

2025 Tata Consultancy Services UK Gender Pay Gap Report

March 31, 2026

Key points:

- Over the last year, TCS has continued to focus on gender equity programmes which has led to sustaining the pay-gap at an organisational level and an improvement at mid and higher grades.
- TCS has seen median gender pay gap decreased to 11.46% from 12.28% in 2024. There continues to be a focus on gender equity efforts, around hiring, development, and retention.
- TCS UK's mean gender pay gap for 2025 increased slightly to 14.82% from 14.67% in 2024. However, the general pay gap over the last few years has been declining. TCS UK's mean bonus pay gap for 2025 has decreased to 27.69% from 33.59% in 2024. Median bonus pay gap has also decreased to 27.17% from 34.67% in 2024.
- Middle and senior grades have seen a dip in the gender pay gap under both mean and median ranges.
- In the junior grades, percentage of women has seen a slight jump from 31.9% to 32.5%. We have maintained the gender ratios in mid and senior grades.
- We have maintained gender ratio across quartiles; lower quartile has seen an increase by 1% to 28% from 2024.
- 95.2% of men received bonus pay and 94.4% of women received their bonus in 2025

In 2025, we won the Diversity and Inclusion award at the HR Network award Scotland, this was our 2nd year in a row winning the title, which is a testimony to sustained and progressive practices. In 2025, our women hiring stood at 34% for the year.

Introduction:

TCS inherits its core values of 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 equity, and inclusion policy embracing all inclusion 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.

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. Customised 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 inclusion namely ecosystem, enablement, engagement, development, and representation where:

- a) Representation focuses on hiring persons from under-represented identity segments,
- b) Enablement focuses on policy, infrastructure,
- c) Ecosystem focuses on building a culture of inclusion through awareness and sensitisation 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.

Gender Pay Gap Reporting 2025

This is our ninth-year reporting gender pay-gap for the UK&I operations of TCS, below data is based on the information collected in April 2025.

Figure 1 shows - mean and median pay and bonus

	Mean	Median
Hourly pay	14.82 %	11.46%
Bonus pay	27.69%	27.17%

Figure 1 show that average (“mean”) pay for our female employees in the UK is 14.82% lower than our male employees. There is a slight increase from previous year from 14.67%. From 2022 onwards we have seen a downward trend in the mean pay gap from 17.96%. There continues to be a gradual decrease in the median pay gap from 12.28% in 2024 to 11.46%.

One of the key reasons for the gender and bonus gap is a greater number of men in the business, The disparity increases further in senior roles.

The IT sector in general faces a challenge with skilled labour and particularly with attracting women to the sector. To work through this, we have been working on building our pipeline through early careers. We are also working with charity organisations like Generations to focus on gender as well as social mobility. We have been gradually building this through different developmental initiatives.

The mean bonus pay has seen a decrease from 33. 59% in 2024 to 27.69% in 2025. The median bonus pay has also seen a dip of 7.5%. This dip has been primarily driven by dip in the junior and mid grades from 15% in 2024 to 6% in 2025 and 14% in 2024 to 12% in 2025 respectively.

Figure 2: Shows the percentage of men and women receiving bonus pay

Women	Men
94.4%	95.2%

Overall, there has been a dip in the number of employees receiving bonus, for men it dropped from 96.9% in 2024 to 95.2% in 2025, in 2024 96.7% of women received bonus and in 2025 it was 94.4%. The dip is due to higher percentage of new women joiners (3.37%) who would not be eligible for bonus at the time of the report.

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	76% men	24% women
Lower quartile	72% men	28% women

Middle and senior grades have seen a dip in the gender pay gap under both mean and median ranges. For middle grades, the mean pay gap has increased by 1% and median by 2.9%.

We have maintained the gender split in the top and the top quartile. In the lower quartile, there is an increase of 1 % from 2024 to 28%, due to impetus on hiring, where we have seen an overall increase in gender hiring, led by more women hired in junior roles.

What TCS is doing to close the gap

We continue to focus on engagements and initiatives, as well as incentives for better gender participation which has helped us improve over the years and sustain the momentum, however, there are areas, we can do better.

Representation across roles and processes:

Continued focus on hiring has resulted in women hires at 34% in the last year, some of the key initiatives here include:

- Gender neutral job descriptions, imagery and messaging on our portals, and job postings are inclusive. We have further looked at inclusive panels for interviews and better representation
- 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. They are also incentivised to placement of women employees
- 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 engaging with Social Mobility Index and basis their feedback we are working with our CSR teams to ensure access to opportunity across all strata of society
- DEI council’s focus on gender spread across roles and levels, working with project heads on the same

Enablement through policies and process

We have various programmes to support women through different phases of their life and career.

- We released the Menopause Guide to formally recognise and support women through reasonable adjustments as well as training and sensitisation for managers. Along with the ERG, we have an action plan for support of employees experiencing Menopause.
- Our welcome back program supports women joining back post maternity/ long-leave through coaching on getting back to work and balancing work with parenting.
- Enhanced maternity policy and private health care which support women employees through an important phase of their lives.

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, organise thought-provoking panel discussions as well as ensure the right interventions are made to create inclusion without exception. Over the past year through different engagements, we trained around 4000 employees in equity and inclusion subjects, and we continue doing that on yearly basis. Especially session on building allyship, menopause training, and others.

Engagement focuses on building employee resource groups for community connects

ERG's provide safe spaces for networking, seeking support and sense of community at work. We have various networks focusing on women wellbeing and development:

- THE HIVE: Gender Diversity Employee Resource Group that aims to contribute towards creating gender equality within the organisation while combining efforts across genders
- Menopause Café: which creates a safe space for employees to connect and share menopause related topics, share tips and resources on nutrition, medical etc. We are also member of Menopause Friendly which supports through training
- Women Networks like Women in Sales and Women in AI. It is a community for women to problem solve common challenges, receive guidance on training courses, and leadership connect

Development focus through skill and capability building:

- The iExcel Executive Education program for women to match our executive leaders with diverse women talent for top-down inclusion.
- Elevate Wings Program – which enables employees to fast track their careers through the combination of training programs and mentoring.
- 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 by sharing their life stories.
- With the company's focus on being leader in AI services, training programmes for women to build AI portfolio.

“I confirm that the information published in the gender pay gap report is accurate.” – Sheetal Rajani, HR Director, TCS UK & Ireland