

Gender Pay Gap Report

TCS Ireland Limited



Introduction to the organisation



Tata Consultancy Services (TCS) is a digital transformation and technology partner of choice for industry leading organisations worldwide. Established in 1968, TCS has a highly skilled workforce of approximately 600,000 employees across 55 countries. 35.1% of TCS employees worldwide are women and employees span 151 nationalities.

This report is produced for Tata Consultancy Services Ireland Ltd, based in Letterkenny Global Delivery Centre in County Donegal where we employ 790 employees, 38% of whom are women. While the IT industry is predominantly a male dominated one, we are happy to report that our employee ratio is improving year on year. Across the EU, only 19.4% of employees in the IT industry are female and in Ireland, the figure is 24.3% (Source: Eurostat Statistics). In a report published by the Central Statistics Office 61.7% of females are participating in the overall labour market in Ireland compared to 71.1% of males. (Source: Labour Force Labour Force Survey Quarter 1 2025- Central Statistics Office).

Diversity, Equity, and Inclusion at TCS

At Tata Consultancy Services, we recognise the importance of Diversity, Equity, and Inclusion (DEI) and how essential it is to a thriving and innovative workplace.

With our motto of **'inclusion without exception'**, our aim is to create and nurture a culture of inclusion where:

- All employees can bring their authentic selves to work.
- Every employee is a champion of equity.
- Every policy and practice are enablers.
- We have become the business of choice for a diverse workforce and clients alike.

In 2016, TCS signed the diversity charter in Ireland committing to effective diversity management and preventing discrimination and reaffirmed this in 2021 by re-signing the charter.

In February 2024, the Letterkenny Global Delivery Centre achieved silver level "Investors in Diversity" accreditation through the Irish Centre for Diversity. We were the Diversity in Tech Awards "Company of the Year" award winner in 2021 and finalists in the same category in 2022. We have also won 'Workplace of the Year' in the Letterkenny Chamber Awards in 2024.

Building on our commitment to diversity, equity and inclusion, gender equity remains a critical focus for our organisation. As a large IT company operating in a traditionally male-dominated industry, we recognise the importance of actively addressing gender imbalances in recruitment, career progression and pay. We recognise that gender equity isn't just a moral imperative – it's a strategic advantage.

At Tata Consultancy Services Ireland, we believe that gender equity is not just a benchmark – it's a catalyst for excellence. By fostering a workplace where women and men are equally empowered to lead, innovate, and thrive, we strengthen our culture and sharpen our competitive edge. Our commitment to closing the gender pay gap reflects our broader mission to build a more inclusive, dynamic, and forward-looking IT industry in Ireland."

Andrea McBride

Head of Global Delivery Centre, TCS Ireland

What is the Gender Pay Gap?

The gender pay gap is the difference in the average gross hourly wage of men and women across a workforce.

The existence of a gender pay gap does not mean that men and women are paid unequally for the same job as it does not compare like with like. It is essentially reporting on a gender representation gap, if women are employed in more of the lower paid jobs in an organisation than men, the gender pay gap will be wider. The gross hourly wage calculation takes into account the normal base salary as well as allowances, shift payments, overtime, bonuses and other elements.

Gender Pay Gap at TCS Ireland Ltd

We are conscious that pay is one metric of equity that is crucial to analyse in support of our commitment to DEI. While the Gender Pay Gap reporting requirements as laid out by law do not report on how men and women are paid for doing the same role, we welcome the opportunity to analyse our data in an in-depth manner and report upon our journey including what we are doing to attract and support woman in our workforce. This is our fourth year to report on the Gender Pay Gap report within our organisation.

All data is based on our snapshot date of 30th June 2025.

To understand some more about our workforce and how the male/female ratio impacts upon the metrics, the following demonstrates the gender composition at various levels of the organisation:

Overall	Junior grades	Middle grades	Senior grades
62% Male	60% Male	65% Male	55% Male
38% Female	40% Female	35% Female	45% Female

The following are the metrics that companies are required to report under the Gender Pay Gap Information Act 2021 and associated Regulations:

Employee category	Remuneration category	Gender pay gap statistic	Comments
All employees	Mean hourly	6.9%	Women earn 93.1c for every €1 men earn
	Median hourly	8.3%	Women earn 91.7c for every €1 men earn
Part-time employees	Mean hourly	-20.9%	Men earn 79.1c for every €1 women earn
	Median hourly	-2.5%	Men earn 97.5c for every €1 women earn
Temporary employees	Mean hourly	3.5%	Women earn 96.5c for every €1 men earn
	Median hourly	0.2%	Women earn 99.8c for every €1 men earn

Bonus and BIK

Remuneration category	Gender pay gap statistic	Comments
Mean bonus gap	8.9%	Women earn 91.1c bonus for every €1 men earn
Median bonus gap	7.2%	Women earn 92.8c bonus for every €1 men earn

Remuneration Category	Gender pay gap statistic	
	Male	Female
Received a bonus (from those who were eligible)	100%	100%
Received a bonus (including those who were ineligible)	96%	92%
Received a Benefit in Kind	83%	87%

Pay Quartiles

Employee category	Remuneration category	Gender pay gap statistic	
		Male	Female
All employees	Overall	62%	38%
	Lower Quartile	67%	33%
	Lower Middle Quartile	64%	36%
	Upper Middle Quartile	64%	36%
	Upper Quartile	55%	45%

Gender Representation in Quartiles



Overall

62%

38%

Lower Quartile

67%

33%

Lower Middle Quartile

64%

36%

Upper Middle Quartile

64%

36%

Upper Quartile

55%

45%



Men



Women

Reasons for the gender pay gap

- Our data analysis indicates that the mean gender pay gap of 6.9%, is driven primarily by the higher number of males in the workforce and the higher proportion of males in the more senior positions, and therefore, in the top quartiles of pay. This larger proportion of males in senior roles increases the average remuneration of males in both hourly remuneration and bonuses, and so widens the gender pay gap. This 6.9% gap compares positively with the latest EU average of 12% and national average of 8.6% (Source: [Gender pay gap statistics- Statistics Explained- Eurostat](#)).
- A contributing factor to the 0.8% increase in this gap from last year is also that 68% of our entry-level hires in the past year have been female, which is positive in terms of attracting females to the workforce but will not reflect positively in the gender pay gap until these female employees progress in their careers. Other reasons include the fact that only 2.6% of male employees were impacted by reduced sick pay compared to 5.5% of females and the basis of calculation does not allow us to adjust for such disparities. Further explanation is detailed in the bonus section regarding the higher performance rating distribution on average for males leading to higher bonuses and salary increases.
- The median gender pay gap for part-time employees is -2.5%, meaning females get paid 2.5% more than males. This gap is because a substantially greater proportion of females (5.2%) than males (0.6%) avail of the flexibility to work part-time in our organisation, and we have part-time women from a broader range of grades not just junior grades.
- For temporary employees, the median is almost equal at 0.2% while there is a mean gap of 3.5%. There were six employees in this group who had completed one year of service and therefore were eligible for their bonus which in turn elevated their hourly pay calculation. The remaining employees were not eligible as they had not completed one year of service. The reason for the gap therefore is that five out of the six employees who had the one year completed, were male.
- 96% of males received a bonus compared to 92% of females. It is important to note that 100% of eligible employees of both male and female genders received a bonus and any employee who did not receive a bonus was either ineligible due to long term absence or was a recent new joiner who had not yet met the service requirement.
- The mean bonus gap of 8.9% is driven primarily by the higher number of men in senior grades. Added to this, an analysis of the performance rating distribution for the period has shown that a higher proportion of males are receiving more favourable ratings which means higher bonuses. If we exclude employees who did not get any bonus as they were not eligible due to their hire date, then the mean bonus gender pay gap is reduced to 6.9%. Each year we issue a standard voucher bonus to employees who are in employment in January, if we exclude these, then the gap is reduced again to 3.1%. Our bonus payments are formula driven, based on performance rating therefore we are satisfied that there is no inequity.
- The upper pay quartile is made up of 67% male and 33% female. Given that our gender split is 62% male, 38% female, we can see that females are underrepresented in this upper pay quartile however there is a slight improvement in this year on year. There is also a steady year on year improvement in the representation of females in the second and third quartiles. Females are however overrepresented in the lower pay quartile with 55% male and 45% female. As mentioned previously, as 68% of our entry-level hires in the past year were female, this has brought the female average salary down.
- 83% of males and 87% of females received a benefit in kind. Some employees of both genders have opted not to sign up for health insurance, which is the main factor contributing to this not being 100% for both.
- We have seen an improvement of 4% in the female representation at senior grades within the company versus last year which is a positive trend.

Overall, the gender pay gap observed at any given point in time is heavily impacted by the new hire, sick leave, and leaver activities; therefore, the fluidity of the figure throughout the year is masked.

The underrepresentation of women in the science, technology, engineering, and mathematics (STEM) fields continues to be an industry-wide issue and impacts the demographics of our organisation's population. Attracting females to some of the niche, more highly paid roles, continues to be a challenge given female availability in the market.

Actions being taken to reduce or eliminate the gap and support career growth of female employees

At the Letterkenny Global Delivery Centre, we have implemented a detailed action plan to assist in addressing areas for improvement. Areas of focus include hiring, promotion, retention, return to work support, CSR initiatives, and leadership development, to name a few.

- We have 11 active employee networks in place in the company including a group that supports parents and single parents, and a gender diversity network called “The Hive”. This network links into the global TCS ‘NOW’ network. The objective of the network is to support gender equity in the organisation and beyond. The key focus areas are to connect and network, learn and grow, enhance inclusive policies and processes, and to inspire the next generation into STEM careers. Men and women are welcome to join and connect with like-minded others. Employee network groups are promoted regularly at showcase events to encourage participation and understanding of the supports available.
- We have a hybrid working model in place that allows many of our employees the flexibility to work in the office or remotely to support a better work-life balance.
- We have enhanced maternity and parenting benefits in place to support women in the workplace. For maternity or adoptive leave, this also includes the Baby Steps Programme, an optional programme designed to help employees integrate back into the workplace after their leave. We provide gender-neutral baby basket gifts for new parents, support for transgender employees, surrogacy leave updates and enhanced mental health benefits for all employees. We have put in place contact persons for employees who are experiencing domestic violence personally or within their families.
- We are very committed to promoting health and wellness and we ensure that we provide an extensive programme of initiatives and events each year. As part of this, we recognise that many of our female employees will go through Menopause during their time working with us and so we endeavour to provide support where we can. This includes the opportunity to attend a 1:1 appointment with a medical professional, seminars and information events, and an extensive Menopause Policy.
- We regularly conduct awareness sessions, events, and workshops for our employees on the topic of inclusion and in support of females in our company. Some recent examples include an Inclusion by Design workshop during National Inclusion week, a panel event celebrating Women in Technology and a session on the importance of female mentorship.
- Higher Education Authority graduate data shows that while 56% of all graduates are female, only 28% of graduates in the Information and Communication Technologies sector are female (Source Access our Data – Graduates | Statistics | Higher Education Authority (hea.ie)). To support the promotion of careers in IT, and, to showcase the role of women in the IT profession, we run a program called ‘goIT’. The program aims to demystify Science, Technology, Engineering and Mathematics (STEM) and, in particular, IT for school age children. Our employees visit national and secondary schools in our community to run STEM workshops. In 2023, for the first time ever, the Global ‘goIT’ winner for TCS was a female student from Co Donegal. Our first primary school to participate resulted in a group of four 10-year-old girls winning the goIT UK and Ireland monthly winner for November 2023. In 2024, a group of girls from a local school submitted an innovative tech solution which led them to become finalists in the TCS EMEA Innovator of the Year Finals 2024. To further support and reward the girls for their participation in the program, TCS gifted the school 50 laptops. These are currently being used across the school on a daily basis to enable the pupils to access digital learning platforms, to enhance their I.T. skills, promoting media literacy and greatly enhancing active digital explorations.
- We continue to make a conscious effort to source and attract female applicants to all our roles, and where possible to our technology-focused roles. Rather than specific targeted campaigns, we have made focused attempts to promote our brand to individual candidates. Our aspirational target is to move up to 40% women hires. We endeavour to ensure that our job descriptions are using gender neutral language to ensure we attract a diverse pool of candidates. 52% of our new hires in a recent intake for a large new contract were female.
- We have recently implemented an Insurance Practitioner Apprenticeship programme which will allow participants to complete the insurance industry professional qualifications APA and QFA as well as Bachelor of Arts in Insurance Practice. This provides an avenue for our employees to advance in the business, and our current cohort is 100% female.
- We drive opportunities for women in leadership roles. Of our senior grades, 45% are female (up 3% from last year) versus our 38% overall female population, and our site lead is female. Our centre leadership team is 50% female.
- Individuals have equal chances to participate in stretch projects and development programs that might lead to promotion, as entry into our leadership development programs is by grade. We also run a specific development program for future women leaders (iExcel). All employees have access to our online career development application (Xcelerate) to identify future career paths and development areas.

- Employees can participate in 'The Hive reverse mentoring programme'. This connects a senior leader with a member from The Hive employee network to enable learning and growth for both the parties. It creates an open and safe space to discuss gender equity-related challenges and solutions that will continue to support a gender inclusive workplace.
- Our senior managers have attended Inclusive Leadership training. All our people managers have also attended recent training that covers the spectrum of the employee lifecycle, 41% of the attendees and 66% of the trainers were female. We also have external manager training underway with Letterkenny ETB in conjunction with the Institute of Leadership and Management which provides a level 6 equivalent qualification. 42% of those in attendance this year from our company is female.
- We continue to listen to our people to gain a better understanding of their experiences, how best to support them and address barriers and unconscious biases in relation to all aspects of diversity. Our monthly HR connect, and our employee forum allow us to provide timely updates to all employees and for them to have their voices heard.
- This year we shone a spotlight on the Gender Pension Gap in Ireland and provided information to our female employees on this important topic. We provide a mechanism to allow women returning from maternity leave to make pension contributions related to any unpaid portion of their leave.
- We continue to enhance the profile of our female employees both internally and externally.
 - Each year we celebrate International Women's Day with various events and panel discussions with inspirational female members of staff and their allies. This year we invited nominations and conducted an awards ceremony in recognition of inspiring females within our organization. We had 5 categories including Exceptional Leader, Emerging Leader, Best Team Player, Champion for Inclusion and Innovator and received over 100 nominations from employees.
 - Bridging the gap between business objectives and corporate social responsibility, TCS' unique Leaders with Purpose Program brings corporation and society together. In 2025 we had four female leaders graduate from this program in Letterkenny. This year we have 75% females taking part in the programme.
 - 60% of our Mental Health Ambassadors group are female employees and 79% of our Mental Health First Aiders are female.
 - Our female technology leaders continue to represent the company at external events across the country and beyond.
 - Two of our female leaders are heads of Cyber Security Units in the organization, one of whom was recently a guest speaker at the 2025 Cyber Security Summit.
 - Our female leaders have been leading numerous onsite client visits, representing our company offsite in client locations and travelling to our headquarters in India as primary contacts.
 - We have a female senior leader who is the current chair of the IBEC Tech HR Forum.
 - This year one of our female leaders represented TCS as a speaker in the IBEC Networks Spring Roadshow
 - We have senior female leaders who are members of the Smart Industries Board and the IBEC Northwest Regional Executive Committee

In conclusion, we remain steadfast in our commitment to fostering an equitable and inclusive workplace where all employees are valued and rewarded fairly. We recognise that continued effort is essential to achieve lasting change. Through targeted initiatives, transparent policies, and ongoing engagement with our employees, we aim to eliminate disparities should they occur and promote equal opportunities at every level of the organisation. Our journey is not just a compliance obligation; it reflects our core values and dedication to building a more balanced and diverse future.