

2021 Tata Consultancy Services UK Gender Pay Gap Report

March 16, 2022

Key points

- TCS UK's mean gender pay gap for 2021 is 18.30%, whereas last year the gap was 16.83%, 19.18% in 2019 and 23.25% in 2018. TCS has seen a huge difference in median pay gap of 7.5% in 2021 which decreased from 15.6% in 2020, this is due to median pay for female staff increased at higher rate than as compared to male staff.
- Overall, UK employment of women increased by 1%, whereas % of males in the overall staff decreased by 1% compared to 2020
- 89% of women at TCS UK received a bonus in 2021, which has decreased by 2% compared 2020 whereas % of men receiving bonus decreased by 3% compared to 2020
- 42% of global participants in TCS's iExcel programme, initiated in 2020 to create and sustain a robust pipeline of women leaders, reported an upward role progression thereafter
- TCS has won a raft of awards since 2020 for its Diversity & Inclusion programmes, including: *The Best Gender Equality Award* at The World HRD Congress: Diversity & Inclusion Leadership Awards 2021

Introduction

TCS fully recognises 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 organisation, TCS has invested significantly over the past few years to research and innovate a series of comprehensive, long-term programmes that will facilitate real change in thinking, behaviours, actions and the ways we communicate.

TCS has been operating in the UK for 45 years and currently employs over 19,000 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 was recently named a Global Top Employer by the Top Employers Institute for the seventh successive year and was also certified among the top ten Top Employers in the UK.

In addition, Best Companies ranked TCS tenth in the top 25 Best Companies to work for in the UK and the ninth Best Company in the consultancy category. Progressive initiatives and remote working solutions have ensured collaborative growth and personal development at all levels.

Our workforce continues to be very diverse, comprising 155 nationalities, with women making up 36.2% of the 500,000+ 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 into 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 2021 results

This is the fifth year that we have published the gender pay gap information for our UK business, based on data collected in April 2021. A report from the Office of National Statistics in October 2021 indicated that the **overall gender pay gap in the UK is 15.4%**, down from 17.4% in 2019. TCS figures show that the average ('mean') pay of our female employees in the UK is 18.30% lower than our male employees. This is down from a gap of 19.18% in 2019 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 11.9%, this year, compared to an increase of just 6.1% of men, which highlights TCS's commitment to bringing more women into the company.

Encouragingly, 89% of women at TCS UK received a bonus in 2021, 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 | 92% men | 8% women |
| Upper middle quartile | 88% men | 12% women |
| Lower middle quartile | 83% men | 17% women |
| Lower quartile | 74% men | 26% women |

Figure 1: Pay quartiles at TCS UK

- Overall, UK employment of women increased by 11.9%, compared to an increase of just 6.1% of men
- We see some positive shift wherein 1% of women staff moved from Lower quartile to lower middle and from lower middle to 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

- In July 2021, TCS partnered with Queen Mary University of London to offer bursaries to undergraduate students interested in computer science, from low income families. At least 50 percent of recipients were women to help address the underrepresentation of women in the UK's digital and IT sectors.

- The TCS Digital Explorers programme – a virtual work experience scheme - will continue in 2022, with the remit to help thousands of UK teenagers, especially girls aged 15-18, plug gaps to their STEM education during the pandemic, and provide actual experience in technology-focussed workplaces.
- TCS launched its Good Growth community in October 2020, to support, mentor and nurture a community of over 400 women-led businesses in the UK. The aim is to support women entrepreneurs and facilitate positive change by: - Making entrepreneurship more accessible for women and increase access to support; Share skills and experience, tools and techniques; and provide ongoing opportunities to connect to experienced mentors.
- In an industry where women only make up 25% of the work force in the UK, our 2021 Digital Explorers programme allowed us to inspire young girls across the UK, who made up over 30% of our 15,000 participants.

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
- An incentivisation scheme has been introduced with our external recruitment agencies to ensure we have gender diverse applications
- Rebegin is an initiative we launched aimed at encouraging individuals, particularly women, to return to work after a career break
- Internships, work experience placements and mentoring for students continue to bring dividends in encouraging women to TCS
- 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 Programme to support parents during and returning from long-leave which is producing positive outcomes including, for example, 93% of women associates returning back to TCS from maternity leave
- Since an integral part of our work also involves engaging with our clients, global communities and other stakeholders on a consistent basis, we went a step further this year with our *Allies of Diversity* campaign, and extended it to create our first *Clients as Allies of Diversity* programme, for a shared dialogue around diversity as a human and business imperative for all.
- In March 2021, TCS's *Network of Outstanding Women* programme (*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 specialised career streams.

- The *Meaningful Conversations* platform went live in early 2021 to offer the opportunity for young women, in particular, to share their challenges and aspirations across the globe.
- Our *iAspire* programme for junior women was also launched in March 2021, to manage and combat potential attrition among young women employees.
- 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* programme for women to match our executive leaders with diverse women talent for top-down inclusion. In fact, 42% of global participants in in this programme, initiated in 2020, to create and sustain a robust pipeline of women leaders, reported an upward role progression thereafter.
- 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.
- Our *ETHOS* initiative was launched in 2020 to create an ecosystem of employees who are on the maternity continuum or proceeding on, or returning to work from long childcare leave to provide full support and ensure a smooth transition back to work.
- In 2021, TCS additionally launched *Uno Parenting* an Employee Resource Group initiated to support single parents and families.
- STAR Mentoring is another internal programme which supports our top performing mid to senior level women employees and other diverse talent by matching them with an executive sponsor for continuous mentoring. In addition, our leadership team receive reverse mentoring to support a culture of inclusion top down. The STAR Mentoring programme has had over 50 mentees in the last two years in UK&I.
- We have also introduced a new flexible- and home-working policy this year, which will help all employees improve their work-life balance. As part of this, TCS is embedding a policy called '25 by 25'. This means that by 2025 only 25% of our associates may have to be at our offices to ensure that TCS is 100% productive
- Elevate Wings Programme – which enables employees to fastrack their careers through the combination of training programmes and mentoring.