



Tesco Ireland Gender Pay Gap Report.

2025

Tesco Ireland – Creating a great place to work for all to serve our customers, communities and planet a little better every day.

<p>13,500 colleagues</p>	<p>Over 88 different nationalities</p>	<p>Market leading rates of pay</p>	<p>Flexible working</p>	<p>Free Virtual GP</p>
<p>Most colleagues work over 30 hours a week</p>	<p>Best in class Menopause support</p>	<p>50:50 gender balance</p>	<p>Generous benefits</p>	<p>No Cap Colleague discount</p>
<p>Most colleagues have been with us 10+ years</p>	<p>Paid Leave When it matters most</p>	<p>26 weeks full maternity leave pay</p>	<p>24 weeks full adoptive leave pay</p>	<p>2 weeks full paternity leave pay</p>



At Tesco, we take great pride in fostering a culture of diversity, equity, and inclusion, and these values are reflected in our “Winning Together Behaviours,” which guide how we serve our customers, communities, and planet a little better every day.

We strive to ensure our colleagues feel valued and supported throughout their career journey with us. We understand that people need to feel empowered, and that equal opportunities and fair rewards should apply to all, regardless of role, location, or background.

With over 13,500 colleagues in Ireland, we are building a workplace which helps people grow professionally and personally. We’re also focused on improving representation in senior leadership, especially for women (who number more than 7,000 in employment in Tesco Ireland) and colleagues from ethnic minority backgrounds.

Specifically, on gender pay, we’re proud of the progress we’ve made in closing the gender pay gap consistently over the past years. In 2025, our mean gender pay gap is 7.35% and this represents a narrowing of our pay gap of 2.47% over three years.

We are proud of the work we are doing to ensure equality of our reward practices and remain steadfastly committed to continuing our journey of improvement.



Maurice Kelly
People Director
Tesco Ireland



Our data

Tesco Ireland has continued to make year-on-year progress in reducing its gender pay gap.

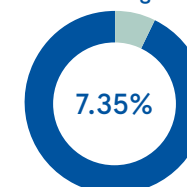
In 2025, the **mean gender pay gap** stands at **7.35%**, reflecting an improvement of **0.87 percentage points** compared to 2024 (8.22%) and a total reduction of **2.47% since 2022**.

The **median gender pay gap** for 2025 is **4.11%**, down from 4.46% in 2024. This consistent downward trend demonstrates steady progress at the midpoint of colleague pay distribution.

For temporary colleagues, the median gender pay gap has reduced by **1.08 percentage points**, moving from **0.51% in 2024** to **-0.57% in 2025**. This indicates that, at the midpoint of pay distribution, female temporary colleagues now earn marginally more than their male counterparts.

Mean (average) & Median (middle) figures

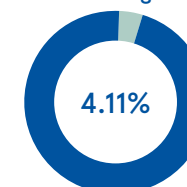
Pay Gap Mean
All Colleagues



Difference YOY

0.87%
Reduction

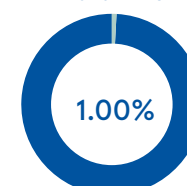
Pay Gap Median
All Colleagues



Difference YOY

0.35%
Reduction

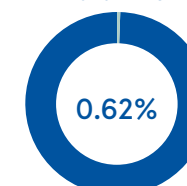
Pay Gap Mean
Part Time



Difference YOY

0.27%
Reduction

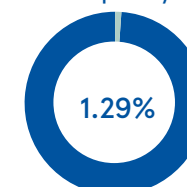
Pay Gap Median
Part Time



Difference YOY

0.78%
Reduction

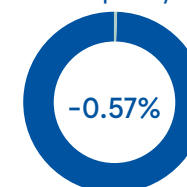
Pay Gap Mean
Temporary



Difference YOY

0.09%
Reduction

Pay Gap Median
Temporary



Difference YOY

1.08%
Reduction



Pay quartiles

Tesco Ireland’s gender pay quartile analysis divides all colleagues into four equal groups based on hourly pay, from Quartile 1 (lowest paid) to Quartile 4 (highest paid). Each quartile contains 25% of the workforce, enabling a clear view of gender representation across the pay spectrum.

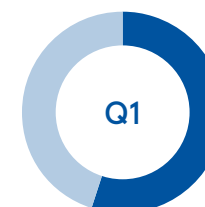
Our analysis shows that **women are more highly represented in Quartiles 1 and 2**, which predominantly consist of hourly paid roles. In contrast, **men are more represented in Quartile 4**, where more senior and higher-paid roles are concentrated.

In 2025:

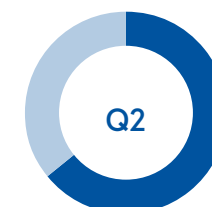
- Women make up **54% of Quartile 1 and 62% of Quartile 2**.
- Men continue to be more represented in Quartiles 3 and 4.

As part of our ongoing commitments we expect to see the representation improve across quartiles.

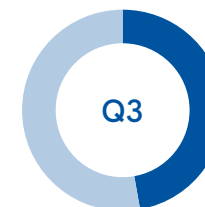
Pay quartiles figures



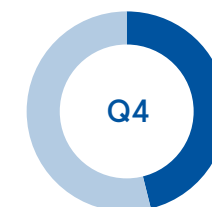
■ Male: 46%
■ Female: 54%



■ Male: 38%
■ Female: 62%



■ Male: 52%
■ Female: 48%



■ Male: 54%
■ Female: 46%

Gender bonus gap

In 2025, Tesco Ireland's **mean bonus gender pay gap** has reduced to **38.25%**, representing a modest but positive improvement from **38.57% in 2024**, and a more substantial reduction from **47.54% in 2023**.

Similarly, the **median bonus gender pay gap** has decreased to **12.30%**, down from **14.85% in 2024**. This reflects continued progress in the equitable distribution of bonus awards between male and female colleagues.

In 2025, the proportion of colleagues receiving a bonus has decreased for both men and women. This change primarily reflects the impact of the exceptional "Thank You" bonus awarded in the previous year, which temporarily elevated bonus participation rates across the organisation.

Despite this overall reduction, a higher proportion of women continue to receive a bonus compared to men, consistent with the stronger representation of female colleagues across the business.

Bonus Pay Gap

At Tesco ROI, we're proud of our ongoing commitment to recognising and rewarding our colleagues by sharing in the company's success year after year. From one-off Thank You payments, such as in 2024, to the launch of a new local Bonus scheme in 2025, we continue to invest in ways that reflect this commitment. We're also encouraged by the continued progress in the number of women receiving bonus payments across our business, supporting a fairer and more inclusive Tesco.

Benefit In Kind (BIK)

The figures opposite show the percentage of men and women who received a benefit in kind in 2025.

A similar proportion of male and female colleagues received a benefit in kind during the reporting period, with a slight reduction for both groups compared with 2024

Bonus Pay Gap

All Colleagues

Mean	38.25%
Median	12.30%

Difference YOY

Mean	-0.32%
Median	-2.55%

Percentage of men and women who received a bonus payment

Men	65.00%
Women	71.00%

Difference YOY

Men	-23.90%
Women	-20.78%

Percentage of men and women who received a benefit in kind

Men	6.42%
Women	6.77%

Difference YOY

Men	-0.45%
Women	-0.02%



Reducing the gap - Our continued commitment

Advancing Gender Equity at Tesco Ireland

At Tesco, we are committed to building a workplace where fairness and transparency are embedded in everything we do. Our colleague-centric reward framework is designed to be gender-neutral, ensuring equitable treatment across all levels of the organisation.

We recognise the importance of addressing the gender pay gap and are actively working to identify and resolve its root causes. Through continuous review of our policies and practices, we aim to drive meaningful and lasting change.

At Tesco Ireland, we are proud to share the progress we've made in fostering a more inclusive and equitable workplace:

1. Centralised Recruitment for Fairness and Equity

We have implemented a new centralised recruitment process, coordinated through our head office, to ensure consistency and eliminate bias across all hiring activities nationwide. This approach has helped establish a structured, fair process that promotes gender neutrality in recruitment.

2. Leadership

We work closely with senior women across our business to understand their career aspirations and help them build bespoke development plans that will support them to move into senior leadership roles.

We aim to achieve 39% female representation in senior management by 2027. During the year, we improved our-female led talent pipelines, and continue to build this pipeline through leadership development, succession planning and talent management.

3. Enhanced Family Leave Policies

We've expanded our family leave offerings to better support colleagues, particularly women, during time away from work. These changes help ensure that taking leave does not result in financial disadvantage.

4. Equitable Bonus Structure

Our bonus scheme has been designed to support colleagues at entry levels, with a specific focus on promoting gender equity in compensation.

5. Winning Manager Programme

Our Winning Manager programme, which emphasises diversity and inclusion, has contributed positively to narrowing our Gender Pay Gap by equipping leaders with the tools to foster inclusive teams. Over 1,000 managers have completed this training in the past year as part of the programme.

6. Women's Mentoring Programme

We've launched a dedicated mentoring initiative for women, aimed at supporting career progression and reducing the gender pay gap over time.



Our gender pay gap figures for Tesco Ireland

Statutory Requirement	Tesco Ireland - All Colleagues
Gender pay gap: mean	7.35%
Gender pay gap: median	4.11%
Part time colleagues - Gender pay gap: mean	1.00%
Part time colleagues - Gender pay gap: median	0.62%
Temporary contract colleagues - Gender pay gap: mean	1.29%
Temporary contract colleagues - Gender pay gap: median	-0.57%

	Male	Female
Proportion of males/females in quartile 1	46%	54%
Proportion of males/females in quartile 2	38%	62%
Proportion of males/females in quartile 3	52%	48%
Proportion of males/females in quartile 4	54%	46%

Proportion of men who received a bonus	65%
Proportion of women who received a bonus	71%
Bonus: mean	38.25%
Bonus: median	12.30%
Proportion of men who received BIK	6.42%
Proportion of women who received BIK	6.77%

Appendix: Understanding how we calculate our gender pay and bonus gap

Calculating the gender pay gap

The gender pay gap measures the difference in total hourly pay between all women in a business and all men in a business. There are two ways we must report this, as a mean percentage and as a median percentage for all colleagues, part-time colleagues and temporary colleagues.

Mean:

is the difference in the average hourly rate of pay between men and women. The mean is affected by the different numbers of men and women in different roles.

Median:

is the difference between the midpoint of pay between male colleagues compared to female colleagues (listing from lowest to highest pay)

Calculating our pay quartiles

The pay quartiles measure how many men and women are represented in each quarter of the business when all men and women's hourly pay is stacked from lowest in Quartile 1 to highest in Quartile 4.

Calculating the gender bonus gap

The gender bonus gap measures the difference in total bonus payments between all women in a business and all men in a business. There are two ways we must report this, as a mean percentage and a median percentage. We also must report the proportion of men and women who received a bonus payment.

Proportion of colleagues to receive a bonus

The proportion of women who received a bonus is shown as a percentage of all women in the business and the proportion of men who received a bonus is shown as a percentage of all men in the business.

Mean: The mean is the average figure when you consider the bonus payments for all men and all women. The mean gender bonus gap is the difference between the average bonus payment for all women and the average bonus payment for all men.

Median: The median is the figure that falls in the middle of a range when all bonus payments are stacked from lowest to highest. The median gender bonus gap is the difference between the middle figure for all women's bonus payments and the middle figure for all men's bonus payments.

It's important to note that colleagues who work parttime receive their bonus on a pro-rata basis, but we are required to report our gender bonus gap calculation without adjusting these to the full-time equivalent payment.

Proportion of colleagues to receive a benefit in kind

The proportion of women who received a benefit in kind is shown as a percentage of all women in the business and the proportion of men who received a benefit in kind is shown as a percentage of all men in the business.

More information on these calculations can be found on the [government website](#).



