



Infosys Limited

Gender Pay Gap Report 2025

Introduction

This is our second Gender Pay Gap Report for Ireland, and we welcome the opportunity to share our data, insights and actions once again. Transparency matters: it helps us track progress, learn where we can do better and keep momentum behind a more inclusive future for everyone at Infosys Limited in Ireland.

Since 2024, our Irish workforce has grown from 178 to 238 colleagues. As we have expanded, we have also increased women's representation from 23.6% to 25.2%. Importantly, women in our workforce are broadly represented across roles and levels, reflecting a distribution that is comparable to men.

As we have grown, our gender pay gaps have remained low, and our mean pay gap has reduced. This progress reflects our continued focus on attracting and advancing women into more senior roles, alongside actions to support equitable hiring, development and progression. That said, we recognise there is more to do. Gender balance — particularly at senior levels — takes time and consistent effort, and the dynamics of a growing, skills-focused business can create year-to-year movement.

Our commitment is clear: to make Infosys Limited in Ireland a place where everyone can thrive, build rewarding, challenging and fulfilling careers, and realise their full potential. We will continue to invest in what works, listen to our people and partners, and take practical steps that move us closer to lasting gender equality.

Equal pay vs gender pay gap

The gender pay gap is the output of a statistical calculation. It compares the average figures for both the pay and bonus of the total workforce. The presence of gender pay gaps suggests demographic imbalance in a workplace.

The gender pay gap is different to equal pay. Equal pay focuses on individual roles and is the legal requirement that men and women are paid the same for carrying out the same or similar work. We are confident that unequal pay is not a factor behind our gaps.

What are our gender pay gap figures for 2025?

Our figures as of 30 June 2025 are below. For comparison purposes, we've also included our results from 2024.

	2024	2025
Mean gender pay gap	13.7%	11.0%
Median gender pay gap	5.6%	7.6%
Mean gender pay gap (part time)	20.5%	14.9%
Median gender pay gap (part time)	24.6%	19.9%
Mean gender pay gap (temporary)	*	*
Median gender pay gap (temporary)	*	*
Mean bonus gap	41.7%	2.6%
Median bonus gap	43.9%	33.1%



Proportion of men receiving a bonus	30.9%	29.2%
Proportion of women receiving a bonus	21.4%	25.0%
Proportion of men receiving BIK	5.1%	10.1%
Proportion of women receiving BIK	0.0%	5.0%
Lower quartile (percentage women)	33.3%	33.3%
Lower-mid quartile (percentage women)	25.0%	30.5%
Upper-mid quartile (percentage women)	18.2%	15.3%
Upper quartile (percentage women)	17.8%	21.7%

Note: the gender pay gap reporting regulations require that pay gaps among temporary employees are also published. As we did not have at least one woman and one man working on temporary arrangements on the snapshot date in June 2024, we are unable to calculate these gaps.

Why do we have a gender pay gap?

Our gender pay gaps are similar to last year. Our median pay gap remains low, albeit slightly higher than in 2024. Our mean pay gap has fallen slightly as a result of having greater numbers of women in our more senior level roles – levels 6B and above (this is reflected in the changes to the upper quartile: from 17.8% women to 21.7%).

We've set out below what's causing our pay gaps.

- **Women remain under-represented in our more senior jobs: levels 5B and above.** Women are under-represented in our more senior and management roles. This under-representation pushes our gaps up.
- **More women in more junior and early-career roles: levels 5A and below.** Women are over-represented in roles at the earlier stages of the career ladder. These jobs tend to be lower paid.

As mentioned above, we have a highly male dominated workforce with relatively few women. Our workforce is 178 men and 60 women. Since our gaps are calculated from a small group of women, this means that they are more likely to change a lot from year to year; a small increase/decrease in our female workforce could shift the averages a lot. Our scenario analysis shows that a demographic change of just around 13-15 people could eliminate our gaps completely (ie if senior men were to leave and be replaced with women, and if junior women were to leave and be replaced with men).

Our continued focus is on achieving a low gender pay gap over the long-term. We know and expect that our gaps will vary over time, and we are committed to taking the long-term effort that is needed to eliminate them completely.

What are we doing?

We are taking a broad, practical and evidence-led approach to closing our gender pay gaps. Building on last year's foundations, we have expanded the scope and depth of our actions, trialling new interventions alongside proven measures and scaling what works. We are using data to guide decisions, setting clear goals, and monitoring impact so we can learn, adapt and improve. Our approach is about sustained progress over time: more initiatives than last year, more rigorous evaluation, and a sharper focus on outcomes that advance representation, progression and pay equity across our business.

Retention and progression



Our gaps will reduce further if we can retain our female talent and provide the right support so that they can progress. The promotion (on merit) of women into senior roles can be a doubly effective way of reducing gender pay gaps as not only does it increase the proportion of women in senior roles, but it reduces the proportion in junior roles. We have a range of long-term initiatives that will help retain women at Infosys Limited.

- **#IamTheFuture.** A flagship program designed to prepare women for senior leadership roles. Over 200 women leaders enhanced competencies in Business, Execution, People, and Ecosystem leadership through collaborations with Northwestern Kellogg, MIT, and masterclasses by Harvard Business Review in fiscal 2025.
 - **Focus on AI and digital transformation:** More than 250 women leaders completed a specialized certificate course on AI applications for business growth. Their learning culminated in real-world business cases showcased at Infosys Connect in Austin, mentored by senior technology leaders.
 - **Leadership influence and communication:** Over 100 #IamtheFuture participants undertook a curated leadership journey with Stanford GSB focused on influence, persuasion, and executive presence.
- **Orbit Next.** Orbit Next is our flagship program designed to propel women into leadership roles within the technology and business sectors. This comprehensive initiative goes beyond just skill development. It fosters a supportive ecosystem where women can sharpen their technical and business acumen, develop leadership skills, and build valuable networks through mentorship opportunities, workshops, and networking events, participants connect with established leaders and build a strong support network within the organization. This fosters a sense of community and provides access to invaluable guidance and career development resources. Over 400 women enrolled in its third cohort across India, EMEA, and APAC. 1,278 women have completed the program since its inception in FY2023. 47% of them have advanced to the next role
- **Women in Management (WIM).** A specialized two-day program that helps women managers overcome career hurdles, build personal brand presence, and strengthen leadership skills through modules like Gallup's Strengths Finder, case studies, networking, and leadership interactions.

Some final thoughts

Sustaining low gender pay gaps is not a one-off achievement; it requires constant focus, honest measurement and a willingness to act. We are committed to maintaining that discipline. We will continue to interrogate our data, stress-test our assumptions, and hold ourselves to account for tangible progress rather than intentions. There is no room for complacency: gender balance, especially at senior levels, is the product of consistent, long-term effort in recruitment, development, progression and retention.

Looking ahead, we are preparing for the enhanced transparency expected under the EU Pay Transparency Directive, including strengthened pay-setting practices, clearer criteria for progression and the continued monitoring of outcomes. This regulatory direction aligns with our own values: fair and transparent pay, merit-based advancement and inclusive opportunities at every level.

Our focus remains practical and forward-looking: build diverse pipelines, back high-potential talent, remove friction points that can stall progression, and ensure decisions about pay and promotion are consistent, objective and well-governed. We know the path is iterative and that progress will not



always be linear as our business grows and evolves. But our ambition is unchanged. We will keep learning from the data, listening to our people, and investing in what works, so that everyone at Infosys Limited in Ireland can thrive and so that our gender pay gaps continue to narrow over time.