

# 2024 Tata Consultancy Services UK Gender Pay Gap Report

March 13, 2025

## Key points:

- TCS UK's mean gender pay gap for 2024 has decreased to 14.67% from 16.42% 2023, which is a 1.75% decrease and has been continuously reducing over the past few years. The shift is on account of increased hiring of women employees, which is a continuous commitment towards improving a gender balance within the organization. TCS has also seen median gender pay gap decreased to 12.28% from 15.17% in 2023.
- TCS UK's mean bonus pay gap for 2024 has decreased to 33.59% from 34.89% in 2023. Median bonus pay gap has also decreased to 34.67% from 34.92% in 2023
- At TCS we are continuing to focus on diverse hiring, which has resulted in 2% increase in women employees over the last year alone, reaching 33.5% women in the UK&I.
- In 2024, we have seen an increase in both the upper middle quartile (by 1%) and the lower middle quartile (by 3%), due to women moving within TCS to more senior roles.
- 96.7% of women at TCS UK received a bonus in 2024, which is a significant 7% increase from 2023. The percentage of men who received a bonus in 2024 was 96.9%, which is an increase by 4.1% from 2023.
- TCS has continuously focused on supporting women employees across all levels through programs, such as focused 1-2-1 HR Career Connects and UK Calling program, which supported women aspiring for leadership positions as well as those who are already in leadership positions.

TCS has won Outstanding Employee Network of the Year at Women in IT Awards in February 2023 with the initiative Employee Network of Networks as well as Diversity and Inclusion award in November 2024 at HR Network Scotland Awards.

## 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 adage of “inclusion without exception”.

TCS is committed to create a culture of inclusion so that we may effectively draw on 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 a 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.

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 fact 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 the leadership program. Providing women with access to career development programs, creating and showcasing and ongoing positive feedback through Mentoring, and Coaching propels them further towards 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 leadership 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) Ecosystem 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 2024 results

This is the eighth year that we have published the gender pay gap information for our UK business, based on the data collected in April 2024.

Figure 1 shows - mean and median pay and bonus.

	Mean	Median
Hourly pay	14.67%	12.28%
Bonus pay	33.59%	34.67%

Figure 2 shows proportion receiving bonus pay.

Women	Men
96.7%	96.9%

TCS figures show that average (“mean”) pay for our female employees in the UK is 14.67% lower than our male employees. This is a continuous decrease from 17.96% in 2022 and 16.42% in 2023. While the median pay for our women employees in the UK is 12.28% in 2024 and 15.17% in 2023. Which shows a gradual year on year decrease across both mean and median.

We have also seen 96.7% of women at TCS UK receive a bonus in 2024, which is a significant 7% increase from 2023. The percentage of men who received a bonus in 2024 is 96.9% which is an increase by 4.1% from 2023. Women’s median bonus pay was 34.67% lower than men’s and women’s mean (average) bonus pay was 33.59% lower than men’s. This disparity is due to the fact that we have hired more women at junior/middle levels, the bonus potential is also reflecting the seniority level they are at, which is influenced by the mentioned gap. As women progress in their careers, we will be seeing the gap decreasing, which is already happening year on year.

Figure 3 shows our pay quartiles and the impact this has on the pay gap data.

Top quartile	89% men	11% women
Upper middle quartile	82% men	18% women
Lower middle quartile	75% men	25% women
Lower quartile	73% men	27% women

We have seen a positive shift wherein 3 % of women moved from the lower quartile to the lower middle and 1% moved from the lower middle to the upper middle quartile. This reaffirms TCS’ commitment towards developing skills for its women staff and giving them the right career opportunities to excel towards leadership roles. We have also seen that the percentage of women at the top quartile remained the same in 2024 as in 2023, this is due to major focus in hiring women at the lower middle and the upper middle quartile, while the headcount both of men and women that year at the top quartile decreased.

## 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.

In 2023, as part of the UK Calling initiative to encourage diverse representation of women across the UK and Ireland, the UK Calling program offered an exciting opportunity for women employees across TCS globally. It allowed them to take on leadership roles in the UK, providing them with multicultural exposure and accelerated career progression. More than 20 women leaders were confirmed for various roles as part of this initiative who travelled from other countries to join TCS UK.

In 2024, our efforts continued with focuses 1-2-1 career connects with senior women. The aim was to understand their experiences and what support they need from TCS to further accelerate their careers. Based on these conversations, tailored support is provided for each employee. In addition to that, our HR teams further conduct additional engagements on leadership connects, mentoring, coaching, awareness sessions.

In addition to this, our hiring teams have fully reviewed their practices to ensure full inclusion in the recruitment process from the moment one applies for a job with 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.
- 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 show results in encouraging women to join TCS.
- Ensured 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.
- All hiring managers have been given the “Inclusive Hiring Guide”, to ensure the inclusive hiring process.
- We have been listed on the Social Mobility Index, ensuring access to opportunity across all strata of society.
- TCS has also signed up to Diversity Job Boards to ensure that we are reaching a wider pool of talent.

Moreover, here at TCS each employee is invited to be a part of Employee Resource Groups (ERGs), which 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 TCS community members to oversee the planning and execution of strategies which speak to building engagement and agency within the TCS community.

TCS NOW – Women in Networks: Networks encouraging women to pursue 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.

***“I confirm that the information published in the gender pay gap report is accurate.” -  
Chandrasekaran Ramkumar, HR Director, TCS UK & Ireland.***