



Gender Pay Gap Report Tokyo Electron Europe – Irish Branch

November 2025



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Forward

People, Technology, Commitment

Tokyo Electron pursues technological innovation in semiconductors that supports the sustainable development of the world. We aim for medium- to long-term profit expansion and continuous corporate value enhancement by utilizing our expertise to continuously create high value-added leading-edge equipment and technical services.

Our corporate growth is enabled by people, and our employees both create and fulfil company values. Based on this approach, we practice motivation-oriented management. We actively invest in our employees and implement a variety of measures while also providing many opportunities for employees to challenge themselves to achieve high-level goals by making the most of their individual potential.



Bill Lussier, President & Managing Director, Europe

"Tokyo Electron Europe is looking to attract and retain talented people in a very competitive global market.

As part of that effort, we are striving towards workplaces where everyone is treated equitably and can work with a high level of motivation. This is captured in Tokyo Electron Group initiatives under the message "One TEL, Different Together."



Olga Needham, Senior HR Director, Europe

"We recognize that our employees are pivotal to our achievements. In alignment with this belief, we are dedicated to offering equal opportunities for advancement across all levels. Our competitive and inclusive benefits and compensation packages are designed to cater to a diverse range of needs and experiences."

Introduction

Tokyo Electron was established in 1963 and is now a leading global company of innovative semiconductor and flat panel display production equipment. We are committed to empowering the newest advancements in technology and to the progress of our future equipment, providing innovative tools and always supporting our global customers as a Trusted Partner. We have operated in Europe since 1994 and are now present in 9 countries with over 500 employees . Our Business is focused on Sales & Service supporting and developing Customers' needs across Europe.

The Irish branch of Tokyo Electron Europe was created in 1999 in Maynooth Co. Kildare, with employees working within our office, training site in Santry, and engineering on customer site.

In line with Gender Pay Gap Information Act 2021, all Irish companies with more than 150 employees are required to publish their Gender Pay Gap (GPG). Tokyo Electron Europe has reported all active employees at the key date of June 25th 2025, except the inputs from other companies. The analysis is based on full-time employees due to only having one part-time employee.

The relevant payroll and time data was extracted from the payroll provider and our time and attendance software for the period of 1st of July 2024 to 30th June 2025. This data relates to a total workforce of 169 employees.

As per the findings of the report there is a gender pay gap within Tokyo Electron Europe. However, this is due to a number of key workforce factors which are outlined in further detail within this report.

Firstly, the gender profile of our current workforce is predominantly male at just over 85%. There are however, some variances to this overall gender profile, across the key staff categories and internal levels which are referred to as GTC levels.

At Tokyo Electron Europe, we firmly believe that progress towards achieving a more diverse, equitable and inclusive working environment will enhance our culture and drive business and personal success. We are committed to build on our progress and will continue with targeted measures to address our Gender Pay Gap.

Gender Pay Gap Reporting Requirements and Definitions.

What are the Reporting Requirements?

From June 2022, the Irish Gender Pay Gap Information Act, 2021 requires organisations in Ireland to report on their hourly gender pay gap across a range of different data sets.

Employers are required to report on the following gender pay gap metrics on an annual basis:

- Calculate the Mean Gender Pay Gap (for full-time, part-time and temporary employees).
- Calculate the Median Gender Pay Gap (for full-time, part-time and temporary employees).
- Calculate the proportion of male and female employees in four equally divided quartiles, (expressed as each of the employer's lower, lower middle, upper middle and upper quartile pay bands).
- Calculate the proportion of male and female employees that received bonus remuneration (expressed as a percentage)

What is the Gender Pay Gap?

 The Gender Pay Gap is the difference in average pay between two groups in a workforce (men and women).

 It is different from Equal Pay. Equal pay is paying the same to employees regardless of gender for the same or similar work.

A gender pay gap when calculated and results in a positive percentage indicates that, on average across the employee group, that women are in a less favourable position than men.

Where the gender pay when calculated and results in a negative percentage indicates the reverse, that on average men are in a less favourable position than women.

The Gender Pay Gap does not indicate discrimination or an absence of equal pay for equal value work. It is designed to highlight the extent to which women are represented across the organisation.

Gender Pay Gap Reporting Data 2025

Demography

The total number of employees in scope as of 30th June 2025 for the GPG report was 169.

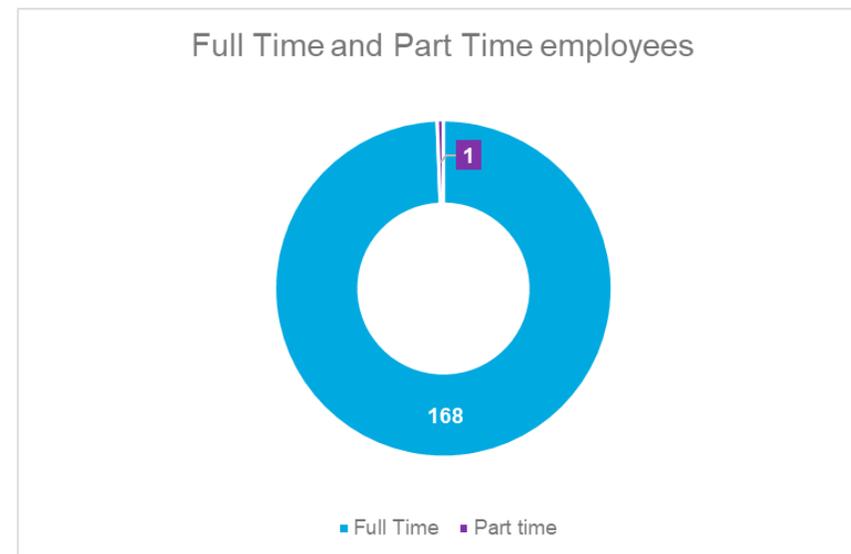
- 168 in full-time permanent employment
- 1 part-time permanent employee
- No fixed term contract employees

Within the company we have internal global job levelling these are called GTC levels.

The higher levels correspond with senior positions within the business.

The chart to the right shows the gender split in GTC levels.

Female population is 23 and equates to 14% of the workforce. GTC 06 – the Median GTC Level for both Male and Female.



Gender per GTC level



Gender Pay Gap Reporting Data 2025

1. Ordinary Hourly Rates

1.1 Median and Average

Metric	Male	Female	Gap
Median	34.23	28.84	18.7%
Average	37.54	30.47	23.2%

1.2 Quartile distribution

Hourly rates quartiles	Female	Male
Quartile 4 upper	5%	95%
Quartile 3 upper middle	7%	93%
Quartile 2 lower middle	12%	88%
Quartile 1 lower	31%	69%
Grand Total	14%	86%

2. Bonus

Metric	Male	Female	Gap
Median	16,539	16,275	1.6%
Average	21,872	18,795	16.4%
Employees received bonus	100%	100%	0

3. Benefits in Kind (BIK)

Metric	Male	Female	Gap
Employees received BIK	NA	NA	NA

Factors Attributing to the GPG

Gender Pay Gap analysis revealed that 11.5% of the gap is linked to differences in the distribution of male and female employees across job categories. Specifically, a larger proportion of males (58%) are in shift-based roles, which offer additional allowances (shift allowance and car allowance) beyond salary, while only 39% of females occupy these positions.

When excluding these allowances from the pay gap calculation, the gap decreases, indicating that the varying job distribution significantly impacts overall pay equity

Ordinary Hourly Rate - Factors to Gap

Chart 6

Metric	Male	Female	GAP	Car & Shift Allowance Factor	Function Factor	Remaining GAP
Median	34.23	28.84	18.7%	-11.5%	-2.1%	5.1%
Average	37.54	30.47	23.2%	-9.4%	-9.5%	4.4%

Addressing our Gender Pay Gap

Pay & Benefit Equality

- Ensuring fair and equitable pay through our compensation and benefits framework, policy and processes for salaries employees.
- Remuneration Team governance ensures all promotions; salary increases and pay changes align to policy.
- If we look at hourly rates of employees who were represented in GPG for 2024 and for 2025 (employees who left or joined after GPG 2024 are excluded) we see that for female in average it increased by 6.5% and for male by 5.2%.
- Plan to secure the separate budget within next annual salary review (will take place on July 1st 2026)

Attracting & Developing Female Talent to Tokyo Electron Europe

- Providing development and support opportunities at all career stages.
- Targeted female development plans for leadership positions.
- Ensuring at least 1 female candidate included for each senior succession plan.

Attract Females to the Engineering Industry

- Advocate for women in the engineering industry and engage in making our industry attractive to women through engagement with industry partners to generate a sector wide response to gender challenges within engineering.
- Continue to expand our approach to school outreach and the promotion of STEM opportunities in engineering and to participate in Women in STEM events and provide an opportunity for our female talent to share their career success stories.

Addressing our Gender Pay Gap

Diversity, Equity & Inclusion

- Continue to raise DEI awareness across the company through trainings, employee network and resource groups.
- Development of targeted Inclusion Training for all people leaders. Our Leaders will be the champions for DEI and help us embed a culture of that celebrates differences, removes bias and unconscious bias.
- Ensuring our Talent Acquisition processes remain fair and equitable. We want the best candidate for the job

Focus on Early & Developing Careers

- Targeted female representation for our Graduate and Apprenticeship Programs.
- Ensuring that early female careers are supported and have access to tools to facilitate their growth and progression within our organisation.

Supported Talent Performance Management

- Continue to embed a culture of continuous performance through Performance Management Process and Performance Calibration that Drive Succession Plans.
- Ensure Gender Balance and diversity targets are reviewed during calibration and succession planning.

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