

# 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 (34.1%)
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)

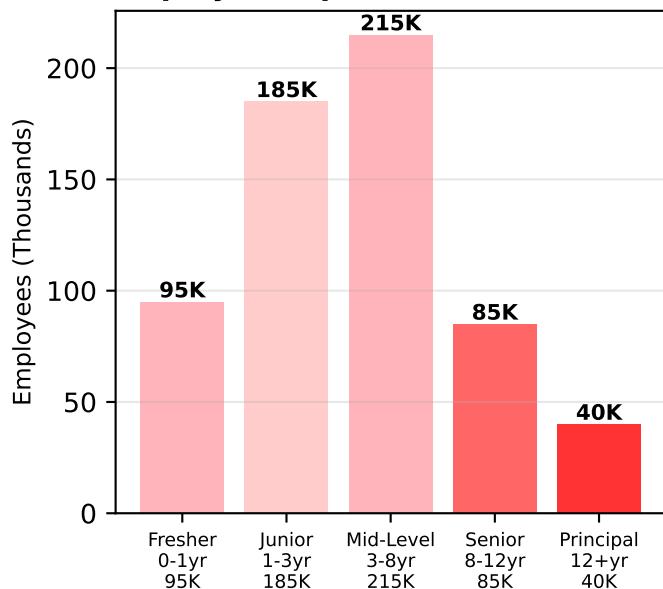
Principal Consultant .....	₹40.00 - ₹60.00 Lakh/year
Architect/Principal Architect .....	₹50.00 - ₹80.00 Lakh/year
Senior Principal .....	₹70.00 - ₹100.00 Lakh/year
Average Salary .....	₹65.00 Lakh/year
Performance Bonus .....	25-35% of salary
Stock Options/ESOP .....	Maximum benefits + board-level
Executive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

#### BENEFITS PACKAGE (All Levels)

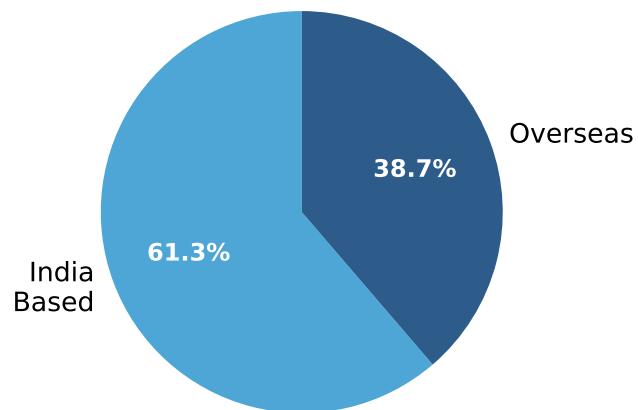
Health Insurance .....	Individual + Family coverage
Accidental Death Benefit .....	₹25-50 Lakh coverage
Disability Insurance .....	Full coverage + income protection
Retirement/Pension Plan .....	Defined contribution + ESIC
Gratuity .....	Statutory + enhanced
Leave Policy .....	Paid annual + sick + casual
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

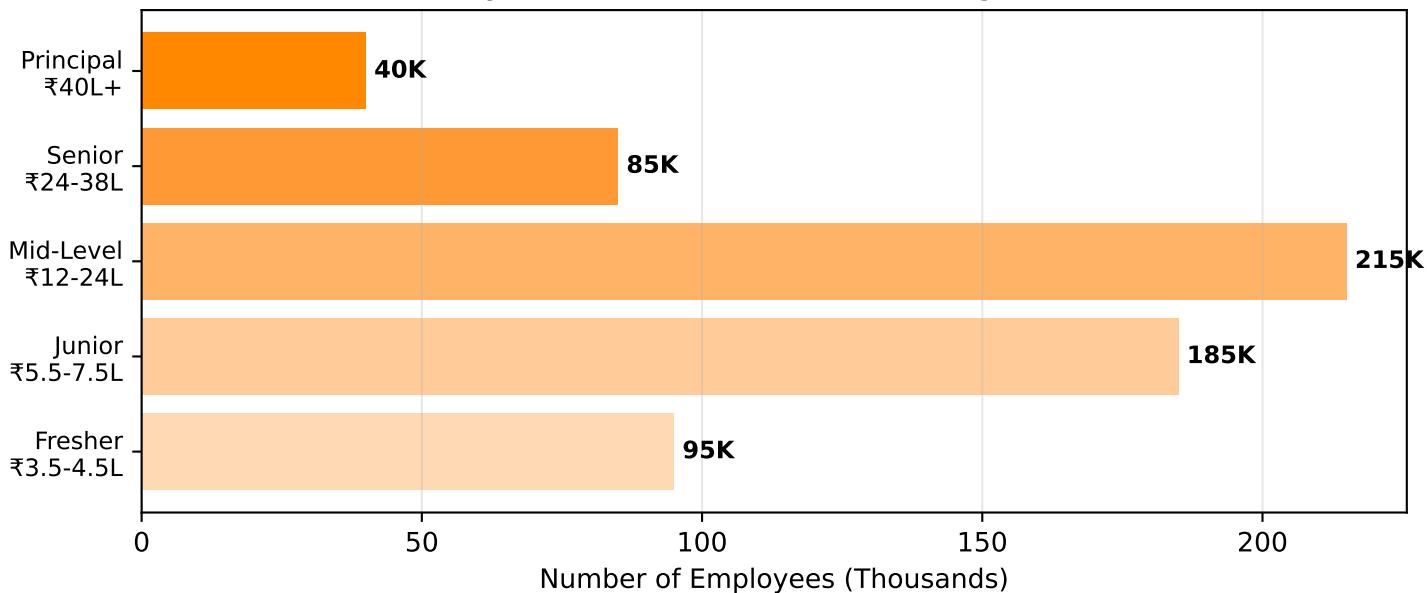
## Employee Experience Distribution



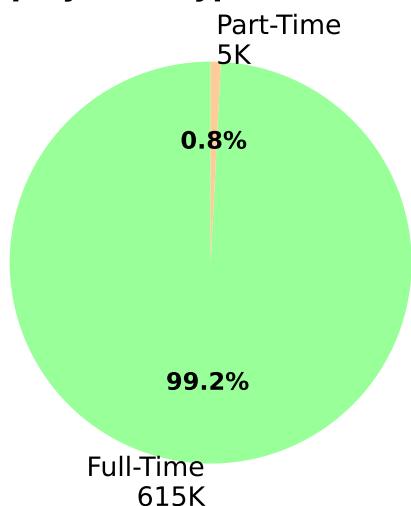
## Geographic Distribution (620K Total)



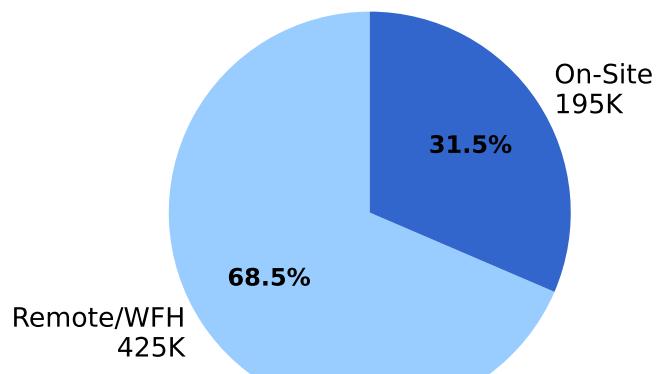
## Salary Band Distribution Across Organization



## 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

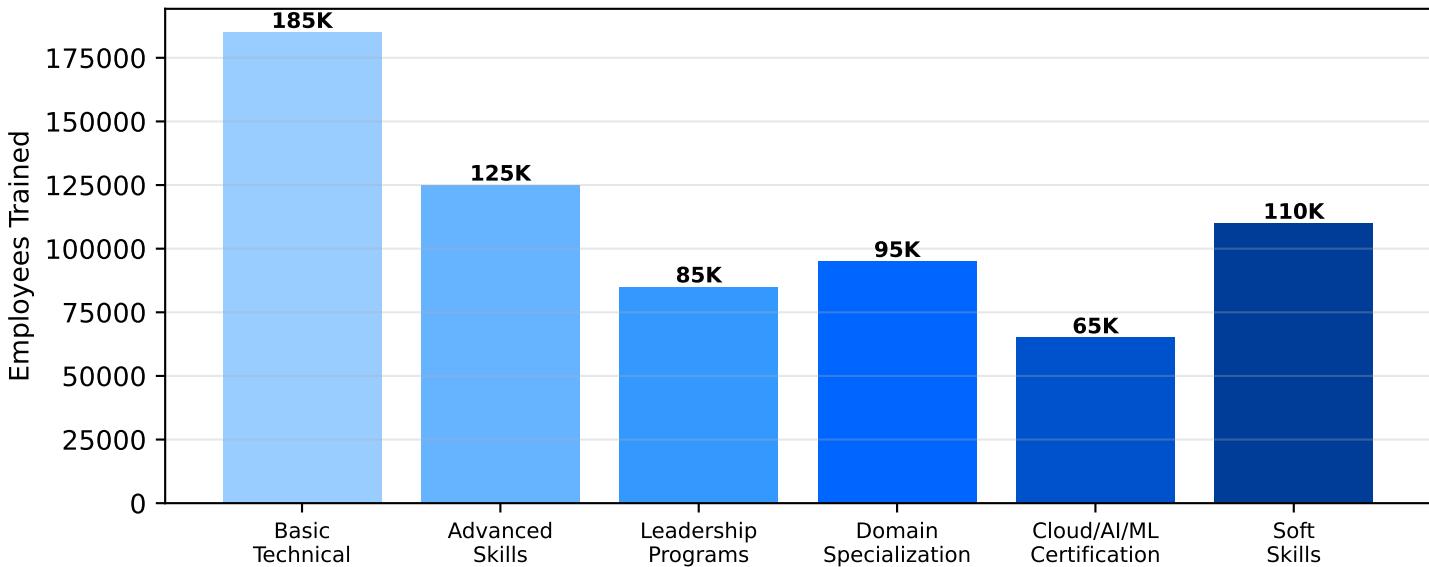
Annual Performance Bonus .....	10-35% (Based on level + rating)
Referral Bonus Program .....	₹1,00,000 - ₹5,00,000
Project Completion Incentive .....	₹25,000 - ₹2,00,000
Leadership Incentive .....	20-40% of annual salary
Stock Options/ESOP Programs .....	180,000 employees eligible
ESOP Vesting Schedule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

#### Total Cost to Company (CTC) Breakdown:

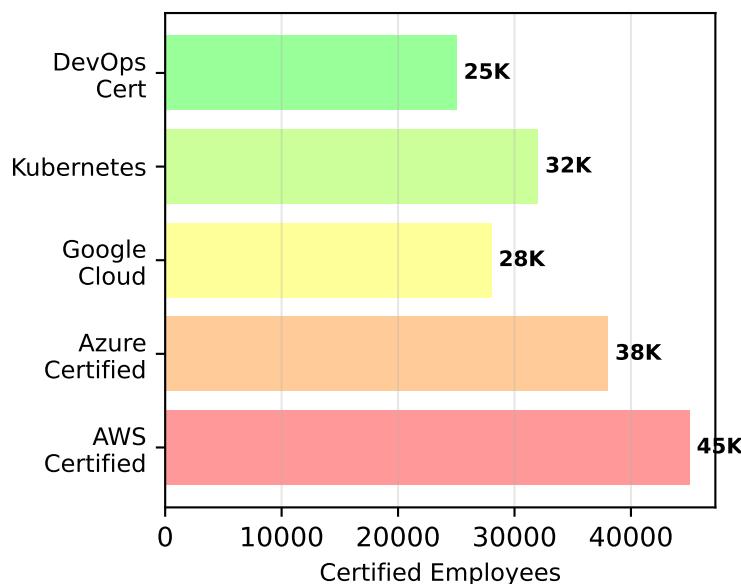
- Base Salary .....
  - Variable Bonus .....
  - Benefits .....
  - Housing/HRA .....
- 70% of CTC  
12% of CTC  
10% of CTC  
8% of CTC

# TCS - TRAINING, DEVELOPMENT & SKILL MATRIX

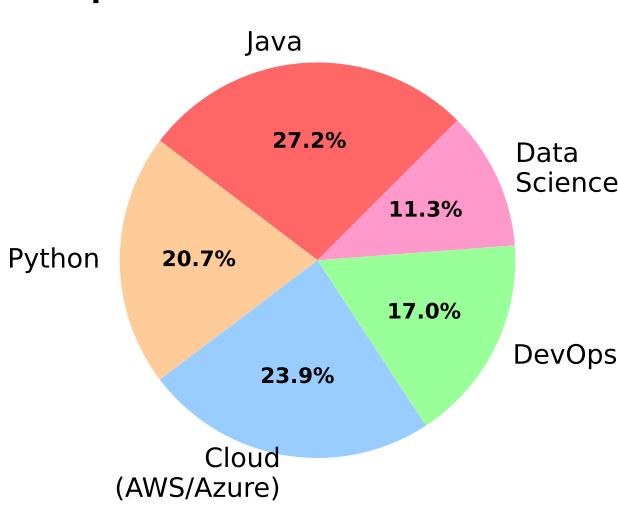
## Employee Training Program Participation (YTD 2025)



### 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:

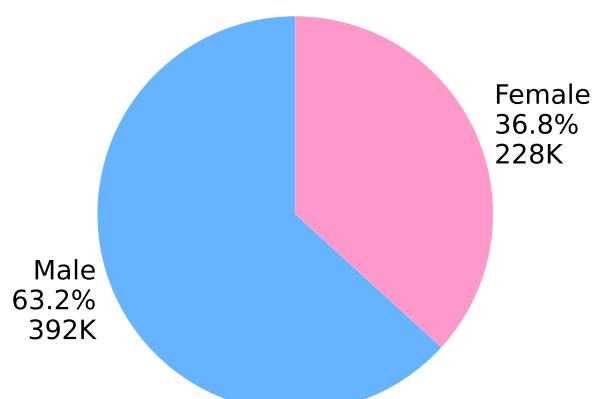
Certification Completion Rate ..... 92% of targeted certifications  
Certifications Awarded (YTD) ..... 28,500+ across all levels  
Internal Skill Assessment Score ..... 7.8/10 (Good capability)  
Learning Agility Index ..... 8.2/10 (High adaptability)  
Course Completion Rate ..... 87% (Engagement high)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

#### Specialized Programs:

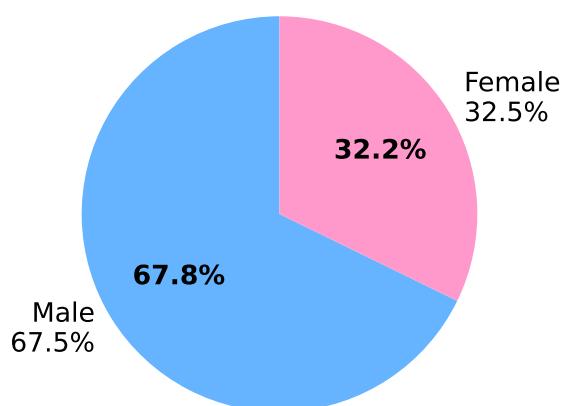
AI/ML Bootcamp Graduates ..... 3,200 engineers  
Cloud Architect Program Graduates ..... 2,800 professionals  
Leadership Development Program ..... 1,500 mid-to-senior level  
Technical Leadership Program ..... 850 participants  
Mentorship Program (Active) ..... 12,000 mentor-mentee pairs  
Executive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

# TCS - DIVERSITY, INCLUSION & WORKPLACE CULTURE

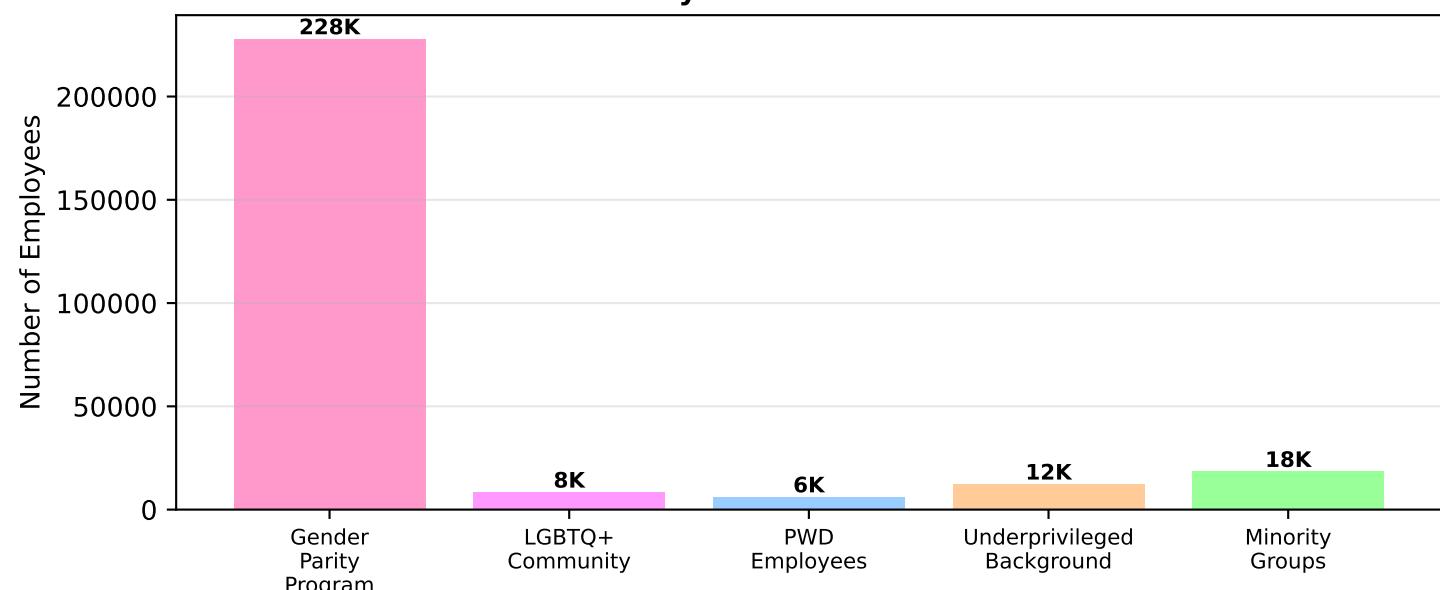
## Gender Distribution (620K Total)



## 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