

2023 Tata Consultancy Services UK Gender Pay Gap Report

March 13, 2025

Key points:

- TCS UK's mean gender pay gap for 2023 has decreased to 16.42% from 17.96% in 2022, which is 150-basis improvement over last year, and the gap has reduced over the past few years. The shift is on account of the increased hiring of women employees, which is the continuous commitment towards improving a gender balance within the organization. TCS has also seen the median gender pay gap decrease to 15.17% from 16.56% in 2022, which is a 140-basis point improvement
- At TCS, we are continuing to focus on diverse hiring, which has resulted in a 6% increase in Women workforce, and our women employee now contributes to 36% of the total workforce in the UK&I.
- In 2023, we have seen women's percentage in top quartile have gone up by 2%, which is due to women's headcount increase across all levels.
- 89.7% of women at TCS UK received bonus in 2023, which has increased by 1.7% from 2022. The percentage of men who received bonus in 2023 has also increased by 1.8% from 2022. Which is due to the fact that we have hired more women at junior and middle levels, the bonus potential is also reflecting the seniority level they are at, which has influenced the mentioned gap. As these women progress within their careers, we will be seeing the gap decreasing.
- TCS UK has launched UK Calling program in 2022, which is successfully able to invite women leaders from other geographies to work in the UK, this program has helped increase the percentage of women in leadership roles in the UK.
- TCS has won at Women in IT Awards in February 2023, at Outstanding Employee Network of the Year Category with the initiative Employee Network of Networks.

Introduction

TCS inherits its core values of diversity, equity, and inclusion from the rich lineage of the TATA group with its 150 years of history and commitment to ethical business practices, inclusion, respect, and community pay forward articulated in the TATA Code of Conduct and reflected in the TCS Core values and its motto of "inclusion without exception".

Our commitment is to create a culture of inclusion so that we may effectively leverage our diverse workforce for competitive advantage. TCS is an equal opportunity employer and has a well-defined and progressive diversity, equity, and inclusion policy embracing all diversity parameters which includes gender, marital status, religion, race or caste, colour, age, ancestry, nationality, language, ethnic origin, socio-economic status, physical appearance, disability, sexual orientation, gender identity and/or expression and any other category protected by applicable law.

In Q3 FY21-22, TCS globally reached a milestone of 200,000 women as part of its workforce, with a 68% increase of women at senior levels in the last five years. There has been 60% increase in women in senior management roles over five years, and 92% retention of women. Currently, 35.7% of TCS's workforce are women.

Tata Consultancy Services is now one of 418 companies across 45 countries and regions to join the 2022 Bloomberg Gender-Equality Index (GEI), a modified market capitalization-weighted index that aims to track the performance of public companies committed to transparency in gender-data reporting). In 2023, TCS featured for the second consecutive time on Bloomberg GEI with a 9% increase in score.

TCS recognises that a diverse and inclusive workforce is necessary to drive innovation, foster creativity, and guide business strategies. TCS focus has been to enable better representation of women through sustained interventions at every level. This stems from the verity that requirements of women associate differ at every life stage. Customized offerings are curated in house to offer support to every woman associate at each juncture of the employee life cycle.

This includes maintaining clear and current succession plans, having leadership programs catering to this set of TCS diverse population, and providing global skills and experiences in leadership program. Providing women with access to career development programs, creating and showcasing and ongoing positive feedback through mentoring, and coaching propels them further toward leadership.

In the UK, we have an ongoing and ambitious plan to transform the profile of our workforce. All gender initiatives are based on the five strategy pillars of culture and diversity namely, ecosystem, enablement, engagement, development, and representation, where:

- a) Representation focuses on hiring persons from under-represented diversity identity segments,
- b) Enablement focuses on policy, infrastructure,
- c) Eco-system focuses on building a culture of inclusion through awareness and sensitization initiatives,
- d) Engagement focuses on building employee resource groups for community connects,
- e) Development focuses on skill and capability building for the community.

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 2023 results

This is the seventh year that we have published the gender pay gap information for our UK business, based on the data collected in April 2023. A report from the Office of National Statistics in November 2023 indicated that the overall gender pay gap in the UK is 14.8%. TCS figures show that the average ('mean') pay of our female employees in the UK is 16.42% lower than our male employees. This is down from a gap of 17.96% in 2022. Which shows a gradual year on year decrease.

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 gender pay gap – although it is narrowing, especially in the junior levels as we have seen an increase of more women hired year on year due to increased pool of talent available.

We have also seen 89.7% of women at TCS UK receive a bonus in 2023, which has increased by 1.7% from 2022. The percentage of men who received a bonus in 2023 has also increased by 1.8% from 2022. Women's median bonus pay was 34.92% lower than men's and women's mean (average) bonus pay was 34.89% lower than men's. This disparity is due to the fact that we have hired more women at junior or middle levels, the bonus potential is also reflecting the seniority level they are at, which has influenced the mentioned gap. As these women progress within their careers, we will be seeing the gap decreasing.

Figure 1 shows our pay quartiles and the impact this has on the pay gap data.

Top quartile	89% men	11% women
Upper middle quartile	83% men	17% women
Lower middle quartile	78% men	22% women
Lower quartile	71% men	29% women

Figure 1: Pay quartiles at TCS UK

We have seen a positive shift wherein 2% of women staff moved from the lower quartile to the lower middle and 3% from the lower middle to the upper middle quartile. We have also seen a 2 % increase in women in the top quartiles. This reaffirms TCS's commitment towards developing skills for its women staff and giving them right career opportunities to excel in leadership roles.

What TCS is doing to close the gap

Despite continuous efforts towards hiring and retaining women, we know there is much more to be done.

Our work to address the gender pay gap falls into five main areas:

- Representation focuses on hiring persons from under-represented diversity identity segments,
- Enablement focuses on Policy, Infrastructure,
- Ecosystem focuses on building a culture of inclusion through awareness and sensitization initiatives,
- Engagement focuses on building employee resource groups for community connections,
- Development focuses on skill and capability building for the community.

Representation

At TCS we are continuing to focus on diverse hiring, which has resulted in 6% increase in women workforce, and our women employee now contributes to 36% of total workforce in the UK&I:

- 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.
- Using 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 become a part of TCS.
- Ensure our preferred supplier list (PSL) contracts are reviewed and updated with accessibility and reasonable adjustments clauses.
- We are part of external forums to network and encourage more women to apply for roles at TCS.

Enablement

TCS is continuing the work on our internal policies and infrastructure to ensure that we further support women within the organization by focusing on the Menopause awareness and support system, further working on family-friendly program, creating an environment of support for workplace parents and more. TCS offers diversity-friendly policies catering to the life cycle changes and better work-life integration. TCS has made significant investments in collaborative tools and workspaces to enable flexibility and work-life integration.

Ecosystem

TCS aims to ensure continuous journey of inclusive behaviours of our employees in order to create the environment where everyone can thrive. On a regular basis we provide sensitisation sessions, organize thought-provoking panel discussions as well as ensure the right interventions are made to create inclusion without exception. In FY23 we trained around 5000 employees in DE&I subjects, and we continue doing that on yearly basis.

Engagement

Employee Resource Groups (ERGs) provide a safe space for communities to meet, ideate, solution, and share experiences, learnings, and concerns. It provides a platform for diverse ideas, thoughts, and perspectives to merge, creating an opportunity for meaningful dialogue. These ERGs are platforms for building sustainable human and social capital within the organization. Core Committees have been set up by community members to oversee the planning and execution of strategies which speak to building engagement and agency within the community.

TCS NOW – Women in Networks: Networks encouraging women to take make their careers in highly specialized roles such as Technology, Sales, Banking, Insurance, Consulting.

The Hive – Gender Diversity Employee Resource Group that aims to contribute towards creating gender equality within the organization while combining efforts across genders.

Development

- In FY23 we 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 FY23 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.
- We continue to support and nurture women employees globally; inspire women to progress 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’s leadership across the globe, through initiatives such as She Says, which provides a platform where women leaders in TCS can share their experiences with a global audience via monthly webinars to inspire both men and women through the challenges of their life stories.

“I confirm that the information published in the gender pay gap report is accurate.” -

Chandrasekaran Ramkumar, HR Director, TCS UK & Ireland