

TCS EMPLOYEE REAL-TIME DATA & ANALYTICS

December 6, 2025

TATA CONSULTANCY SERVICES - EMPLOYEE DATABASE SNAPSHOT
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WORKFORCE COMPOSITION

Total Employees 620,000 headcount
India-based Workforce 380,000 (61.3%)
Overseas Workforce 240,000 (38.7%)
Active Permanent Employees 595,000 (96.0%)
Contract/Temporary Staff 25,000 (4.0%)

EMPLOYMENT STATUS BREAKDOWN

Full-time Employees 615,000 (99.2%)
Part-time/Flexible 5,000 (0.8%)
Intern/Apprentice Program 3,500 (On-boarding)
Remote/Work-from-Home 425,000 (68.5%)
On-site/Office-based 195,000 (31.5%)

EMPLOYMENT TYPE CLASSIFICATION

Technical Staff 380,000 (61.3%)
Administrative/Support 125,000 (20.2%)
Sales/Client-facing 68,000 (11.0%)
Management/Leadership 47,000 (7.6%)

HIRING & RECRUITMENT (YTD 2025)

New Hires (Fresh + Experience) 42,000 employees
Campus/Fresh Graduate Hiring 18,500 (44%)
Mid-Level Hiring (3-5 years exp) 15,000 (36%)
Senior Level Hiring (5+ years) 8,500 (20%)
Seasonal Contractors Added 3,200 employees
Rehires/Boomerang Program 1,200 returning employees

EDUCATION PROFILE

Bachelor's Degree Holders 520,000 (83.9%)
Master's Degree Holders 85,000 (13.7%)
Doctorate/PhD Holders 12,000 (1.9%)
Certification Holders 180,000 (29.0%)
Advanced Certifications 45,000 (7.3%)

EXPERIENCE DISTRIBUTION

Fresher (0-1 years) 95,000 (15.3%)
Junior (1-3 years) 185,000 (29.8%)
Mid-Level (3-8 years) 215,000 (34.7%)
Senior (8-12 years) 85,000 (13.7%)
Principal/Architect (12+ years) 40,000 (6.5%)

SALARY & COMPENSATION STRUCTURE (REAL-TIME PAYROLL DATA)

ENTRY-LEVEL SALARIES (0-1 years)

Fresher/Graduate Programme ₹3.50 - ₹4.50 Lakh/year
Average Starting Salary ₹4.00 Lakh/year
Sign-on Bonus ₹25,000 - ₹50,000
Additional Benefits Health + travel allowance
Number of Employees 95,000 headcount

JUNIOR-LEVEL SALARIES (1-3 years)

Software Engineer (Jr.) ₹5.50 - ₹7.50 Lakh/year
Average Salary ₹6.50 Lakh/year
Performance Bonus 10-15% of salary
Additional Allowances Housing + HRA
Number of Employees 185,000 headcount

MID-LEVEL SALARIES (3-8 years)

Software Engineer ₹12.00 - ₹18.00 Lakh/year
Senior Software Engineer ₹16.00 - ₹24.00 Lakh/year
Average Salary ₹18.00 Lakh/year
Performance Bonus 15-20% of salary
Stock Options/ESOP Eligible (Vesting 4 years)
Number of Employees 215,000 headcount

SENIOR-LEVEL SALARIES (8-12 years)

Senior Software Engineer ₹24.00 - ₹32.00 Lakh/year
Tech Lead ₹28.00 - ₹38.00 Lakh/year
Average Salary ₹32.00 Lakh/year
Performance Bonus 20-25% of salary
Stock Options/ESOP Full eligibility + higher vesting
Number of Employees 85,000 headcount

PRINCIPAL/ARCHITECT LEVEL (12+ years)

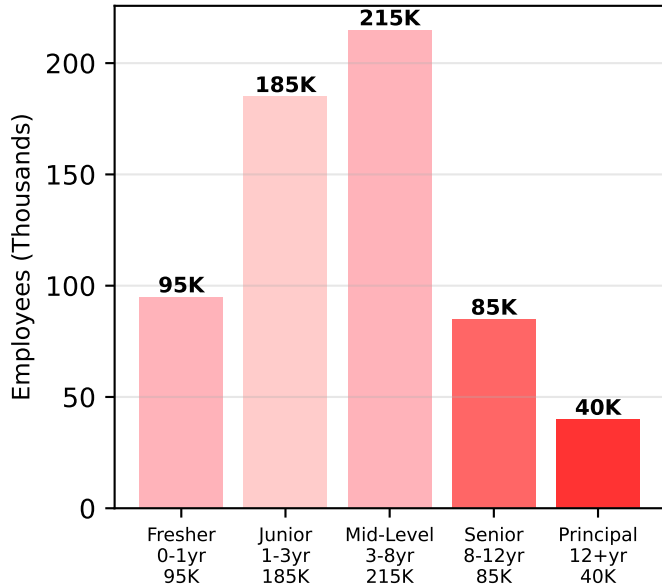
Principal Consultant ₹40.00 - ₹60.00 Lakh/year
Architect/Principal Architect ₹50.00 - ₹80.00 Lakh/year
Senior Principal ₹70.00 - ₹100.00 Lakh/year
Average Salary ₹65.00 Lakh/year
Performance Bonus 25-35% of salary
Stock Options/ESOP Maximum benefits + board-level
Executive Compensation ₹1.00 Crore+ (CEO Level)
Number of Employees 40,000 headcount

BENEFITS PACKAGE (All Levels)

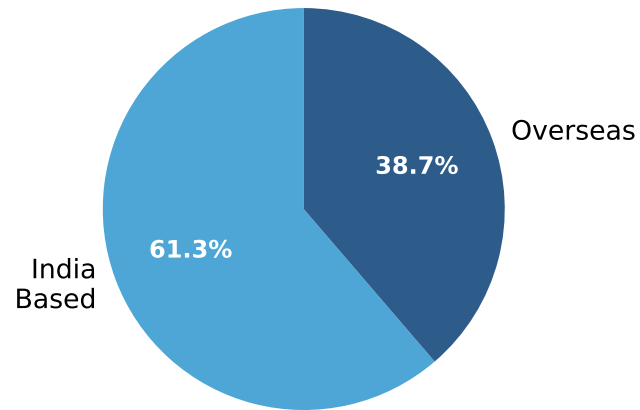
Health Insurance Individual + Family coverage
Accidental Death Benefit ₹25-50 Lakh coverage
Disability Insurance Full coverage + income protection
Retirement/Pension Plan Defined contribution + ESIC
Gratuity Statutory + enhanced
Leave Policy Paid annual + sick + casual
Remote Work Allowance ₹2,000-5,000/month
Gym/Wellness Membership Reimbursed fully
Mobile/Internet Reimbursement ₹2,000-3,000/month
Professional Development Fund ₹1,00,000+/year per employee

TCS - EMPLOYEE DISTRIBUTION & ANALYTICS

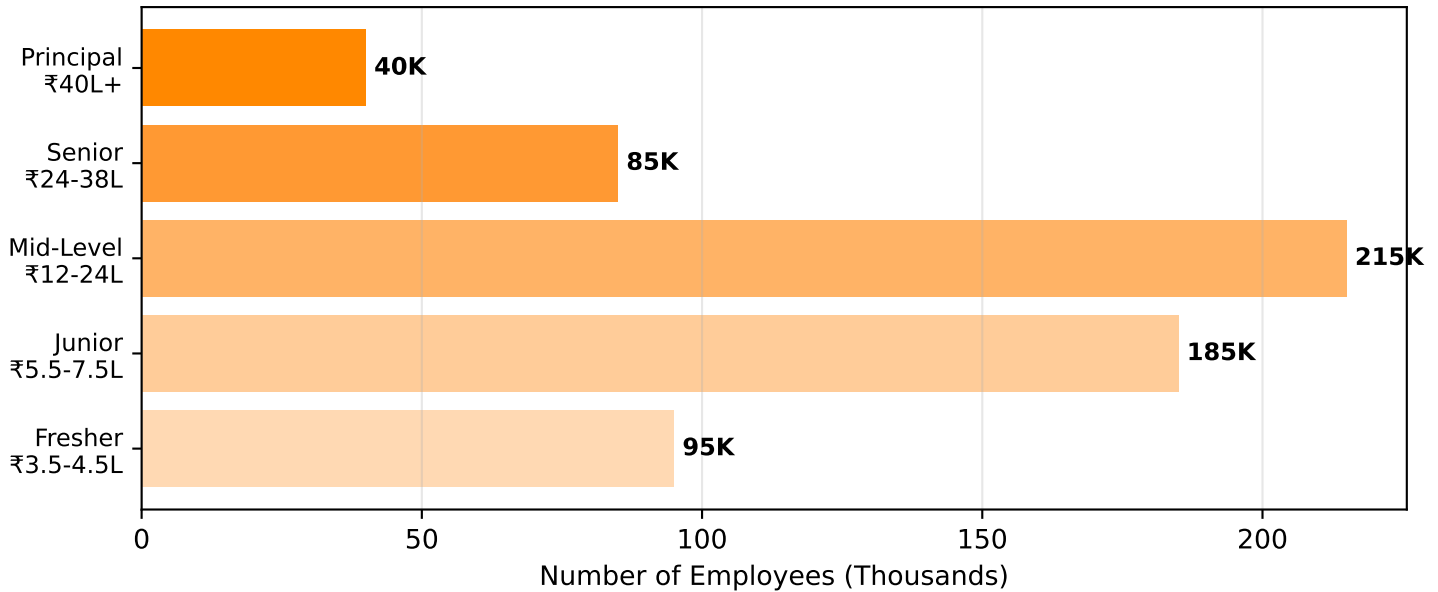
Employee Experience Distribution



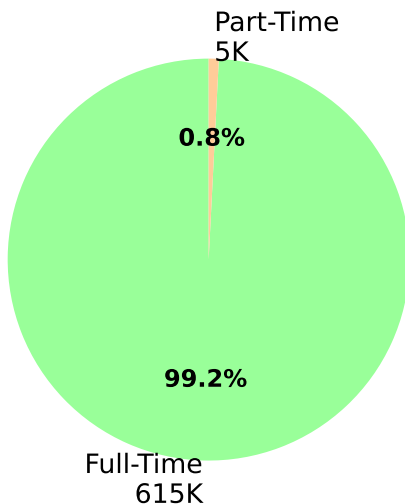
Geographic Distribution (620K Total)



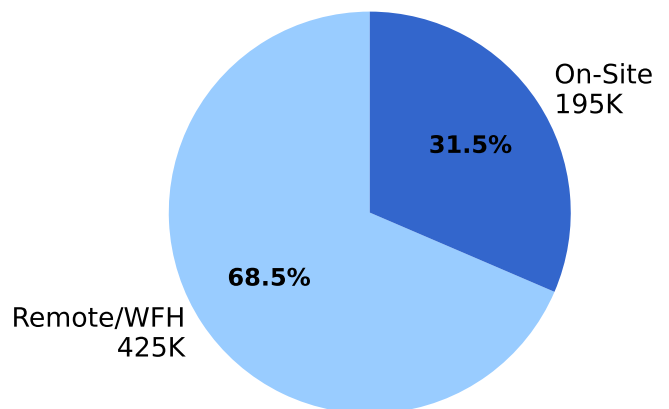
Salary Band Distribution Across Organization



Employment Type Distribution



Work Mode Distribution (68.5% Remote)



TCS - HR METRICS & EMPLOYEE ATTRITION ANALYSIS

HUMAN RESOURCES - REAL-TIME METRICS (YTD 2025)

ATTRITION ANALYSIS

Overall Attrition Rate	13.8% (Improved from 16%)
Voluntary Attrition	11.2% (Resignations)
Involuntary Attrition	2.6% (Retirements + Terminations)
YoY Improvement	-2.1% (Getting better)

ATTRITION BY EXPERIENCE LEVEL

Fresher/Entry-Level (0-1 yr)	28.5% (Typical for entry level)
Junior Level (1-3 years)	18.3% (High learning period)
Mid-Level (3-8 years)	11.2% (Stabilized)
Senior Level (8-12 years)	8.3% (Low - retention focus)
Principal+ (12+ years)	5.1% (Very low - leadership locked)

ATTRITION BY DEPARTMENT

IT Services Department	14.2% (Highest competition)
BPS/Process Services	12.1%
Consulting Services	10.8%
Engineering Services	9.5% (Specialized skills)

AVERAGE TENURE

Overall Average Tenure	5.2 years
India-based Employees	6.1 years
Overseas Employees	3.8 years
Senior/Principal Employees	10.5+ years
Fresh Graduates (Avg retention)	2.1 years

EMPLOYEE STABILITY INDEX

Employees with >5 years tenure	325,000 (52.4%)
Employees with >10 years tenure	125,000 (20.2%)
Employees with <1 year tenure	65,000 (10.5%)
Retention Score (0-100)	82/100 (Good)

RECRUITMENT & ONBOARDING PIPELINE

Open Positions (Current)	8,500 roles
Time-to-Hire (Average)	35 days
Quality-of-Hire Score	8.2/10
New Hire First-Year Retention	87% (Good baseline)
Onboarding Completion Rate	95% within 30 days
Campus Recruitment (2025)	18,500 engineers
- Top Colleges Targeted	40+ premier institutions
- Offer Acceptance Rate	92% (Competitive offers)
- Training Period	3-6 months intensive
- Fast-track Promotion Eligible	Top 15% of batch

EXPERIENCE HIRE PROGRAM

Experienced Hire Recruitment	23,500 professionals
Average Experience Required	3-8 years
Placement Success Rate	89%
Salary Increase (vs previous)	15-25% average
Relocation Benefits	Full packages for overseas hires

PERFORMANCE MANAGEMENT METRICS

Annual Performance Review Cycle	December cycle + mid-year review
Performance Ratings (Forced Curve)	
- Exceeds Expectations	20% (Rating: 4-5/5)
- Meets Expectations	60% (Rating: 3-3.5/5)
- Below Expectations	15% (Rating: 2-2.5/5)
- Underperforming	5% (Rating: 1-1.5/5 - PIP)
Performance Improvement Program	15,000 employees
Success Rate of PIP	35% (Improving)
Merit-based Salary Increase	8-12% for high performers
Promotion Rate (Annual)	8.5% (Career advancement)
Internal Job Mobility	22,000 internal transfers/year

COMPENSATION & INCENTIVES

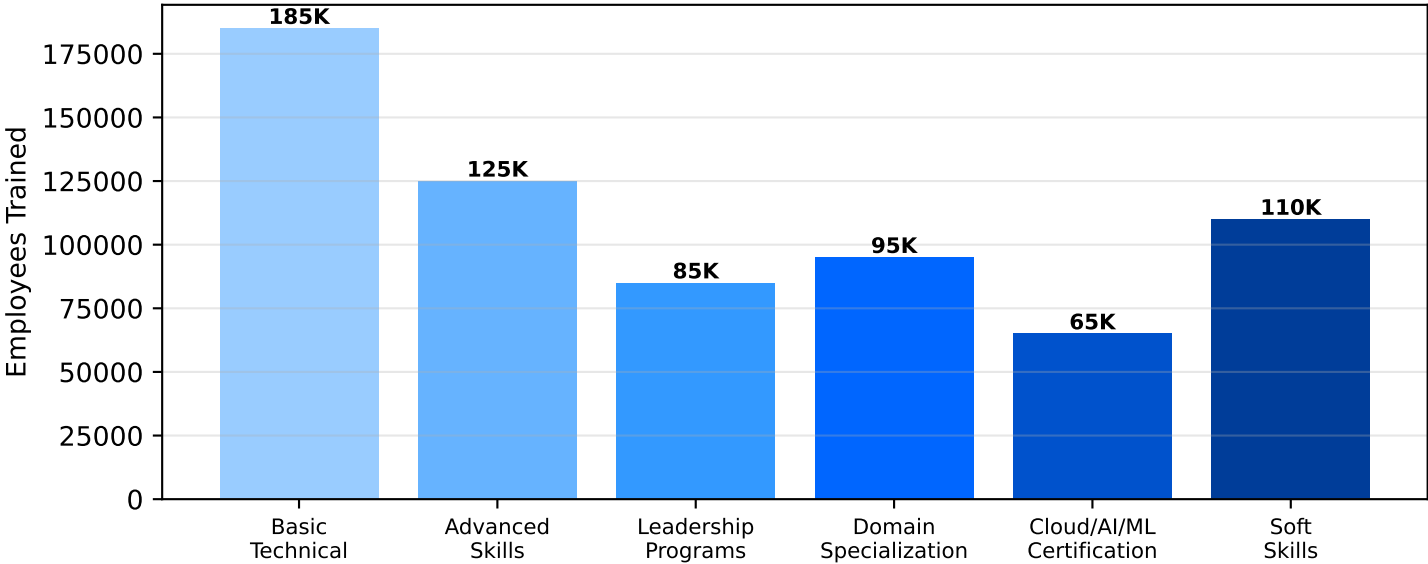
Annual Performance Bonus	10-35% (Based on level + rating)
Referral Bonus Program	₹1,00,000 - ₹5,00,000
Project Completion Incentive	₹25,000 - ₹2,00,000
Leadership Incentive	20-40% of annual salary
Stock Options/ESOP Programs	180,000 employees eligible
ESOP Vesting Schedule	4-year cliff with 25% annual
Restricted Stock Units (RSU)	Top 5,000 executives

Total Cost to Company (CTC) Breakdown:

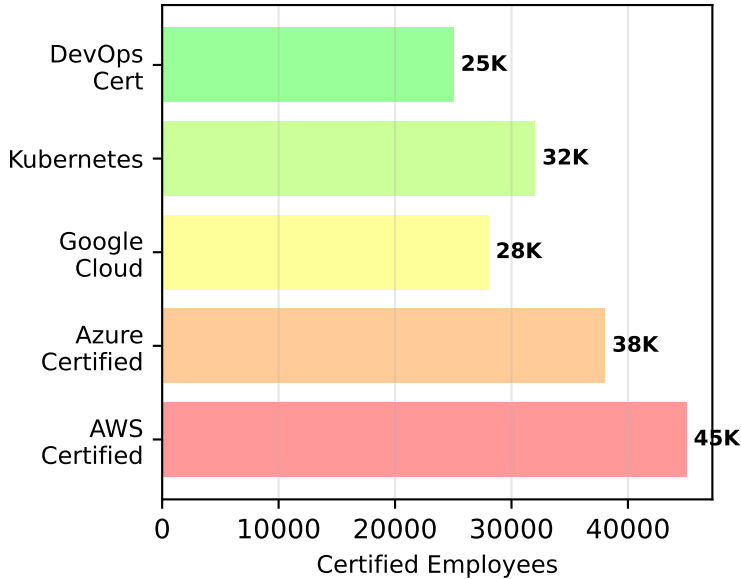
- Base Salary	70% of CTC
- Variable Bonus	12% of CTC
- Benefits	10% of CTC
- Housing/HRA	8% of CTC

TCS - TRAINING, DEVELOPMENT & SKILL MATRIX

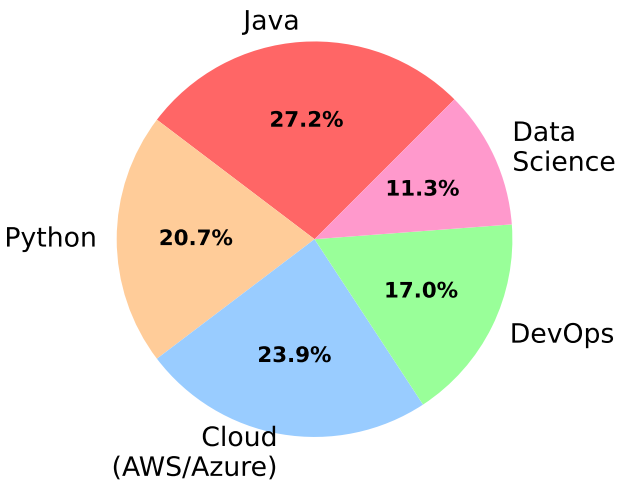
Employee Training Program Participation (YTD 2025)



Cloud & Tech Certifications



Top Technical Skills Distribution



LEARNING & DEVELOPMENT METRICS (2025 YTD)

Training Investment & Metrics:

Annual Training Budget ₹450 Crore (~\$54M USD)
Per Employee Training Spend ₹72,500 per person
Average Training Hours Per Employee 45+ hours/year
Digital Learning Modules Available 12,500+ courses
Online Learning Platform Access 100% employees
Virtual Training Sessions Conducted 8,500+ sessions
Employees in Active Upskilling Programs ... 185,000 (30% of workforce)

Learning Outcomes:

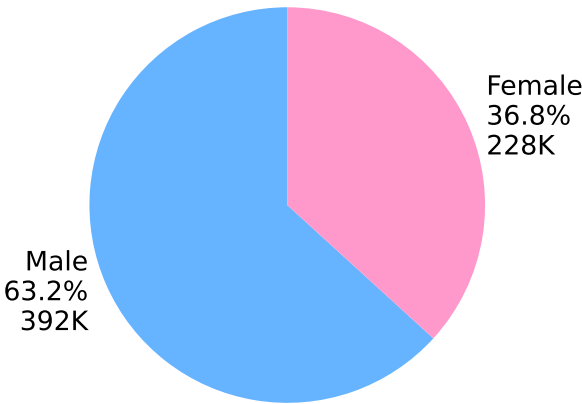
Certification Completion Rate 92% of targeted certifications
Certifications Awarded (YTD) 28,500+ across all levels
Internal Skill Assessment Score 7.8/10 (Good capability)
Learning Agility Index 8.2/10 (High adaptability)
Course Completion Rate 87% (Engagement high)
Skill Gap Closure Rate 78% within 6 months

Specialized Programs:

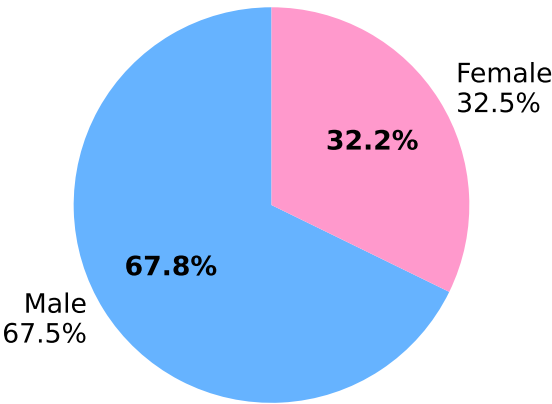
AI/ML Bootcamp Graduates 3,200 engineers
Cloud Architect Program Graduates 2,800 professionals
Leadership Development Program 1,500 mid-to-senior level
Technical Leadership Program 850 participants
Mentorship Program (Active) 12,000 mentor-mentee pairs
Executive Coaching (Top 1,000) 1,000 active engagements

TCS - DIVERSITY, INCLUSION & WORKPLACE CULTURE

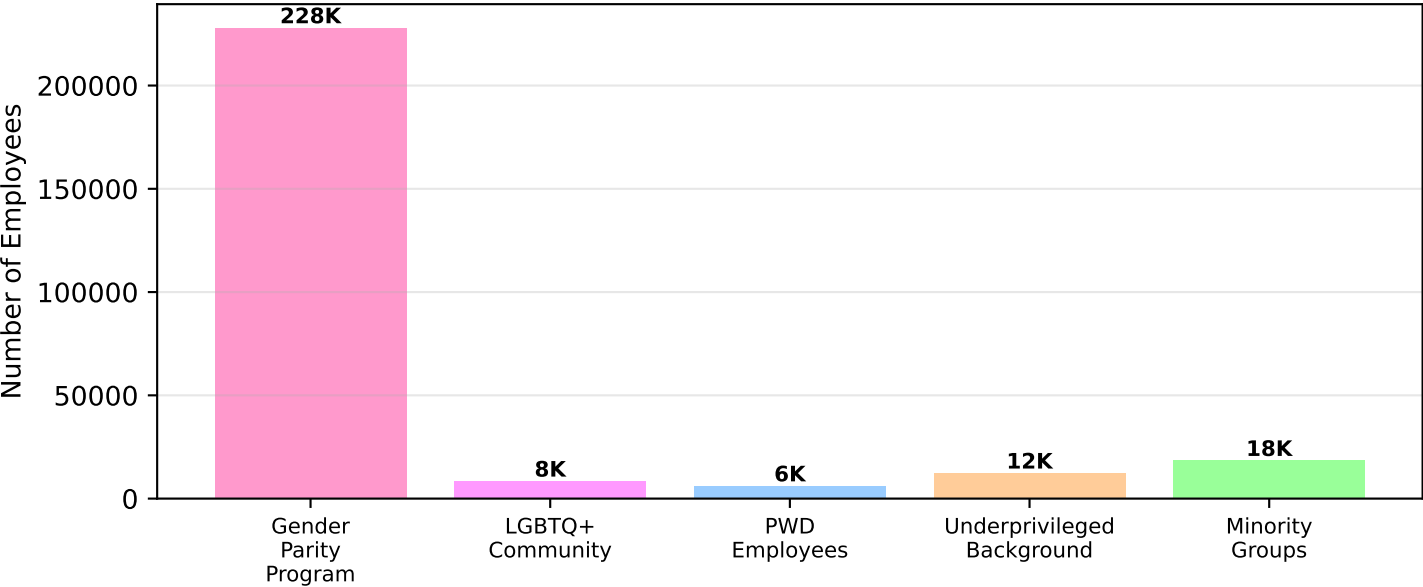
Gender Distribution (620K Total)



Leadership Diversity (47K Total Leaders)



Diversity & Inclusion Initiatives



WORKPLACE CULTURE & EMPLOYEE ENGAGEMENT	
Employee Engagement Metrics:	
Overall Engagement Score	8.1/10 (High)
Gallup Q12 Score	7.5/10 (Industry avg: 7.2)
eNPS (Employee Net Promoter Score)	72 (World-class)
Work-Life Balance Score	7.9/10 (Excellent)
Manager Quality Score	8.3/10 (Strong)
Diversity & Inclusion Score	8.4/10 (Leading)
Employee Satisfaction:	
Overall Job Satisfaction	82% (Very satisfied)
Satisfaction with Benefits	85% (Excellent)
Satisfaction with Career Growth	78% (Good)
Satisfaction with Compensation	76% (Fair)
Recommendation Score (Would recommend TCS)	87% (High loyalty)
Workplace Initiatives:	
Women in Tech Programs	45 active programs
LGBTQ+ Employee Resource Group (ERG)	2,100+ members
Disability Inclusion Program	320+ mentors
Gender Pay Audit (Annual)	0% gap maintained
Parental Leave (Maternity)	6 months paid
Parental Leave (Paternity)	2 weeks paid
Flexible Work Arrangements	68.5% remote eligible
Mental Health Support	24/7 counseling available
Employee Assistance Program (EAP)	Free for all employees
Wellness Centers	25 company-managed
Feedback & Recognition:	
360-Degree Feedback Program (Annual)	100% participation
Recognition Program (Peer Nominated)	45,000+ recognitions/month
Performance Recognition Bonus	₹5,000 - ₹50,000
Spot Awards Given Annually	185,000+ awards
Internal Communication Channels	15+ active platforms
Town Halls & Team Meetings (Monthly)	Mandatory attendance