



# Cognizant UK Gender Pay Gap Report 2025

## Introduction

Cognizant helps companies modernise technology, reimagine processes and transform experiences so they stay ahead in a fast-changing world.

As one of the largest global professional services companies, our diverse community of associates are working together to help transform the companies the world relies on.

## Statement from Rohit Gupta

At Cognizant, our people are the foundation of our success. Their dedication, expertise and collaboration drive meaningful outcomes for our clients and fuel our growth as a business. We are proud of the diverse perspectives across our workforce, which help us adapt, innovate and deliver excellence.

We remain committed to creating a workplace where all associates have the opportunity to succeed. Fairness, transparency and respect are central to how we operate, and gender pay reporting plays a significant role in helping us understand where we can improve.

We take steps to improve the experience for women at Cognizant—whether through career development programmes, mentorship opportunities or initiatives that support progression and visibility. Our goal is to ensure that every employee feels supported in building a fulfilling career.

## Statement from Susie Gahan

Supporting our people and helping them grow is central to how we operate. We want every associate to feel confident in building a meaningful career and to know they are valued for their contributions.

We have taken steps to improve gender representation and address the gender pay gap. Cognizant programmes 'Propel' and 'RISE' are helping women at mid and senior levels to advance their careers. We are also reviewing our people processes and practices to ensure fairness in how we recruit, develop and reward our people.

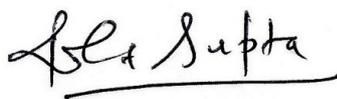
We recognise that meaningful change takes time. While progress has been made, we are committed to learning, listening and making improvements that support a fairer and more inclusive workplace for all.

Our commitment to driving inclusion continues to be widely recognised:

- Ethisphere named Cognizant as one of the 2025 World's Most Ethical Companies®
- Certified as a Great Place to Work® in 20 countries around the world
- One of America's Greatest Workplaces for Diversity by Plant-A Insights Group in 2024
- Forbes list of the World's Best Employers 2024
- Placed on the annual Fortune Global 500 List for 15 years

## Declaration

We confirm the gender pay gap data contained in this report for Cognizant Worldwide Limited is accurate and has been produced in accordance with the guidance on the gender pay gap developed by Acas, and calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



**Rohit Gupta, SVP**

UK & Ireland Country Head



**Susie Gahan, AVP HR**

UK & Ireland

## Our data at a glance

As Cognizant UK has over 250 employees, we are required to comply with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

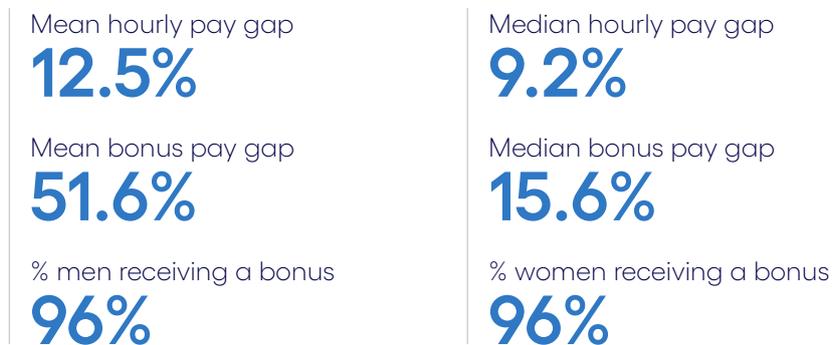
This report sets out the figures for Cognizant UK at the snapshot date April 5, 2025.

The gender pay gap is the difference between the average mean and median earnings (hourly pay, as well as bonus pay) of all men and women across the organisation. The mean and median hourly rate of pay for men and for women is calculated in relation to all employees, regardless of level and whether they are full- or part-time employees. 'Gender pay gap' is not to be confused with equal pay, which means that men and women in the same employment performing equal work must receive equal pay.

Cognizant UK median gender pay gap stands at 9.2% and mean gender pay gap stands at 12.5%. Our median gender pay gap has improved by 1.35%, and our mean gender pay gap has decreased by 0.94%.

These illustrations outline the pay distribution for male and female employees at Cognizant across the four pay quartile bands and the gaps between the mean and median of their bonuses.

### Gender breakdown (as of April 5, 2025):



### Proportion of employees in each pay quartile band

Quartile distribution also remains more-or-less consistent



## Addressing our gaps

The underrepresentation of women in STEM fields (science, technology, engineering and mathematics) continues to be an industrywide issue and impacts the demographics of our organisation's population as well as the talent pool from which we hire. The overall demographics of our UK workforce remain broadly consistent with our 2024 report with regards ratio of women to men and how this is distributed across roles and levels, hence there is very little change to our overall pay gap for 2025.

We recognise that there is more to do to close the gender pay gap. Through our Gender Pay Gap action plan, we are taking responsibility for meaningful change.

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### Leadership commitment to gender diversity

Our leadership is dedicated to enhancing gender diversity at senior levels. Since 2024, all leaders at director level and above have been required to participate in our Inclusive Leadership workshop. Following completion, each leader is responsible for developing an individual action plan. Progress is reflected in annual performance reviews. This approach empowers our leaders to challenge their perspectives, strengthen their leadership capabilities and help shape an inclusive business that drives growth.

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### Championing diversity and inclusion across our organisation

In addition to mandatory diversity and inclusion (D&I) training for all associates, Cognizant offers a range of courses designed to help associates build inter-cultural competence and lead with an inclusive mindset, moving beyond unconscious bias to conscious inclusion. Topics include allyship, psychological safety, inter-cultural communication and intelligence, microaggressions, disability, neurodiversity and trans/non-binary awareness.

Our dedicated D&I council plays a pivotal role in promoting diversity and inclusion at every stage of the employee journey. The council fosters open and transparent communication regarding both progress and challenges, while spearheading educational initiatives that provide all associates with targeted opportunities to advance their knowledge on diversity and inclusion.

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### Women Empowered group

Our WE group is dedicated to elevating the experience of women at Cognizant. The group encourages, inspires and supports women in achieving their career goals, with a strong focus on retaining and developing female talent and reducing turnover at all levels. The group also helps position Cognizant as an employer of choice for women. Activities include new joiner networking events, leadership panel discussions, breast cancer awareness, personal safety, resilience, personal brand and confidence. WE bridges the gap between training provided into practical application.

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## Celebrating women's achievements

Cognizant women have been included in several industry award listings. For example, Cognizant celebrated three winners at the prestigious WeAreTheCity 2025 Rising Star Awards in Digital and Public Sector categories. These nominations highlight our ongoing commitment to recognising and advancing female talent across the organisation.

We have a monthly series spotlighting inspiring women across our organisation. We focus on a different theme each time, like using feedback as a tool for ongoing performance improvement. We consistently ensure that women's voices are heard and valued by providing platforms for them to share their insights and celebrate their achievements. Our internal and external events are carefully designed to demonstrate robust gender balance and elevate female perspectives.

Throughout the year, we host inspiring events for our workforce, clients and partners to actively engage in advancing gender equality. These activities, under the theme of Accelerate Action, included panel discussions at client and office locations, a keynote speech on workplace equity and sessions focused on allyship and the impact of AI on gender equality. These events reinforced our commitment to driving inclusion and advancing gender parity.

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## Advancing inclusion through leadership dialogue

We recognise that meaningful inclusion starts with open, informed and accountable leadership. Over the past year, we have strengthened our focus on advancing inclusion through a series of leadership dialogue sessions designed to deepen understanding, drive shared ownership and translate our D&I strategy into action. These sessions have provided a space for senior leaders to explore challenges and opportunities across all aspects of inclusion. This dialogue helps provide greater visibility, highlights the lived experiences and align leaders around our organisations commitment to close the gap. Rohit Gupta, UK&I Country Head, leads by example and holds quarterly meetings with senior women across the UK and Ireland, providing a forum for open discussion of challenges, identification of development and training needs and the generation of new ideas.

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## Building a diverse talent pipeline

We are embedding inclusion at the very start of our inclusion journey. Our talent acquisition strategy is designed to reach a wider range of candidates by using inclusive job descriptions, diverse interview panels and partnering with membership organisations that connect us to underrepresented groups in technology. We leverage social media platforms to showcase our inclusive culture and aim to reach diverse talent pools ensuring our opportunities are visible to all candidates from all backgrounds.

We apply a D&I lens to the execution of all key people processes to ensure equitable outcomes are achieved. We have formalised interview training which helps hiring managers, and others involved in the interview process, learn best practices to conduct more inclusive and fair interviews to ensure a positive and fair candidate experience.

Our Talent Acquisition Team also supports our efforts through enhanced referral bonuses for the successful hiring of female candidates.

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## Driving social impact and supporting women in technology

Our social impact team supports diversity in technology and supports community initiatives that help advance technology education, training and inclusion. We use philanthropic grants to support community partners and volunteering activities to mobilise our associates' passion to make a positive difference

We collaborate with partners who prioritise the upskilling of women, helping to ensure that more women can launch and thrive in technology careers.

Central to our efforts is Synapse, our global skilling programme, which aims to train more than one million people by 2026 in cutting-edge technologies generative AI. In collaboration with charities, academic bodies and strategic partners, Synapse offers inclusive employment pathways, with a particular emphasis on supporting women who have historically faced challenges entering the tech sector.

Recent initiatives include:

- Code First Girls - Cognizant's grant enabled 270 women to access classroom-based training in Python and Apps, Data and SQL, or JavaScript (8-week duration), and an additional 30 women were supported through the CFGdegree and master's programme (20-week duration) to improve their employability prospects across the tech sector. Cognizant employees volunteered as mentors, supporting participants with employability skills.
- Generation UK - this grant supported over 700 learners across 33 digital bootcamps in IT support with Cybersecurity, Cloud Computing - AWS, Google, Azure, Data Analytics and Data Engineering. Of these learners, approximately 34% (c.250) were women, Cognizant employees volunteered in virtual mock interview workshops, helping participants strengthen their employability skills.
- Social Mobility Foundation (UK) - Cognizant's grant supported over 500 university students through mentoring and career development programmes aimed at transitioning into STEM careers. A total of 248 women were supported during the grant period. Associates volunteered in CV writing, mock interviews and presentation skills workshops.
- LetsLocalise (UK) funding enabled the adoption of 50 schools to advance STEM education in schools with STEM kit donations - teachers were upskilled on a STEM curriculum to then deliver the session to students. Nottingham Girls Academy and Central Foundation Girls' School received STEM kit donations and teacher training; 1,230 students and 15 teachers were supported. In 2025, 900 students and 17 teachers across Winterbourne Junior Girls School, Queen Elizabeth's Girls' School and The Belvedere Academy were supported with valuable STEM enablement initiatives. Cognizant employees volunteered as expert speakers and participated in virtual talks and in-person STEM days.

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## Leadership and professional development for women

We invest in the growth and advancement of women at Cognizant through dedicated programmes. Our Propel global leadership development initiative is designed to help women thrive in the digital age, with each participant paired with an experienced mentor to guide their journey. Complementing this, our new RISE programme empowers mid-level women to accelerate their professional development through targeted workshops, networking opportunities and leadership training. Our Technology Leadership programme supports women at manager level and above as they progress in their technology careers. With this programme, participants benefited from a fully funded MSc at Northumbria University.

These programmes support women in building confidence, expanding their skillsets and progressing into leadership roles across the organisation to feed our pipeline of leadership representation.



Cognizant (Nasdaq:100: CTSH) engineers modern businesses. We help our clients modernize technology, reimagine processes and transform experiences so they can stay ahead in our fast-changing world. Together, we're improving everyday life. See how at [www.cognizant.com](http://www.cognizant.com) or follow us @Cognizant.

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