

UK GENDER PAY GAP REPORT

2025

INTRODUCTION

Tata Communications (UK) Ltd is committed to providing equal opportunities to all our employees, adhering to the Tata Code of Conduct. We recognise that diversity of talent is key to our success, because people of different genders, backgrounds, skills and perspectives enable us to anticipate and respond to the changes in our industry with agility and address our customers evolving needs more effectively. We'll continue to introduce new initiatives to help improve gender diversity at Tata Communications in the UK and globally and help accelerate growth of our business.

Shalini Chandra, Director Human Resources (EU)

Indranil Sapre, Director (EU)

The UK government requires all companies with 250+ employees to publish their gender pay gap. Gender pay gap figures show the difference between the average earnings of men and women in an organisation, regardless of their role or seniority. It is not the same as equal pay, which relates to men and women being paid differently for carrying out like for like work of equal value. At Tata Communications UK, we are committed to advancing gender equality and paying all our employees fairly.

OUR FIGURES



16.63%

Mean gender pay gap

16.89%

Median gender pay gap

32.80%

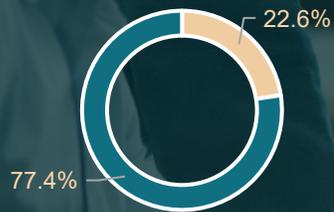
Mean bonus gender pay gap

11.17%

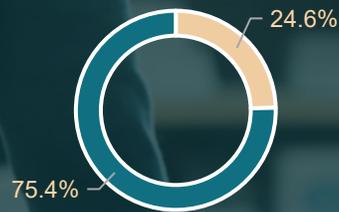
Median bonus gender pay gap

PERCENTAGE OF MALE AND FEMALE EMPLOYEES IN EACH QUARTILE PAY BAND

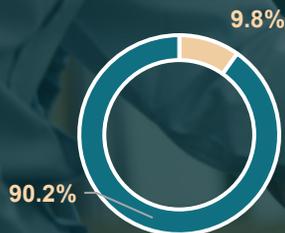
Lower Quartile



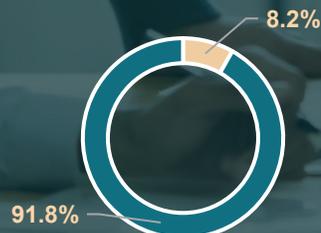
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



87.0%

Percentage of males receiving a bonus payment

78.0%

Percentage of females receiving a bonus payment

Key:
Female Employees
Male Employees

ANALYSIS



Our 2025 gender pay gap figures are based on payroll data from April 2025.

We are pleased to report we have narrowed the mean gender pay gap by more than 4 percentage points when compared to 2024 from 20.93% to 16.63% in 2025.

We acknowledge an increase in the mean bonus pay gap over the last 12 months and we believe this is attributed to commission-based roles having a higher variable pay element and are more heavily occupied by male employees.

Overall female representation in the UK organisation increased from **15.12%** in 2024 to **16.30%** in 2025. The most notable improvements occurred in the Lower Middle and Upper Middle pay quartiles, where female representation grew by **+3.96%** and **+2.15%** respectively. These gains suggest encouraging movement and recruitment of women into more mid-level roles. However, we acknowledge further action is necessary to promote more female leaders into the upper quartile and as such following the success of Achieve 2.0 in 2025 we are re-running this programme for 2026.

Achieve 2.0: Women in Leadership is our internal training programme for our up and coming female leaders globally. The programme runs over the course of the year and coordinates several online and face-to-face sessions for our female leaders, encouraging professional development and peer to peer support.

Diversity - a priority for Tata Communications globally

- Each month, we track the proportion of females in our organisation worldwide and our performance on retaining and hiring female employees.
- We review our overall diversity action plans on a quarterly basis and publish an infographic with the leadership demonstrating an update on diversity metrics and the key initiatives.
- We recognise that workplace diversity is not just about gender - it's about building teams with different backgrounds, cultural beliefs, sexual orientations, perspectives and skills. As a Tata company, we adhere to the Tata Code of Conduct, which means that we have a holistic approach to diversity and inclusion, and we're committed to providing equal opportunities to all our employees.

OUR INITIATIVES



Initiatives for hiring new talent

We endeavour to address the gender imbalance at Tata Communications UK when hiring new talent:

- Our recruitment software uses AI to match candidates to open job roles. In the case where female applicants are underrepresented in the shortlist, the system will automatically include the most qualified female candidates in the shortlist.
- Our UK Talent team have an annual target of 35% for new females hires.

Initiatives for our employees

Our diversity and inclusion strategy, Winning Mix, is propelled by ongoing dedication from leadership, serving as a compass for our actions and choices. Our objective is to empower every employee to excel and showcase their unique diversity and strengths. We also have the following initiatives to improve gender diversity and help our employees balance their demands at work and at home:

- We offer bespoke training programmes for our HR and Talent Recruitment teams on diversity and inclusion via our partner Coursera.
- Employees and line managers can access a variety of training modules covering topics such as diversity, inclusion, and unconscious bias through the Tata Communications Learning Academy.
- Achieve 2.0 – A Leadership Development Program for Women has been designed for women across all functions, geographies, and levels providing resources to support professional growth and leadership potential.
- Unconscious Bias Awareness Training: The "Anchor" program seeks to train leaders in addressing unconscious bias. Online modules and workshops on unconscious bias are also available on the Tata Communications Learning Academy.
- 'Make Each Woman Count' initiative has been designed to proactively retain women employees. A monthly dashboard is published to keep track of resignations, retention efforts, opportunities, and best practices to explore across functions
- We offer 26 weeks fully-paid maternity leave to support employees during this exciting time and encourage and support return to work afterwards.
- We offer an Employee Assistance program, in partnership with leading industry vendors, is made available free of cost for all employees.
- We have Aspire to Inspire; our monthly role model series featuring employees across the organisation and their inspiring journeys.
- Our Future of Work Policy gives employees the opportunity to manage hybrid working successfully and enables flexibility to employees to manage their own office days and WFH days as it suits them.