



The economic impact of Tata Consultancy Services in the UK

An independent report by





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June 2025

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Executive summary

Tata Consultancy Services (TCS) provides technology and business consultancy services to governments and companies around the world and has operated in the UK for more than 50 years, and works with more than 200 well-known companies in the UK, including 48 of the FTSE100.

This study, commissioned by TCS, assesses the footprint the company had in the UK economy in the 2023/24 financial year (FY2024).



£3.3 billion

Total contribution to GDP in FY2024 by Tata Consultancy Services in the UK.

Of this figure, £1.7 billion was directly contributed by the activities of TCS.

We estimate that TCS supported a £3.3 billion contribution to UK gross domestic product (GDP) in FY2024. This is the sum of three channels of impact. Some £1.7 billion was contributed directly by TCS. A further £350 million was contributed by the company's procurement spending, and the subsequent economic activity that this triggered through TCS's supply chain—its indirect impact. Finally, the payment of wages by TCS and the firms in its supply chain supported a further £1.2 billion contribution to UK GDP—its induced impact.

This means that for every £100 TCS directly contributed to GDP in FY2024, it supported a further £90 across the UK economy through its expenditure.

The company was also estimated to have supported almost 42,700 jobs across the UK economy in FY2024. TCS directly employed approximately 22,200 people. A further 5,000 jobs were supported along the UK supply chain by its procurement spend, whilst some 15,500 jobs were sustained through wage-induced spending. This means that for every 100 people directly employed by TCS, a further 90 jobs were supported in other parts of the UK economy.



42,700

Total jobs supported by Tata Consultancy Services in the UK in FY2024.

For every **100** workers employed at TCS, a further **90** jobs were supported across the economy.

Over 27% of jobs supported (or 1,400 jobs) by TCS's supply-chain spending were in the information and communications sector, including 480 contractors. A further 1,000 jobs were supported in the professional services sector, followed by 710 jobs supported in administrative services.

TCS also supports the early career development of its workers. In FY2024, TCS employed 450 graduates, who accounted for 2% of its UK workforce. From the start of a person's career with TCS, the company offers learning programmes for employees.

TCS supported a total tax contribution to the UK Exchequer of over £780 million in FY2024 through all channels of impact. For context, this was equivalent to the salaries of over 20,400 teachers.¹ Of this total, just under £360 million (or almost 46%) was contributed directly by TCS, primarily through national insurance contributions and employee income taxes.

The UK economic impact of TCS in FY2024

Shaping the digital future of the UK as the technology partner to 48 of the FTSE 100 companies



43,000 jobs supported, of which **22,000** directly employed by TCS.



£3.3bn GDP contribution. of which £1.7bn directly contributed by TCS.



£780m tax contribution, of which £360m directly contributed.



£330m economic impact of the 2024 TCS London Marathon.*

 * Calculated by Brand Finance in "Marathons 50" report as sum of marathon revenue, attendee spending, charity funds raised, multiplier effects and sales taxes generated.



^{1.} ONS Annual Survey of Household Earnings 2023, data downloaded March 2025. Mean annual wage taken for the category "Teachers and other education professionals" which was £38,288 across all full-time and part-time workers in 2023.

1. Introduction

Tata Consultancy Services (TCS) is one of the world's largest IT services companies and a significant part of its parent company, Tata Group. TCS employs over 600,000 consultants across 55 countries,^{2,3} with employees from over 150 nationalities.⁴

1.1 TCS in the UK

Established in 1975, TCS works with some of the UK's largest firms across many industries, including 48 of the FTSE100. Since TCS' arrival in the UK 50 years ago, the company has expanded its operations to all regions of the UK, operating from 60 locations across the region, including over 35 regional offices across the UK and Ireland. The company plays a key role in transforming both private and public sector organisations across the UK, helping them achieve greater efficiency, resilience and innovation. For example, providing Building Societies with its proprietary banking solution to modernise core banking ecosystems^{5,6}, transforming technology operations for retailers⁷; supporting the creation of an AI chatbot to streamline patient consultations in the healthcare sector⁸, and improving user experiences on streaming TV platforms9.

One further element of the services offered by TCS is to help customers understand their environmental footprint across their supply chain¹⁰. This includes offering sustainability services to their sponsorship beneficiaries. For instance, as the title partner of the TCS London Marathon, the company has helped to make the event more sustainable by launching the ReScore app in 2022, enabling event organisers to measure, report, verify, and certify against sustainability standards set by the Council for Responsible Sport^{11, 12}.

TCS continues to strengthen its delivery capabilities in the UK, including through the establishment of its TCS Pace $Port^{TM}$ in London, a dedicated innovation hub focused on driving innovation-led growth¹³.

1.2 Structure of the report

This report assesses the economic footprint of the activities carried out by TCS's business activities in the UK through three channels. In Chapter 2, the report discusses the direct impact of the business in the UK. In Chapter 3, the report considers TCS's wider impact, taking the indirect and induced channels into account. Chapter 4 considers the total footprint of the company, bringing the impact through all three channels into one place. The remainder of this chapter provides an overview of the techniques used to assess these economic footprints. The appendix provides a description of the methodology.

 $^{^{\}rm 2}$ For instance as measured by market capitalisation by Global Data based on December 31st 2024 data

³ TCS, "About us"

⁴ TCS, "Who we are – Worldwide"

 $^{^5}$ TCS, "TCS Partners with The Cumberland Building Society to Transform its Core Banking Solution"

 $^{^6}$ TCS, "TCS Signs Strategic Deal to Digitally Transform Mansfield Building Society's Services in the UK"

 $^{^{7}}$ TCS, "TCS to Fashion New Partner Landscape for Primark to Transform and Grow its Operations"

⁸ TCS, "Al chatbot improves patient experience at Walton Centre"

⁹ TCS, "ITV reinvents the streaming experience"

¹⁰ TCS, "Product Life Cycle Profiler"

¹¹ TCS, "London Marathon: Making a difference together"

¹² TCS, "Setting the 'gold' standard on sustainability"

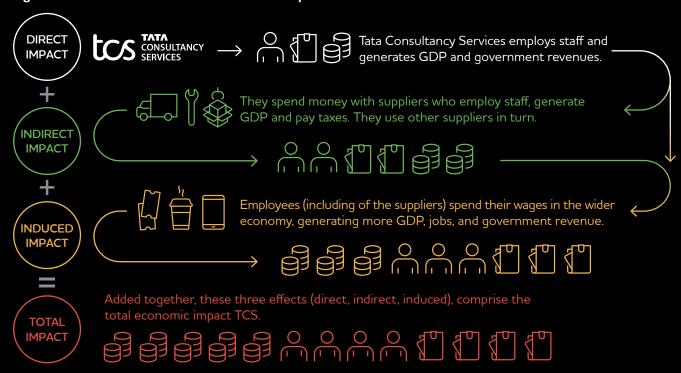
¹³ TCS, "Experience the future at TCS Pace Port™ London"

Introducing economic footprint analysis

The economic footprint of a company or industry is measured using a standard means of analysis called an economic impact assessment. This involves the quantification of the three core channels of impact that comprise the organisation's economic footprint, consisting of:

- Direct impact, which relates to the economic footprint of TCS's operations and activities in the UK;
- Indirect impact, which encapsulates the economic footprint supported in the business's supply chain as a result of its procurement of goods and services; and
- Induced impact, comprising the wider economic footprint that arises when employees within TCS and its supply chain spend their earnings, for example, in local retail and leisure establishments.

Fig. 1: Illustration of channels of economic footprint



The footprint of TCS is then presented using three metrics:

- GDP, or more specifically, the business's gross value added (GVA) contribution to gross domestic product (GDP);
- Employment, as the number of people employed, measured on a headcount basis.
- Taxes, or more specifically, revenues for the UK government in the form of taxes.

The modelling on which this report is based computes the economic footprint of TCS in the UK in the 2023/24 financial year, referred to as FY2024 throughout the remainder of the report.

The results are presented on a gross rather than a net basis. In other words, we do not attempt to estimate what benefits could arise if TCS's resources were put to alternative uses, as it is not possible to know what they would have produced if they were employed in their next-most productive use. Nor does it address the displacement of activity by TCS from other firms or sectors.

The business activities of TCS may also have further "supply-side" impacts on the economy, as they help to improve the efficiency of clients, which may help to boost the productive potential of the economy. However, these are not included within the scope of this analysis.

Further detail about the economic footprint methodology is included in the technical appendix found at the end of this report.

Building IT skills for the nation's future

In 2025, the UK Government announced a Digital Inclusion Action Plan, as first step in its approach to tackling digital exclusion. This includes objectives such as opening up opportunities through skills, tackling data and device poverty, breaking down barriers to digital services, and building confidence. TCS in the UK is helping to support these through programmes that engage with local communities and boost the computer abilities of the nation's schoolchildren.

These include go Innovate Together (goIT), which offers students from underrepresented groups the opportunity to learn STEM skills by working with TCS experts to solve real-world problems and gather career-ready skills. The course introduces the concept of "design thinking", or how to approach challenges in a logical way, before letting students choose one to solve in their local community, before prototyping the solution and pitching it to a panel.

The company also offers a one-week virtual work experience opportunity known as Digital Explorers for year 10-12 students to gain insights into the world of work and careers guidance from experts in industries such as sports, fashion, and banking. Lastly, Ignite My Future is an initiative that gives teachers a curriculum to follow that integrates computing into core subjects such as languages, science, and maths.⁶ Across its outreach programmes, TCS engaged with over 9,200 young people in the UK in FY2024, which could help address current ICT and digital skills shortages reported in the UK.⁷

As well as these educational opportunities for school students, TCS workers engage with local communities through volunteering, recording almost 40,000 hours of their time in 2024 alone. This includes initiatives such as Tech4HOPE, where the company provides pro bono advisory and technology consulting services to non-profit organisations, such as website development, data analytics, and digital strategy consultation. Meanwhile, TCS's Leaders With Purpose campaign encourages employees to volunteer for worthwhile causes in their local communities. The programme includes virtual classroom and self-taught modules on civic leadership as well as a six-month self-directed community volunteering project.

⁵ Department for Science, Innovation and Technology, <u>Digital Inclusion Action Plan: First Steps</u>, February 2025

⁶ TCS, Ignite My Future in School: Building skills for the 21st century

⁷ University of Birmingham, <u>380,000 UK jobs at risk due to critical digital skills shortage</u>, January 2025



2. Direct impact of TCS

The day-to-day activities of Tata Consultancy Services directly contribute to the UK economy through employing staff and paying wages, generating profits, and paying taxes. This chapter sets out the impact of TCS on the UK economy in FY2024 resulting from its direct operations in terms of its contribution to GDP, employment, and tax revenues.⁸

TCS is a major employer in the UK, directly employing over 22,200 workers across its UK sites in FY2024. The company has seen sustained growth over the past five years, with headcounts rising by 46% from 17,300 in FY2020.

In FY2024, TCS operated from 19 sites across the country, with larger sites including Bishopsgate in London, Leamington Spa in Warwickshire, and Peterborough in Cambridgeshire. TCS directly employed almost 6,300 workers in London, along with a further 11,400 workers across the rest of England. The business also had a notable employment headcount of 4,200 workers in Scotland, a further 200 in Wales, and more than 100 in Northern Ireland.

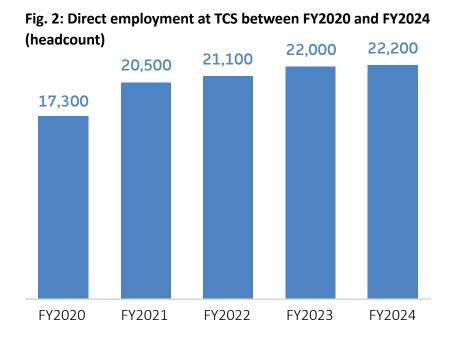
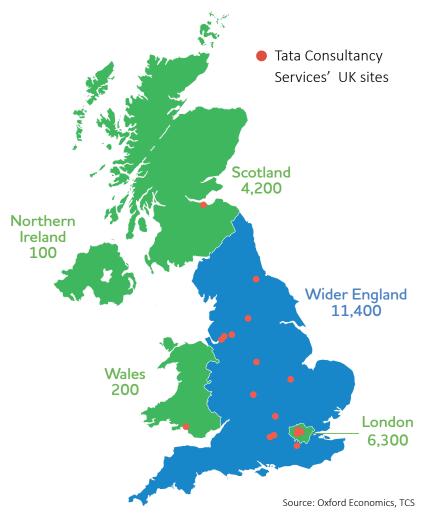
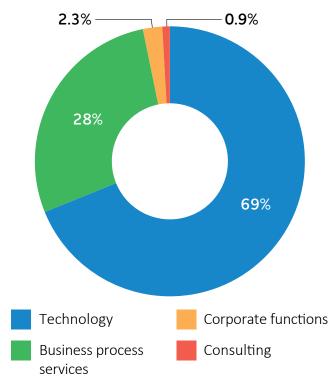


Fig. 3: Direct employment by UK region, FY2024



⁸ Employment figures presented in this chapter are in headcount terms and are rounded to the nearest 100, with the exception of regional or national results, and contractor figures, which are rounded to the nearest 10 where appropriate.

Fig. 4: Share of employment in each job function of the TCS business in the UK, FY2024



Source: TCS Note: figures may not sum due to rounding

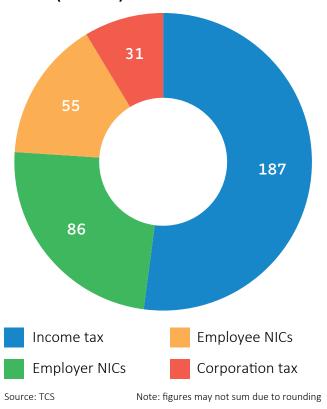
Employment within TCS covers a range of skilled job roles, with 69%, or 15,300, of its employees working in technology positions such as software engineering, data analytics and cyber security. A further 28% (or 6,200) of TCS's employees work in business process services, helping to manage and execute business operations for clients. The company also employs a small number of business consultants (2.3% of the total), who focus on business analytics. The remainder work in corporate functions such as legal, finance or marketing and communications.

TCS supports the upskilling of its workforce by offering training options which employees can select from to boost their own career development. The company's learning platforms are also offered as a service to customers through the TCS Digital Academy, which includes upskilling and reskilling programmes across a range of topics. 10

In FY2024, we estimate that TCS directly contributed almost £1.7 billion to UK GDP through its business activities. This amount represents an estimation of its employment costs, plus profits generated and taxes on production, such as business rates. ¹¹

TCS also directly contributes to government tax revenues in the UK. The business itself paid £31 million in corporation tax and £86 million in employer national insurance contributions (NICs) in FY2024. It also collected £187 million of income tax and £55 million of employee NICs on behalf of its workers. Altogether, this amounts to a total of just under £360 million of tax contributed directly in FY2024.¹²

Fig. 5: TCS's direct tax contribution by type, FY2024 (£ million)



⁹ Tata Consultancy Services, "Know why TCS puts you in charge of your career"

¹⁰ Tata Consultancy Services, "TCS Corporate Digital Academy"

¹¹ The inputs required to calculated direct contribution to GDP are based on estimates. More detail on the approach used is provided in the Appendix.

¹² Data in this paragraph were provided by TCS.

TCS London Marathon raising money and supporting the economy

The TCS London Marathon is a major event on the global sporting calendar, with nearly 54,000 finishers in 2024 and an estimated 750,000 spectators. ¹³ ¹⁴ The Marathon is the world's biggest annual one-day fundraising event and is estimated to have the strongest brand among the world marathon majors. ¹⁵

TCS has been closely linked to the London Marathon for nearly a decade, becoming the official technology supporter in 2016. This relationship deepened over time, with the company developing and launching the official London Marathon app in 2019, allowing friends and family to track racers' progress. ¹⁶ The app was adapted in the face of the Covid-19 pandemic in 2020 to enable nearly 38,000 people around the world to tackle the marathon distance remotely.

- 13 London Marathon Events, New ballot world record for 2025 TCS London Marathon
- 14 Abbott World Marathon Majors, London
- 15 Brand Finance, Marathons 50 The World's Strongest Marathon Brands, 2025
- 16 London Marathon Events, TCS London Marathon App



More recently, the company became the title sponsor in 2022 as part of a six-year partnership, and in 2023 introduced the ReScore app.

This cloud-based platform allows the event organisers to measure and assess the social and environmental impact of the event against sustainability standards set by the Council for Responsible Sport (CRS). The Council has since awarded its highest "Evergreen" certification to London Marathon Events, the race's organiser, recognising the body's sustainability practices.

This is the first time that a mass event organiser has achieved this recognition.¹⁷

The Marathon event is a major contributor to charities, with the 2024 race raising £73.5 million, breaking its own record for the largest amount raised for charities in an annual

single-day charity event.¹⁸ Since the Marathon's inception in 1981, participants have raised more than £1 billion for charity.¹⁹

The Marathon also helps to boost the economy of London and the UK, with a study of the top 50 marathons around the world placing its impact in the top four in the world in 2024, behind Berlin, New York, and Chicago. ²⁰ This study estimated the event's impact that year at £330 million, based on the sum of marathon organiser revenues, charity funds raised, spending by participants and spectators, and the multiplier effects of this activity, as well as taxes raised on the spending. ²¹

17 London Marathon Events, London Marathon Events awarded Evergreen status in world first by Council for Responsible Sport

21 Reported as \$425 million and converted to GBP. Note: This uses a different approach to economic impact measurement to that

18 London Marathon Events, Another world record for TCS London Marathon

The economic impact of Tata Consultancy Services in the UK

- 19 London Marathon Events, Charity partners
- 20 Brand Finance, "Marathons 50 The World's Strongest Marathon Brands, 2025
- taken by Oxford Economics in this report on estimates in this report.

 As such, this estimate is not comparable to other estimates in this report.

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3. Wider Impact of TCS

The economic impact of Tata Consultancy Services goes beyond its own direct operations. It also generates subsequent impacts through the purchases that it makes with suppliers (known as the indirect channel of impact) and from the wages spent by its employees and through the supply chain (known as the induced channel). This chapter sets out the economic footprint of TCS through these channels on the UK economy.

3.1 Indirect Impact

In FY2024, we estimate that around £380 million of procurement spending by TCS with UK suppliers stimulated a £350 million contribution to UK GDP along the domestic supply chain.

The largest indirect GDP contributions were across services sectors. The single biggest contribution was from the information and communication industry, which accounted for almost £110 million, or 31% of TCS's indirect contribution to GDP, including contractor costs. There was a further £78 million contribution by professional services sector and further contribution from the financial services and administrative services sectors.

The additional economic activity stimulated by TCS's procurement spending supported an estimated 5,000 full- and part-time jobs through the company's supply chain across the UK. The largest employment contributions were in the information and communication, professional services, and administrative services industries, which together accounted for 62% of TCS's indirect employment contribution. Through its procurement spending TCS also supported a further 480 contractors throughout the UK.

We also estimate that through the indirect channel, TCS supports a contribution to UK government tax revenues of £83 million.

Fig. 6: Indirect GDP contribution by industry, FY2024 (£ million)

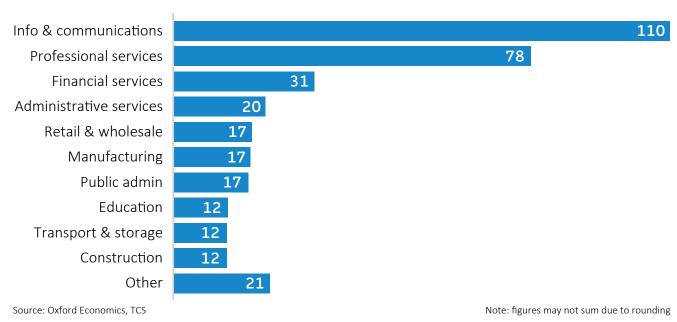
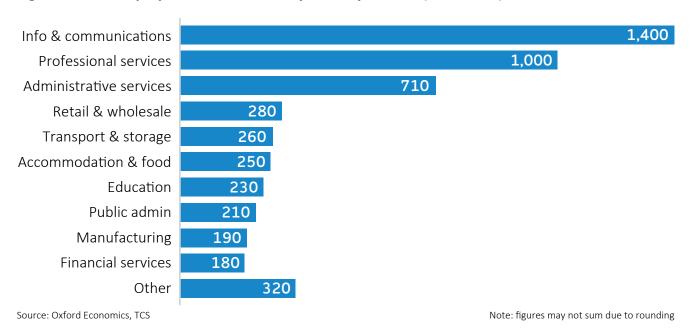


Fig. 7: Indirect employment contribution by industry, FY2024 (headcount)



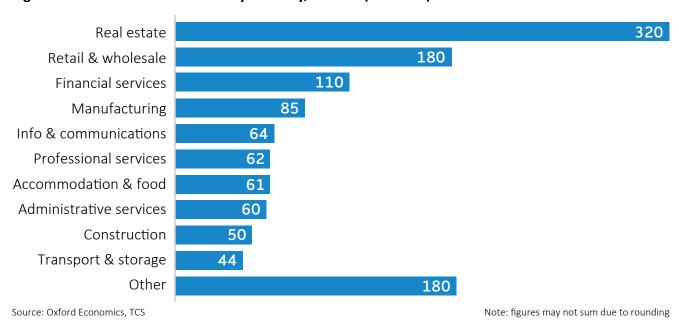
3.2 Induced Impact

TCS and its supply chains pay wages to their staff, who in turn spend at retail, leisure, and other outlets across the UK. This stimulates economic activity and employment at these firms, and their subsequent supply chains, and is referred to as the induced impact.

We estimate that the consumer spending resulting from TCS business activities supported

an estimated £1.2 billion contribution to UK GDP in FY2024. The real estate sector was a notable beneficiary of this expenditure which account for £320 million, or 26% of the induced GDP contribution. This figure represents the money spent by households on rent and mortgage payments. The retail and wholesale sector also received a large, induced impact, at £180 million, or 15% of the total.

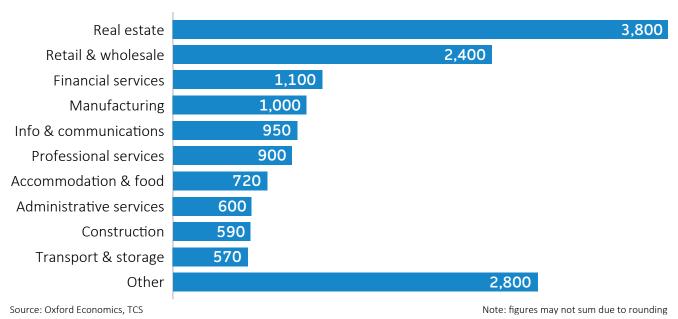
Fig. 8: Induced GDP contribution by industry, FY2024 (£ million)



The economic activity supported through the induced channel creates jobs across the UK economy, supporting an estimated 15,500 jobs in FY2024. The largest consumer spending-driven employment contribution was in the retail and wholesale industry, which accounted for 3,800 jobs, or 24% of the induced employment contribution. While the accommodation and food sector supported a smaller share of the induced GDP supported (5%), it supported the second largest induced employment contribution of 2,400 (or 16% of induced jobs), due to the labour-intensive nature of the work.

We also estimate that through the induced channel, TCS supports a contribution to UK government tax revenues of £340 million.

Fig. 9: Induced employment contribution by industry, FY2024 (headcount)





London Pace Port: a hub for solving clients' challenging issues

In 2018, TCS opened its first "Pace Port" in Tokyo.¹ This new facility was designed to be a physical space where the company invites its clients to work together to solve intractable problems they are facing, with intensive full-day workshops between a client's stakeholders and TCS experts being a key part of the process. The workshops use frameworks such as design or systems thinking to get to the root of a problem as well as interactive exercises, and bring in TCS partners as appropriate such as large technology companies, start-ups, and academics.

Since then, the company has opened six more Pace Ports around the world, launching the London location in early 2024.² In its first year, the London facility held more than 60 of the workshops described above, as well as more than 40 events attended by over 500 clients, such as an event with the British Standards Institute to launch a new standard for technology accessibility through voice commands.

Examples of the interactive exercises used as part of the Pace Port process include participants writing a love letter to a service they enjoyed to identify what they saw as an "excellent" relationship, and using the "11 star" method introduced by the founders of Airbnb. This method highlights what satisfying customer experiences look like by taking an average-quality experience and using the scale from 1 and 11 ranging from terrible to impossibly perfect—to see where the room for improvement lies. Clients can also benefit from the results of research programmes run by TCS into the future of technologies such as sensing, energy management platforms, quantum computing, and AI-led drug discovery.

¹ TCS, <u>Inaugural Pace Port Launched in Tokyo to Drive Customer Business 4.0 Journeys</u>, November 2018

² TCS, Pace Port Locations, accessed June 2025

4. Total Impact of TCS

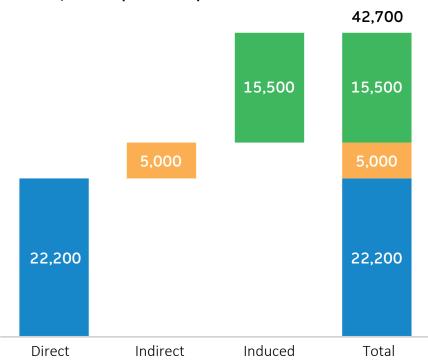
In total, we estimate that TCS contributed an estimated £3.3 billion to UK GDP in FY2024. Given that TCS directly contributed just under £1.7 billion to UK GDP in FY2024, our modelling indicates that for every £100 of economic activity it directly supported in the UK, its expenditure on inputs and wages stimulated a further £90 across the UK economy.

In FY2024, including all impact channels, TCS's business supported more than 42,700 jobs in the UK. With almost 22,200 supported directly by the business, this means that for every 100 workers employed by TCS itself, its activity supported a further 90 jobs across the UK economy.

Fig. 10: Tata Consultancy Services' contribution to GDP in the UK, FY2024 (£ billion)



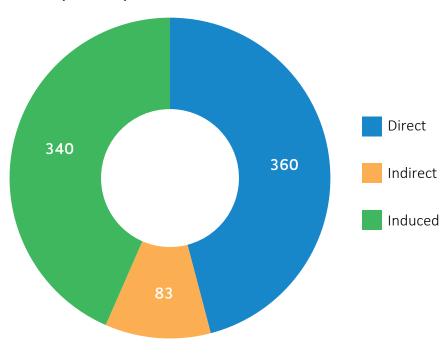
Fig. 11: Tata Consultancy Services' contribution to employment in the UK, FY2024 (headcount)



Source: Oxford Economics, TCS

TCS's business activities also supported the generation of approximately £780 million of tax revenue for the UK government in FY2024 across all impact channels. The amount of tax supported by TCS in FY2024 was equivalent to the salaries of over 20,400 teachers.²²

Fig. 12: Tata Consultancy Services' tax contribution by channel, FY2024 (£ million)



Source: Oxford Economics, TCS

22 ONS Annual Survey of Household Earnings 2023, data downloaded March 2025. Mean annual wage taken for the category "Teachers and other education professionals" which was £38,288 across all full-time and part-time workers in 2023.



Appendix

Economic impact modelling

Economic impact modelling is a standard tool used to quantify the economic contribution of an investment or a company. Impact analysis traces the economic contribution of a business through three separate channels:

- Direct impact—which refers to activity conducted directly by Tata Consultancy Services in the UK;
- Indirect impact—which consists of activity that
 Is supported as a result of the procurement
 of goods and services by TCS in the UK, then
 purchases of those companies in turn, and so
 on; and
- Induced impact which comprises the activity supported by the wage spending of direct and indirect employees.

Estimates of input data

The framework above requires input data to estimate the described impacts. This includes data on spending by TCS on compensation of employees. As this was not available from TCS, we followed an estimation approach using the following sources:

- TCS provided a split of total headcount into four jobs categories.
- We split these into more detailed role types using the Office for National Statistics' (ONS) Annual Population Survey, focussing on the computer consultancy sector.
- We then applied mean average wage data for each detailed role type from the ONS Annual Survey of Hours and Earnings (ASHE).

We uplifted the wage estimates from ASHE to account for employer's National Insurance Contributions, pension contributions, and other benefits, using accounting rules and industry standards. This allowed us to estimate total compensation of employees.

Estimates of profitability were also required, to compute the direct contribution to GDP. This was done using ONS data on the relationship between profitability and compensation of employees for the computer consultancy sector as a whole, as given in ONS input-output tables. We applied this relationship to the previously-calculated compensation of employees estimates.

Lastly, data on supply chain spending was required. TCS supplied data on total supply chain spending for opex and capex. A split of these totals into five procurement categories was also provided. We allocated the procurement spending into more detailed industrial sectors based on patterns of spending by the computer consultancy sector as provided in the intermediate consumption table and gross fixed capital formation table of the ONS supply and use publication. This procurement spending vector was then inputted into our economic models to estimate the indirect and induced impacts.

Calculating indirect and induced impacts

Indirect and induced impacts are estimated using an input-output model, which gives a snapshot of an economy at any point in time. The model shows the major spending flows from "final demand" (i.e., consumer spending, government spending, investment, and exports to the rest of the world); intermediate spending patterns (i.e., what each sector buys from every other sector—the supply chain, in other words); how much of that spending stays within the economy; and the distribution of income between employment and other forms such as corporate profits.

An input-output model uses a matrix representation of a nation's interconnected economy to calculate the effect of changes by consumers, by an industry, or by others, on other industries and therefore on the economy as a whole. These input-output tables ultimately measure "multiplier effects" of an industry by tracing the effects of its inter-industry transactions—that is, the value of goods and services that are needed (inputs) to produce each dollar of output for the individual sector being studied (outputs). These models can be used to measure the relationship between an economic change or "shock," and the final outcome across the whole of the economy. In essence, an input-output table shows who buys what from whom in the economy.

Oxford Economics used the input-output analytical table for the United Kingdom for 2019, published by the ONS in 2023, for this analysis. This was the most recent dataset available at the time of analysis. Direct, indirect, and induced employment figures in this report have been rounded, generally to two significant figures.





About Tata Consultancy Services (TCS)

Tata Consultancy Services (TCS) is a digital transformation and technology partner of choice for industry-leading organizations worldwide. Since its inception in 1968, TCS has upheld the highest standards of innovation, engineering excellence and customer service.

Rooted in the heritage of the Tata Group, TCS is focused on creating long term value for its clients, its investors, its employees, and the community at large. With a highly skilled workforce of over 607,000 consultants in 55 countries and 180 service delivery centres across the world, the company has been recognized as a top employer in six continents. With the ability to rapidly apply and scale new technologies, the company has built long term partnerships with its clients – helping them emerge as perpetually adaptive enterprises. Many of these relationships have endured into decades and navigated every technology cycle, from mainframes in the 1970s to Artificial Intelligence today.

TCS sponsors 14 of the world's most prestigious marathons and endurance events, including the TCS New York City Marathon, TCS London Marathon and TCS Sydney Marathon with a focus on promoting health, sustainability, and community empowerment. TCS generated consolidated revenues of US \$30 billion in the fiscal year ended March 31, 2025. For more information, visit www.tcs.com

