

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 to 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 50 years. TCS has one of the world's largest bases of diverse intellectual capital, with over 615,000 employees, including 35.8% women from 154 nationalities across the world. TCS in the UK and Ireland employs over 23,000 people, with 30% women and a multigenerational workforce.

For over 20 years in Ireland, TCS has over 1,000 employees serving 50+ clients. In Letterkenny Global Delivery Centre, 36% of our workforce are women, which is significantly above the 19% IT Industry standard in the EU.

(Source: [Share of female ICT specialists Europe 2022 | Statista](#)). In a report published by the Central Statistics Office in May 2022, just 32% of workers in the overall ICT sector in Ireland are female

(Source: [Information and Communications Technology: A Value Chain Analysis 2019, CSO](#)) and 59.5% of females are participating in the overall labour market compared to 70.6% 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 9.6% (Central Statistics Office Structure of Earnings Survey 2022

<https://www.cso.ie/en/releasesandpublications/ep/p-ses/structureofearningsurvey2022/>).

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 2023, the Letterkenny Global Delivery Centre achieved bronze-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 aim to create a culture of inclusion where all employees:



Can bring their authentic selves to work.



Where every employee is a Champion of Equity.

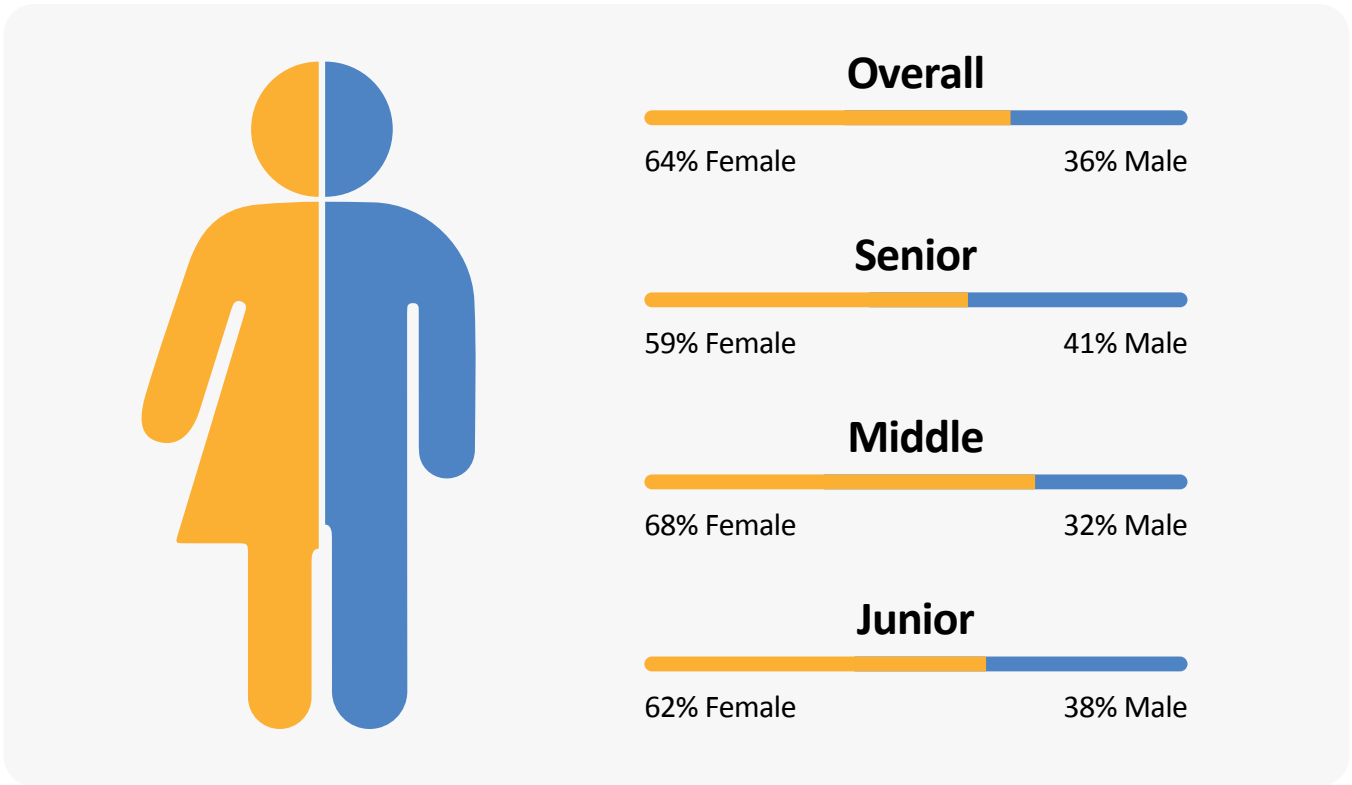


Where every policy and practice are enablers, and we become the business of choice for a diverse workforce and clients alike.

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

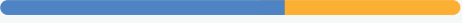
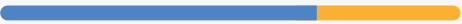
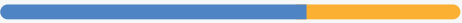
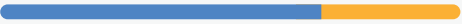
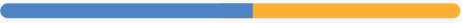
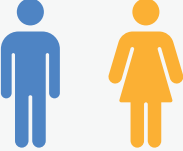
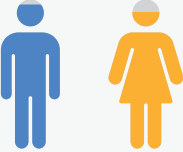
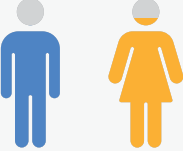


Reporting stats

*All data is based on our snapshot date of 30th June 2023

Employee category	Gender pay gap	Remuneration	Comments
All employees	6%	Mean hourly	Women earn 94c for every €1 men earn
	7.4%	Median hourly	Women earn 92.6c for every €1 men earn
Part-time employees	-19.9%	Mean hourly	Men earn 80c for every €1 women earn
	-1.5%	Median hourly	Men earn 98.5c for every €1 women earn
Temporary employees	-12.6%	Mean hourly	Men earn 87.4c for every €1 women earn
	-13.7%	Median hourly	Men earn 86.3c for every €1 women earn
All employees	2.3%	Mean bonus	Women earn 97.7c bonus for every €1 men earn
	9.9%	Median bonus	Women earn 90.1c bonus for every €1 men earn

Reporting stats (Contd..)

Employee category	Remuneration	Gender pay gap statistic
All employees	Overall	 <p>64% Male 36% Female</p>
	Upper Quartile	 <p>69% Male 31% Female</p>
	Upper Middle Quartile	 <p>67% Male 33% Female</p>
	Lower Middle Quartile	 <p>69% Male 31% Female</p>
	Lower Quartile	 <p>55% Male 45% Female</p>
	Bonus eligible	 <p>100% 100%</p>
Bonus received	 <p>97.2% 91.5%</p>	
Benefit in Kind	 <p>80.2% 86.8%</p>	

Reasons for the gender pay gap

- While TCS aims for equal pay for men and women in the same grades, 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 is at 7.4%. This is driven by the higher number of males in the workforce and the higher proportion of males in the top 3 quartiles of pay than females. Other reasons include the fact that only 1.7% of male employees were impacted by reduced sick pay compared to 6.2% of females, and in certain categories of junior grades, there is a higher proportion of males versus females receiving shift allowance.
- For part-time employees, females get paid 19.9% more than males on average. Contributing to this gap is the fact that 25% of the part-time males have been impacted by reduced sick pay compared to 11% of females. Also, a substantially greater proportion of females than males avail of the flexibility to work part-time in our organisation, and we have part-time female employees from a broader range of grades, not just junior grades. The median gap here is much smaller, with women getting paid 1.5% more than men.

For temporary employees, females get paid 12.6% more than males on average. We have a small number of temporary employees in total, predominantly in entry-level roles.

- Analysis of the data shows that many of the male temporary employees have been employed longer. They spent most of the year on minimum wage before we moved everyone to the Real Living Wage in April 2023. Meanwhile most female temporary employees joined more recently and therefore spent less time on minimum wage and more time on the Real Living Wage.
- The median bonus gap of 9.9% 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, impacting the figure negatively for females. If we exclude those who did not get any bonus due to the above reason, then the median bonus gender pay gap is reduced to 7.8%.
- The data shows that the average bonus paid to male employees is 2.3% higher than that paid to female employees for the same reasons as above. If we exclude those who received no bonus, then the mean bonus gender pay gap is reduced to 0.66%.
- 97.2% of males received a bonus compared to 91.5% 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 comprises 69% male and 31% female, so females are underrepresented here. However, there is an improvement here compared to last year. The lower pay quartile is 55% male and 45% female, so females are overrepresented in this quartile. However, 9% of the females in this quartile had reduced pay due to sick leave compared to 4% of males.
- 80.2% of males and 86.8% 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 time is heavily impacted by new hires, 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

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 every month to run STEM workshops. Last year for the first time ever, the Global 'goIT' winner for TCS was a female student from Co Donegal.

- We have made a conscious effort to **source and attract female applicants** to our technology-focused roles versus non-technical/customer service-related opportunities that traditionally attract more female 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% of women hires.
- We have a **hybrid working model** that allows all 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, 41% are female versus our 36% 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 can access our online career development application (Xcelerate) to identify future career paths and development areas.
- Our **Employee Networks** are employee-driven, and membership is voluntary. We have 11 active employee networks in place in the company, including 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 connecting and networking, learning and growing, enhancing inclusive policies and processes and inspiring the next generation into STEM careers. Men and women are welcome to join and connect with like-minded others.

TCS Ireland has **enhanced maternity and parental benefits** to support women in the workplace.

- We also have policies in place to support women going through menopause, gender-neutral baby basket gifts for new parents, support for transgender employees; surrogacy leave updates and enhanced mental health benefits for all employees.
- **Inclusive Leadership training** for all senior managers has been conducted in November 2022.
- We continue to **listen to our people** to gain a better understanding of experiences, how best to support them, and address barriers and unconscious biases in relation to all aspects of diversity. Our monthly HR connects and our Employee Forum allows 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 shine 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.
- Bridging the gap between business objectives and corporate social responsibility, TCS' unique **Leaders with Purpose program** brings the corporation and society together. In 2023, we had four female leaders graduate from this program in Letterkenny. In 2024, 5 out of the six leaders joining the program are female.
- We launched our new **Mental Health Ambassadors program** for 2023-2024 recently, with 3 out of 5 MHAs being female.
- Our entry-level salary for all employees has now been increased to the **Real Living Wage**, which removes all potential differentials between genders at this level.

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.