

Gender pay gap reporting – TCS Ireland



What is pay gap reporting?

A pay gap shows the difference in the average pay between two groups in a workforce (e.g., men and women), regardless of job role or seniority.

How is it different from equal pay?

Equal pay is different. Equal pay deals with pay differences between two groups in a workforce (e.g. men and women) who carry out equal work.

Who is included in the data?

We are reporting the employee gender pay gap for employees in Tata Consultancy Services Ireland Ltd, Letterkenny Global Delivery Centre, Co. Donegal.

At Tata Consultancy Services Ireland, we are committed to creating and sustaining a culture of inclusion and belonging where all our employees engage, thrive, and feel connected to our strategy. Publishing our gender pay gap data helps to reinforce our focus on achieving gender parity and increasing the number of women in technology year on year.

Andrea McBride, Head of Global Delivery Centre, TCS Ireland.

Tata Consultancy Services (TCS) is an IT services, consulting, and business solutions organization that has been partnering with many of the world's largest businesses in their transformation journeys for over 56 years. TCS has one of the world's largest bases of diverse intellectual capital with over 612,000 employees, 35.5% women, from 150 nationalities across the world. TCS in the UK and Ireland employs over 24,000 people with 33% women and a multigenerational workforce.

In Ireland, for over 20 years, Tata Consultancy Services has over 1,100 employees serving 90 clients. In Letterkenny Global Delivery Centre, 37% of our workforce are women which is significantly above the 19.4% IT industry standard in the EU and 24.3% for Ireland ([Source: Eurostat Statistics](#)). In a report published by the Central Statistics Office 61.4% of females are participating in the overall labour market compared to 70.9% of males ([Source: Labour Force - CSO - Central Statistics Office](#))

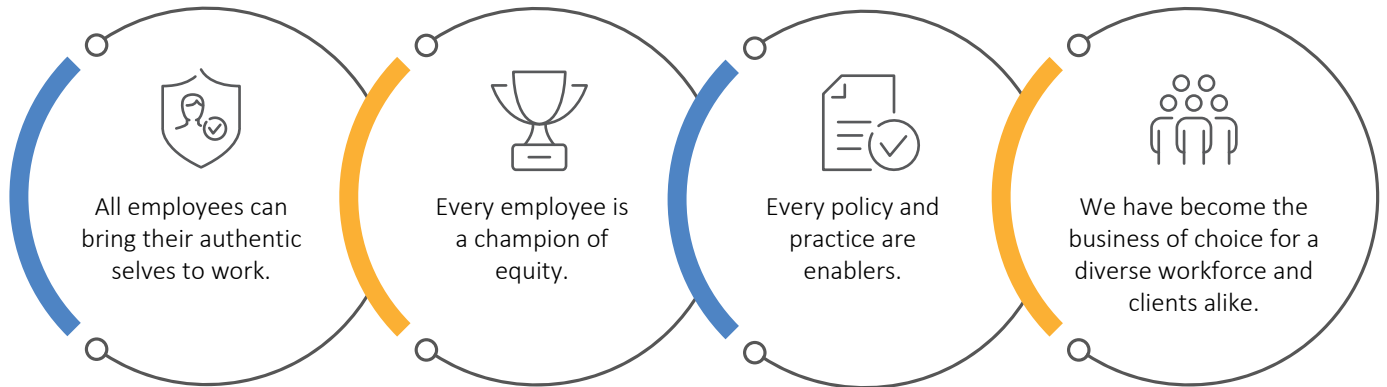
The overall gender pay gap, which is the difference between the average hourly wage of women and those of men, regardless of role, across all employees in Letterkenny Global Delivery Centre is 6%. This is very positive in comparison to the national average of 11.2% ([Gender Pay Gap Reporting — Insight | PwC Ireland](#))

Diversity, equity, and inclusion at TCS

In 2016, TCS signed the diversity charter in Ireland committing to effective diversity management and preventing discrimination and reaffirmed this in 2021 by re-signing the charter.

In February 2024, the Letterkenny Global Delivery Centre achieved silver level “Investors in Diversity” accreditation through the Irish Centre for Diversity. We were the Diversity in Tech Awards “Company of the Year” award winner in 2021 and finalists in the same category in 2022. We have also won ‘Workplace of the Year’ in the Letterkenny Chamber Awards in 2024.

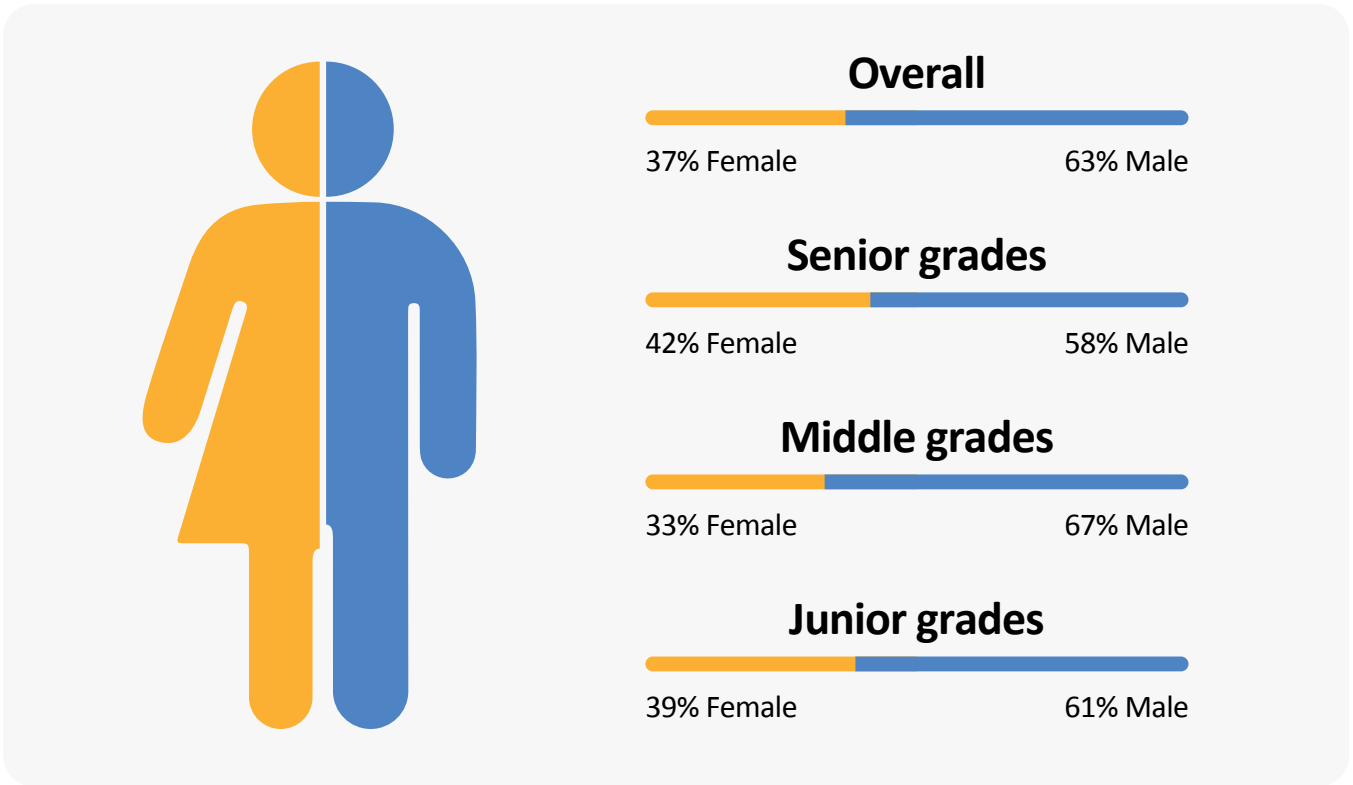
Our aim is to create a culture of inclusion where:



Our diversity, equity, and inclusion framework has progressed over the years and moved to a segment-based focus, earmarking various facets of diversity, with the simple motto “inclusion without exception.”



Gender diversity at TCS

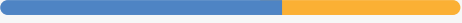
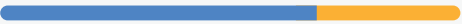
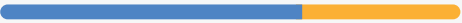
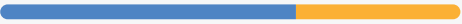
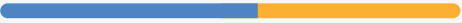
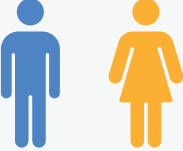
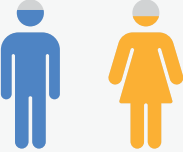
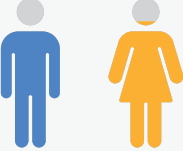


Reporting stats:

*All data is based on our snapshot date of 30th June 2024

Employee category	Remuneration	Gender pay gap statistic	Comments
All employees	Mean hourly	6%	Women earn 94c for every €1 men earn
	Median hourly	6.5%	Women earn 93.5c for every €1 men earn
Part-time employees	Mean hourly	-27.9%	Men earn 72.1c for every €1 women earn
	Median hourly	-4.4%	Men earn 95.6c for every €1 women earn
Temporary employees	Mean hourly	0.6%	Women earn 99.4c for every €1 men earn
	Median hourly	-0.1%	Men earn 99.9c for every €1 women earn
All employees	Mean hourly	5.5%	Women earn 94.5c bonus for every €1 men earn
	Median hourly	-1.3%	Men earn 98.7c bonus for every €1 women earn

Reporting stats (Contd..)

Employee category	Remuneration	Gender pay gap statistic
All employees	Overall	 <p>63% Male 37% Female</p>
	Upper Quartile	 <p>69% Male 31% Female</p>
	Upper Middle Quartile	 <p>66% Male 34% Female</p>
	Lower Middle Quartile	 <p>64% Male 36% Female</p>
	Lower Quartile	 <p>57% Male 43% Female</p>
	Bonus eligible	 <p>100% 100%</p>
Bonus received	 <p>91% 87%</p>	
Benefit in Kind	 <p>78% 82%</p>	

Reasons for the gender pay gap

- A gender pay gap does not mean there is an absence of equal pay for employees doing equal work and while TCS aims for equal pay for men and women in the same grades and performing the same roles, our data analysis indicates that the mean gender pay gap in TCS is driven by the higher number of men overall and in middle and senior grades. This larger proportion of males in senior roles increases the average remuneration of males in both hourly remuneration and bonuses, and so widens the gender pay gap.
- The median gender pay gap has improved from last year and is now at 6.5%. This is driven by the higher number of males in the workforce and the higher proportion of males in the more senior positions, and therefore, in the top quartiles of pay. Other reasons include the fact that only 1.9% of male employees were impacted by reduced sick pay compared to 4.9% of females, and since this time last year, a higher number of our entry-level hires have been females.
- The median gender pay gap for part-time employees is -4.4%, meaning females get paid 4.4% more than males. Contributing to this gap is the fact that 33% of the part-time males have been impacted by reduced sick pay compared to 21% of females. Also, a substantially greater proportion of females (6%) than males (0.6%) avail of the flexibility to work part-time in our organisation, and we have part-time women from a broader range of grades not just junior grades.
- For temporary employees, male versus female pay is almost equal, with the mean being 0.6% in favour of males and the median being 0.1% in favour of females.
- The mean bonus gap of 5.5% is driven primarily by the higher number of men in senior grades. Added to this, a higher proportion of females than males did not get bonuses due to their hire date, so this is impacting the figure negatively for females. If we exclude those who did not get any bonus due to the above reason, then the mean bonus gender pay gap is reduced to 3.5%. The data shows that the median bonus paid to female employees is 1.3% higher than that paid to male employees.
- 91% of males received a bonus compared to 87% of females. However, it is important to note that 100% of eligible employees of both male and female genders received a bonus and any employee who did not receive a bonus was either ineligible due to long term absence or was a recent new joiner who had not yet met the service requirement.
- The upper pay quartile is made up of 69% male and 31% female. Given that our gender split is 63% male, 37% female, females are underrepresented in this upper pay quartile however there is a slight improvement compared to last year. There is also a significant improvement in the representation of females in the second and third quartiles compared to last year. The lower pay quartile is 57% male and 43% female, so females are overrepresented in this quartile, although again, a slight improvement compared to last year. A contributing factor is that a good number of our entry-level hires in the past year have been female, which is positive in terms of attracting females to the workforce but will not reflect positively in the gender pay gap until these female employees progress in their careers.
- 78% of males and 82% of females received a benefit in kind. Some employees of both genders have opted not to sign up for health insurance, which is the main factor contributing to this not being 100% for both.
- The gender pay gap observed at any given point in time is heavily impacted by the new hire, sick leave, and leaver activities; therefore, the fluidity of the figure throughout the year is masked.
- The underrepresentation of women in the science, technology, engineering, and mathematics (STEM) fields continues to be an industry-wide issue and impacts the demographics of our organisation's population.

Actions being taken to reduce or eliminate the gap

- At the Letterkenny Global Delivery Centre, we have implemented a detailed action plan to assist in addressing areas for improvement. Areas of focus include hiring, promotion, retention, return to work support, CSR initiatives, and leadership development, to name a few.
- Higher Education Authority graduate data shows that while 56% of all graduates are female, in the Information and Communication Technologies sector, 73% of graduates are male and 27% female ([Source Access our Data – Graduates | Statistics | Higher Education Authority \(hea.ie\)](#)). To support the promotion of careers in IT, and, to showcase the role of women in the IT profession, we run a program called 'goIT'. The program aims to demystify Science, Technology, Engineering and Mathematics (STEM) and, in particular, IT for school age children. Our employees visit national and secondary schools in our community monthly to run STEM workshops. In 2023, for the first time ever, the Global 'goIT' winner for TCS was a female student from Co Donegal. Over 300 students from 17 Donegal schools have participated in the last 2 years. Our first primary school to participate resulted in a group of four 10-year-old girls winning the goIT UK and Ireland monthly winner for November 2023.
- We have made a conscious effort to source and attract female applicants to our technology-focused roles versus non-technical and customer service-related opportunities that traditionally attract more women applicants. Rather than specific targeted campaigns, we have made focused attempts to promote our brand to individual candidates. Our aspirational target is to move up to 40% women hires. We endeavour to ensure that our job descriptions are using gender neutral language to ensure we attract a diverse pool of candidates.
- We have a hybrid working model in place that allows employees the flexibility to work in the office or remotely to support a better work-life balance.
- We drive opportunities for women in leadership roles. Of our senior grades, 42% are female (up 1% from last year) versus our 37% overall female population, and our site lead is female. Our centre leadership team is 50% female.
- Individuals have equal chances to participate in stretch projects and development programs that might lead to promotion, as entry into our leadership development programs is by grade. We also run a specific development program for future women leaders (iExcel). All employees have access to our online career development application (Xcelerate) to identify future career paths and development areas.
- Our employee networks are employee-driven and membership is on a voluntary basis. We have 11 active employee networks in place in the company including a group that supports parents and single parents, and a gender diversity network called "The Hive". This network links into the global TCS 'NOW' network. The objective of the network is to support gender equity in the organisation and beyond. The key focus areas are to connect and network, learn and grow, enhance inclusive policies and processes, and to inspire the next generation into STEM careers. Men and women are welcome to join and connect with like-minded others. Employee network groups have been promoted at a recent showcase event to encourage participation and understanding of the supports available.
- A new programme called 'The Hive reverse mentoring programme' is currently being introduced. This will connect a senior leader with a member from The Hive employee network to enable learning and growth for both the parties. It will create an open and safe space to discuss gender equity-related challenges and solutions that will continue to support a gender inclusive workplace.
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- TCS Ireland has enhanced maternity and parental benefits in place to support women in the workplace. For maternity or adoptive leave, this also includes the Baby Steps Programme, an optional programme designed to help employees integrate back into the workplace after their leave. We have a policy in place to support women going through menopause, and for World Menopause Day, we conducted information sessions and seminars and provided employees with the opportunity for one-to-one clinics with a medical practitioner. We provide gender-neutral baby basket gifts for new parents, support for transgender employees, surrogacy leave updates and enhanced mental health benefits for all employees. We have put in place contact persons for employees who are experiencing domestic violence personally or within their families.
- Inclusive Leadership training for all senior managers has been conducted in November 2022. All people managers are now undergoing further training that covers the spectrum of the employee lifecycle, 41% of the attendees and 66% of the trainers are female. We also have external manager training underway with Letterkenny ETB in conjunction with the Institute of Leadership and Management. This qualification will be equivalent to level 6 in the Irish framework, and we have 3 female participants on this course.
- We continue to listen to our people to gain a better understanding of their experiences, how best to support them and address barriers and unconscious biases in relation to all aspects of diversity. Our monthly HR connect, and our employee forum allow us to provide timely updates to all employees and for them to have their voices heard.
- We continue to enhance the profile of our female employees both internally and externally.
 - A female member of our HR team has won the Health & Wellness Award at the 2023 Diversity in Tech Awards. The Diversity in Tech Awards shines a light on organisations striving to create a more diverse and inclusive workplace. In recognising the broad efforts of promoting diversity in the workplace, the Diversity in Tech Awards celebrates diversity in tech and women in tech.
 - Valued TCS'er of the Year for the UK and Ireland geography last year was a female leader.
 - Bridging the gap between business objectives and corporate social responsibility, TCS' unique Leaders with Purpose Program brings corporation and society together. In 2023 we had 4 female leaders graduate from this program in Letterkenny and in 2024, 5 out of the 6 leaders graduating were female.
 - Three out of five of our Mental Health Ambassadors group are female employees.
 - Each year we celebrate International Women's Day with various events and panel discussions with inspirational female members of staff and their allies.
 - Our female technology leaders continue to represent the company at external events across the country and beyond, one of whom was recently a guest speaker at the Cyber Security Summit and featured in an interview with the Sunday Business Post on the importance of cloud and cyber security within industry.



Awards and accolades



About Tata Consultancy Services Ltd (TCS)

Tata Consultancy Services is an IT services, consulting and business solutions organization that has been partnering with many of the world's largest businesses in their transformation journeys for over 56 years. Its consulting-led, cognitive powered, portfolio of business, technology and engineering services and solutions is delivered through its unique Location Independent Agile™ delivery model, recognized as a benchmark of excellence in software development.

A part of the Tata group, India's largest multinational business group, TCS has over 601,000 of the world's best-trained consultants in 55 countries. The company generated consolidated revenues of US \$29 billion in the fiscal year ended March 31, 2024, and is listed on the BSE and the NSE in India. TCS' proactive stance on climate change and award-winning work with communities across the world have earned it a place in leading sustainability indices such as the MSCI Global Sustainability Index and the FTSE4Good Emerging Index.

For more information, visit www.tcs.com and follow TCS news @TCS.