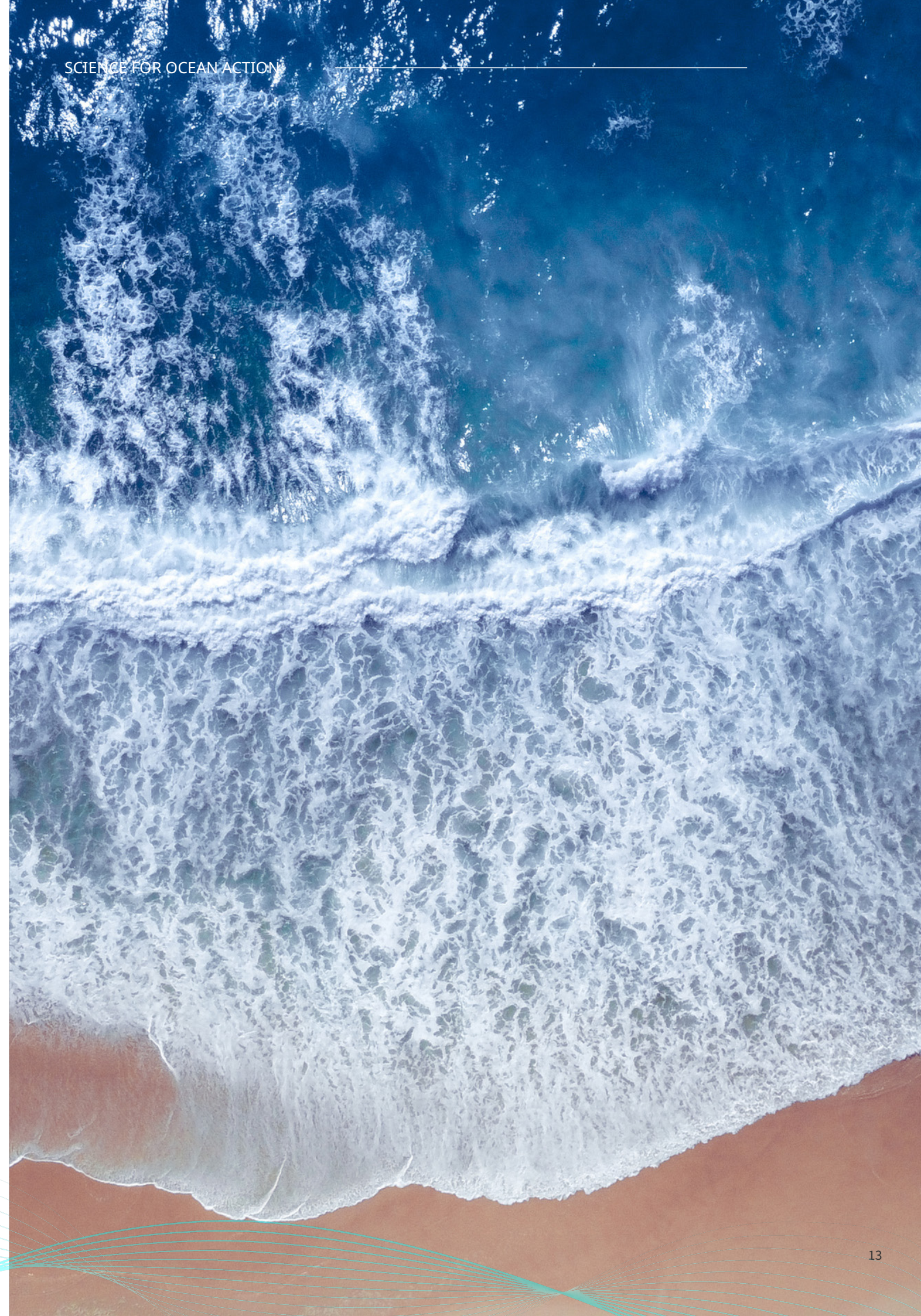
Turning Plans into Action

Each strategic objective and cross-cutting initiative has a detailed implementation plan. Each implementation plan will have an owner who is a member of the Senior Management Team (SMT).

The SMART objectives of each plan which drive strategic change at an organisational level will be collated to form the basis of the annual PML Operating Plan for Board review.

Strategy Review

- The PML Strategy will undergo an annual light touch Board review at each January Strategy meeting.
- A mid-term review will take place in October 2027.
- The preparation for the post-2030 strategy will begin in January 2029.



The background of the entire page is an underwater scene. It features a deep blue-green color palette. Numerous small, light-colored bubbles are scattered throughout, particularly concentrated in the upper half of the image. On the left side, there is a faint, out-of-focus image of a jellyfish, showing its bell and trailing tentacles.

PML

Plymouth Marine
Laboratory

COMPANY REGISTRATION NUMBER: 4178503
CHARITY REGISTRATION NUMBER: 1091222