

2022 Tata Consultancy Services UK Gender Pay Gap Report

March 13, 2025

Key points:

- TCS UK's mean gender pay gap for 2022 has reduced to 17.71% from 18.30% for 2021. The shift is on account of the increased hiring of women employees especially in senior roles, which has further increased the average salary of women employees. TCS has seen its median gender pay gap significantly fluctuating over the last years, with 15.68% for 2022, 7.5% in 2021 and 15.6% in 2020,
- Overall, UK employment of women increased by 12.8% compared to an increase of just 7.3% of men.
- In 2022 we have seen an increase of 1% of women in top pay quartile, as well as 1% decrease in men in top pay quartile.
- 88% of women at TCS UK received bonuses in 2022, which has decreased by 1% from 2021, which is due to the increase in the number of women employees. This has resulted in the reduction of bonus payout in percentage terms. The percentage of men who received bonuses in 2022 has also decreased by 1% to 91% in 2022.
- Launched UK Calling Program which is a career development program that encourages women from TCS working in other geographies join TCS UK for leadership roles.
- TCS has won the Scottish HR Network Awards in 2022 in the Inclusion & Diversity category.

Introduction

TCS fully recognizes that diversity and inclusion in the workplace has become more critical than ever before as a fundamental need to remain competitive, relevant, and support business success.

As part of our commitment to achieving a fully gender-diverse and inclusive global organization, TCS has invested significantly over the past few years to research and innovate a series of comprehensive, long-term programs that will facilitate real change in thinking, behaviors, actions and the ways we communicate.

TCS has been operating in the UK for over 45 years and currently employs over 21,000 people - one of the country's largest digital employers. We have more than 200 customers, including some of Britain's best-loved brands, and we are committed to attracting diverse talent into both the digital sector and our own business. TCS recently won the Scottish HR Network Awards in the Inclusion & Diversity category as well as shortlisted in the Talent Development and Corporate Social Responsibility categories.

Our workforce continues to be very diverse, comprising 155 nationalities, with women making up 36% of the 600,000+ total workforce. Our work is part of a journey to build a diverse talent pipeline that allows us to recruit and retain more women into TCS and our industry while supporting more women in senior leadership roles.

In the UK, we have an ongoing and ambitious plan to transform the profile of our workforce. It includes:

- **Inspiring** more girls and women to study science, technology, engineering, and math (STEM) subjects and explore careers in the digital industry
- **Transforming** recruitment procedures to help attract more diverse talent – particularly women – at the entry-level
- **Launching** various initiatives to help retain and develop our female workforce so they progress within the company

This plan is helping TCS both address the gender pay gap and continue to build an inclusive and rewarding workplace for all our employees.

The 2022 results

This is the sixth year that we have published the gender pay gap information for our UK business, based on data collected in April 2022. A report from the Office of National Statistics in October 2022 indicated that the **overall gender pay gap in the UK is 14.9%**, down from 17.4% in 2019. TCS figures show that the average ('mean') pay of our female employees in the UK is 17.71% lower than our male employees. This is down from a gap of 18.30% in 2021 and 23.25% in 2018.

The shortage of women engineers is historically an issue for businesses throughout the digital and information technology industry and one of the prime reasons why we still have a gender pay gap – although it is narrowing.

The COVID pandemic, unfortunately, delayed some of the progress TCS had hoped to achieve with our recruitment and talent attraction strategies to increase the number of women at entry-level jobs in the UK. However, overall, UK employment of women increased by 12.8% this year in comparison with just 7.3% increase in men hiring, last year the increase of women hiring was 11.9%, which highlights TCS's commitment to bringing more women into the company.

Encouragingly, 88% of women at TCS UK received a bonus in 2022, significantly up from 79% in 2019 and 65% in 2018.

Figure 1 shows our pay quartiles and the impact this has on the pay gap data. These quartiles have only moved marginally over the past year, and we will need to see higher proportions of women in the higher quartiles to ensure that our pay gap continues to narrow.

Top quartile	91% men	9% women
Upper middle quartile	86% men	14% women
Lower middle quartile	80% men	20% women
Lower quartile	73% men	27% women

Figure 1: Pay quartiles at TCS UK

- Overall, UK employment of women increased by 12.8%, compared to an increase of just 7.3 of men.
- We see some positive shift wherein 3% of women staff moved from the Lower quartile to the lower middle and 2% from the lower middle to the upper middle. This reaffirms TCSs commitment towards developing skills for its women staff and giving them right career opportunity to excel towards leadership roles.

What TCS is doing to close the gap

Despite being one of the first companies in our industry to have women make up over a third of our global workforce, we know there is much more to be done – particularly in the UK.

Our work to address the gender pay gap – both in TCS and in the industry at large – falls into three main areas:

- Getting more women into STEM careers
- Getting more women into TCS
- Building an inclusive culture and developing leaders

Getting more women into STEM careers

- The TCS Digital Explorers program – a virtual work experience scheme - will continue in 2023, with the remit to help thousands of UK teenagers, especially girls aged 15-18, plug gaps in their STEM education during the pandemic, and provide actual experience in technology-focussed workplaces. In 2022, 30% of participants at our Digital Explorers were women.
- TCS launched its Good Growth community in October 2020 to support, mentor, and nurture a community of women-led businesses in the UK. In 2022, the community reached over 500 memberships. The aim is to support women entrepreneurs and facilitate positive change by:
 - Making entrepreneurship more accessible for women and increasing access to support; sharing skills and experience, tools and techniques; and providing ongoing opportunities to connect to experienced mentors.
- goIT is a modular program that sets students on the path to becoming the Digital Innovators of the future. Supporting them to gain 21st century skills and confidence to pursue a career in STEM related industries. The goIT program is targeted at students who are from groups underrepresented in STEM industries. We are committed to demystifying Computer Science for girls and women with around 40 percent of our participants identifying as female.

Getting more women into TCS

- We continue to ensure that the language we use in role descriptions, our imagery, and how generally we project TCS externally is positive, inclusive, and welcoming
- Gender-neutral role descriptions to ensure we eliminate bias
- An incentivization scheme has been introduced with our external recruitment agencies to ensure we have gender-diverse applications
- Internships, work experience placements, and mentoring for students continue to bring dividends in encouraging women to TCS
- Ensure our PSL contracts are reviewed and updated with Accessibility and reasonable adjustments clauses.
- Part of external forums to network and encourage more women to apply for roles at TCS

Building a supportive culture and developing leaders

- We are continuing to develop our Family Friendly Program to support parents during and returning from long-leave. Providing them an opportunity to stay connected during the time of their leave if they wish to as well as receive coaching upon their return.
- In March 2021, TCS's Network of Outstanding Women program (TCS NOW) was further diversified into a Women in Networks initiative to provide a space for all women across the company to meet, gain ideas, propel awareness, and boost confidence to assume roles in highly specialized career streams.
- We continue to support and nurture women employees globally, inspire women to progress in their careers; and provide a safe space for women to communicate with each other through other initiatives, such as, The iExcel Executive Education program for women to match our executive leaders with diverse women talent for top-down inclusion.
- We also aim to consistently promote and enhance women leadership across the globe, through initiatives such as She Says, which provides a platform where women leaders in TCS can share their experiences to a global audience via monthly webinars to inspire both men and women through the challenges of their life stories.
- STAR Mentoring is another internal program that supports our top-performing mid to senior-level women employees and another diverse talent by matching them with an executive sponsor for continuous mentoring. In addition, our leadership team receives reverse mentoring to support a culture of inclusion top down. The STAR Mentoring program has had over 50 mentees in the last two years in UK&I.
- In 2022 we also launched UK Calling career development program which aims to provide an opportunity for women who work at TCS in other geographies to join us in the UK for leadership roles.
- Elevate Wings Program – which enables employees to fast-track their careers through the combination of training programs and mentoring.
- To further support our employees, in 2022 we launched Menopause Support plan, which started with Menopause Awareness Sessions for our employees as well as creating the sub-employee network “Menopause Café” which creates a safe space for employees to connect and share menopause related topics.