

Progressing Together

The Gender Pay Gap and Tata Consultancy Services

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Supporting women, embracing diversity

At Tata Consultancy Services (TCS), diversity and inclusion has always been at the heart of our business and is reflected in the values, actions and behaviours that underpin our continuing success.

Operating in the UK for more than 40 years, TCS is one of the country's largest digital employers with more than 150 customers, including some of Britain's best-known brands. We are committed to attracting diverse talent into the digital industry and into TCS to drive innovation and our competitive advantage.

Globally, more than a third of our 390,000 staff are women. We are proud to be the first company within our industry to have 35% women in our global workforce. Our commitment to attracting, retaining and advancing women is critical to our success as a business.

We now employ more than 11 times as many women than we did in 2004 and have one of the lowest attrition rates in the industry.

Our achievements are part of an ongoing journey in the UK and globally, which include measures to create a diverse talent pipeline enabling us to recruit and retain more women in our industry and our company. It also helps us to support more women into senior leadership roles.

Our Tata Code of Conduct is a living manifestation of our values-driven purpose and the very first line sets out a commitment to all Tata companies being an equal opportunity employer, committed to fair and equal pay: We shall have fair, transparent and clear employee policies which promote diversity and equality.

In the UK we have embarked on an ambitious plan to significantly transform the profile of our workforce.

The first part of this plan has been to inspire more girls and women to study STEM (Science Technology Engineering and Maths) subjects and explore careers in the digital industry. The challenge is immense with just 35% of girls choosing maths, physics, computing or a technical vocational qualification compared to 94% of boys. (Source: WISE campaign for gender balance in science, technology & Engineering).

Next, we have focused on our recruitment procedures to help attract diverse talent and in particular more women as part of our expanding entry level recruitment – the lifeblood of our organisation.

Finally, we have put in place a variety of initiatives to help retain and develop our female workforce so that they progress within the company.

Of course, there will always be more for us to do.

We believe our plan will help us to not only address the gender pay gap, but also foster an inclusive and rewarding workplace for all at TCS and lead to continued business success.

In recognition of our achievements so far on this journey, TCS UK was named as Best Company for Diversity and Inclusion at the 2018 Women in Technology and Data awards in March 2018.

This is one of the most exciting times for leaders in Europe and around the world. Digital technologies and applications, forged by innovations, such as AI, enable more informed and better decisions and impactful solutions than ever before. As business and technology industry leaders, our responsibility is to listen to the needs of governments, businesses and individuals and help guide each other along this journey.

Understanding the Gender Pay Gap

The gender pay gap measures the difference between the average earnings of male and female employees and is expressed as a percentage of men's pay. It is important to understand that it does not look at like-for-like roles and is not about equal pay.

The gender pay gap legislation requires employers in Great Britain with more than 250 employees or more to report four types of figures annually on the government portal and on their own website:

- **gender pay gap (mean and median)**
- **gender bonus pay gap (mean and median)**
- **proportion of men and women receiving bonuses**
- **proportion of men and women in each quartile of the organisation's pay structure**

The gender pay gap divides a business into four earnings groups (quartiles) and compares pay for all employees in a business within that group. The gap is the difference in the average pay and bonuses of all men and all women across an organisation. It does not have consideration of job function, job level, qualifications, performance, hours worked (part time vs. full time) and experience.

Equal pay compares the pay of employees performing the same or very similar jobs.

Across our businesses we make sure there is pay parity for like-for-like jobs. Our code of conduct makes clear our ambition to be an equal opportunities employer.

We are not only committed to equal opportunities across our UK businesses, but celebrate the diversity and opportunities having an equal workforce brings to our business. This diversity allows us to better understand and to support our customers.

We're proud to promote equality when it comes to everything from pay and benefits to bias-free recruitment.

For the purposes of this report, the definition of ordinary pay includes basic pay, allowances (such as payments for extra responsibilities, location-related payments, car allowances, recruitment or retention incentives), pay for piecework, pay for leave, and shift premium pay.

Bonus payments includes any rewards related to profit-sharing, productivity, performance, incentive and commission. Rewards can include cash, vouchers, securities and securities options, and interests in securities.

The Tata Consultancy Services UK Gender Pay Gap Report

This is the first year we have published a Gender Pay Gap report, based on data captured on 5th April, 2017, for our UK businesses.

The table below sets out the gender pay gap data for salary and bonus payments at TCS UK. In January, a [report](#) from the Office of National Statistics indicated that the overall UK gender pay gap is 18.4%.

The figures show that the average ('mean') pay of our female employees in the UK is 26.09% lower than our male employees.

	Male	Female	Gap %
Mean hourly pay			26.09%
Median hourly pay			20.6%
Mean bonus			40.07%
Median bonus			44.71%
% in receipt of bonus	89.0%	77.0%	

Why is there a Gender Pay Gap?

The chronic shortage of women engineers is a significant concern for us and one of the main drivers of our gender pay gap. The Tech Partnership, in its report My Tech Future 2016, estimated that female engineers accounted for just 17% in our industry and that numbers were in decline.

As our business has grown, so we have increased the number of entry level jobs. This has given us an opportunity to focus on attracting more women. We have made great progress – increasing representation of women in our junior UK workforce by 14.6% since 2014 (women now make up 30.19% of our junior UK workforce). One effect of this is that it has weighted the pay data for the bottom quartile of employees – exaggerating our overall pay gap data.

As well as wanting to continue with this recent success, we are also turning our attention to retention and progression. We hope that our various initiatives to nurture and support our recently recruited women will, over time, help them progress into leadership positions.

The Tata Consultancy Services UK Gender Pay Gap Report (continued)

The Gender Bonus Gap

The table below sets out the gender pay gap data for salary and bonus payments at TCS UK.

The figures show that the average ('mean') bonus for female employees in the UK is 40.07% lower than our male employees.

	% Male	% Female
Employees paid between UQ max pay rate	93%	7%
Employees paid between med and UQ pay rate	89%	11%
Employees paid between LQ and med pay rate	85%	15%
Employees paid between min and LQ pay rate	68%	32%

Why is there a Gender Bonus Gap?

As with pay, the gender bonus gap is driven largely by the lack of women in higher-paid senior level jobs, where bonus payments tend to be greater. Our bonus scheme rewards good performance and aims to be gender-neutral, taking into account individual performance ratings and individual bonus targets, linked to job level. Any gender bonus gap at TCS is a concern and we are committed to addressing this challenge.

What we are doing about gender equality?

Despite being the first company within our industry to have a global workforce where 35% are women, we know that there is still much work to be done, particularly in the UK. While it may take time, we are committed to this important journey. Our strong belief is that by taking a lifecycle approach to getting more women into TCS we can close the gender pay gap.

Getting more women into STEM careers

Our [IT Futures](#) programme aims to inspire more women to move into our sector. We have a simple ambition: to inspire a generation of young people into technology and thereby help address the UK's STEM skills gap. So far, the IT Futures programme has helped to provide vital digital skills to more than 200,000 young people in more than 600 schools across the UK. With IT challenges, coding and application design competitions and classroom teaching, all our events aim to have 50/50 gender and in addition we run several girls/young women only activities.

For example, we are proud to be a lead company helping deliver 'Best School Trip', created by Your Life, a Government-supported campaign. The initiative offers young girls first-hand experience of the STEM career possibilities available in their local area and offers businesses the chance to engage with their future workforce.

TCS is also proud to support Go4Set, an initiative run in partnership with EDT (Engineering Development Trust) in three schools across London, which saw 275 female pupils undertake a 10-week Science, Technology, Engineering and Mathematics (STEM) project, linking with employers and universities.

Through targeted TCS initiatives such as Digital Explorers we aim to demystify computer science and help students

The Tata Consultancy Services UK Gender Pay Gap Report (continued)

gain the skills and confidence required to pursue science, technology, engineering and mathematics (or 'STEM') careers.

We are also one of the lead companies supporting the My Tech Future programme. This is an innovative industry-wide campaign led by employers, which aims to inspire and help motivate girls in to technology.

Getting more women into TCS

With an aggressive hiring strategy at the junior level in our business we are creating a new pool of female talent in TCS, with some great early results. Part of this success has been creating a diverse talent pipeline, insuring our job descriptions are gender neutral and using blind hiring to eliminate unconscious bias. We also encourage internships and work experience for women to inspire them to take up IT careers and we work with Universities to provide mentoring for students. Our new female recruits who come into TCS are encouraged to become tech ambassadors and be role models, inspiring more young girls to have a career in IT.

Creating a supportive culture and nurturing leadership

We continue to invest heavily in training for our female staff members at all levels across the organisation. This results in an average of 75 hours of learning and training for all employees as part of our wider learning and development function. We also offer one-on-one training and leadership programmes, in order to make sure the boardrooms of the future are more diverse, equal and effective. These include a formal mentoring programme aimed at entry level female recruits and iExcel and leadership programme aimed at high performing women managers who are at a critical point in shaping career goals.

Women who join TCS also benefit from our internal programmes such as The Women's Network, which is a network for female employees to engage, communicate and discuss a broad range of topics. We have also extended the network to include men, in order to look at the role men can play to help to progress women in our organisation. Members of the Network can enjoy events such as The Breakfast Club and Evening Networking Sessions, designed to help them discuss issues relating to work and beyond.

We offer diversity-friendly policies to cater to lifecycle changes and better work-life integration that help support and retain our staff – particularly women. These include maternity leave, child care leave, extended leave for elderly care, child education, mobility of spouse etc. In addition, we offer flexible work arrangements where appropriate.

Our Stay Connected and Reintegration programmes help create new opportunities for women returning to work after career breaks, providing training for them, and their colleagues, to ensure a smooth return.

We continually review and benchmark these policies to ensure they are on a par with our competitors and the wider industry.

“As a systems engineer working on one of our main accounts, I’ve benefited from our dedicated career development network and high levels of support in the form of our CareerHub platform. Through this, I gained a mentor who matched my aspirations and has supported me with my personal goals and guided me throughout the past few years.

“I’m pleased to see businesses like ours working to improve the level of diversity and create a tech sector that promotes gender equality. At TCS we’re working with schools, universities and not-for-profit organisations, such as MyKindaFuture and the Tech Partnership, to show young people how they can help shape the digital world. Last year alone we trained more than 1000 students with our Digital Explorers initiative. Focusing on those still deciding their career path is one of the best way to ensure progress in improving the level of gender equality in the sector.”

Humera Tariq

Systems Engineer, TCS