

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 over **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 Ltd, Head Quartered in Dublin where we employ 132 employees, 18% of whom are women. While the IT industry is predominantly a male dominated one. Across the EU, only 19.4% of employees in the IT industry are female and in Ireland, our figure is 18% (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 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, TCS 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 recognise that gender equity is not simply a target – it's a driver of excellence. By creating a workplace where both men and women are equally empowered to lead, innovate, and succeed, we reinforce our culture and enhance our competitive advantage. Our dedication to closing the gender pay gap aligns with our wider goal to shape a more inclusive, progressive, and future-ready IT sector in Ireland."

Deepak Chaudhari
Country Head, 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
81.7% Male	79.3% Male	79.7% Male	86.8% Male
18.3% Female	20.7% Female	20.3% Female	13.2% 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	13.43%	Women earn 87c for every €1 men earn
	Median hourly	21.05%	Women earn 79c for every €1 men earn
Part-time employees	Mean hourly	NA	
	Median hourly	NA	
Temporary employees	Mean hourly	44.4%	Women earn 55.6c for every €1 men earn
	Median hourly	NA	

Bonus and BIK

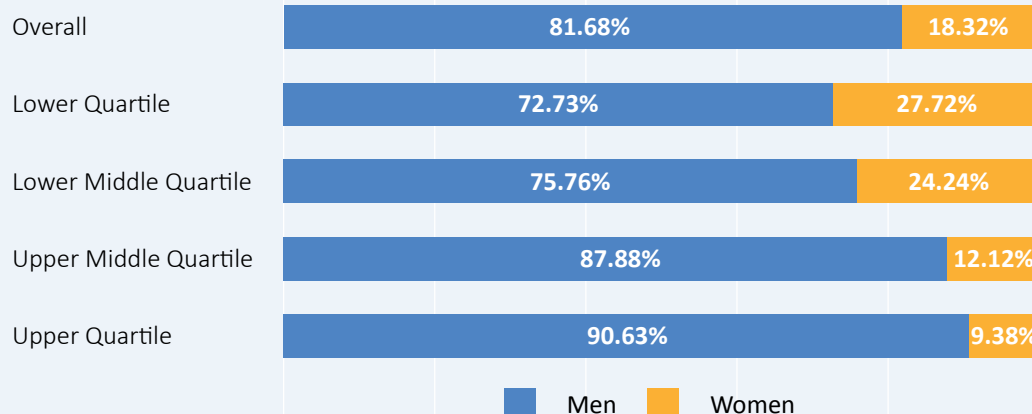
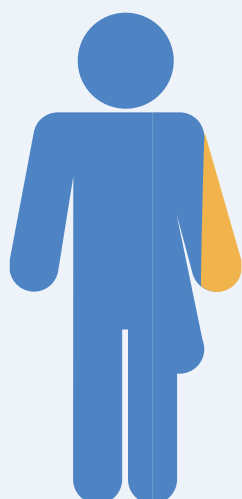
Remuneration category	Gender pay gap statistic	Comments
Mean bonus gap	30.4%	Women earn 69.6c bonus for every €1 men earn
Median bonus gap	2.3%	Women earn 97.7c bonus for every €1 men earn

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)	78%	88%
Received a Benefit in Kind	83%	83%

Pay Quartiles

Employee category	Remuneration category	Gender pay gap statistic	
		Male	Female
All employees	Overall	81.68%	18.32%
	Lower Quartile	72.73%	27.27%
	Lower Middle Quartile	75.76%	24.24%
	Upper Middle Quartile	87.88%	12.12%
	Upper Quartile	90.63%	9.38%

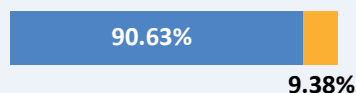
Gender Representation in Quartiles



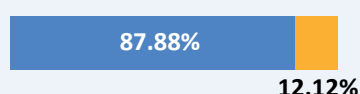
Reasons for the gender pay gap

- The upper pay quartile is made up of 90.63% male and 9.38% female, and our Upper middle Quartile is 87.88% male and 12.12% Female. Given that our gender split is 82% male, 18% female, we can see that females are underrepresented across.

The upper pay quartile



The upper middle quartile



The upper pay quartile is made up of 90.63% male and 9.38% female, and our Upper middle Quartile is 87.88% male and 12.12% Female. Given that our gender split is 82% male, 18% female, we can see that females are underrepresented across.

- Our data analysis indicates that the mean gender pay gap of 13.43%, 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.
- In Junior Grades Female employees earn better than their male counterparts with a positive Mean gap of 3% and positive Median gap of 9%. In the Middle and Senior grades males earn better than female with a mean gap of 13% and Median gap of 17% in the middle grades however in the senior grades though it is negative it is better than the middle grades with the mean gap of 4.2% and Median gap of 11%.
- For temporary employees, the mean is at 44.4% while the median gap cannot be calculated. As there are only 2 employees 1 Male and 1 Female with the male being in the Middle grades as opposed to the female in the junior Grade.
- 78% of males received a bonus compared to 88% 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 30.4% is driven primarily by the higher number of men in senior grades. Our overall discretionary bonus payments were low for last year. however we have had some associates who have joined in the last 12 months who were entitled to bonus on completion of a year which had significantly higher bonus payouts and of this group we had more male counterparts and hence there is a gap in the mean bonus payout, our bonus payouts are formula driven, based on performance of the individual, performance of the unit where the associate is tagged and the overall organisation performance.
- 83% of males and 83% 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.

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.

83%

83%

83% of males and 83% 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.

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

- We have 10 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.
- 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.
- 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.
- 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 30% women hires. We endeavour to ensure that our job descriptions are using gender neutral language to ensure we attract a diverse pool of candidates.
- 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.
- This year we celebrate International Women’s Day with a panel discussion with inspirational female leaders of staff sharing their stories of resilience and we invited associates from the larger TCS group with more than 300 Employees attending the session.



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.