



Cognizant Ireland 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.

In Ireland, 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.

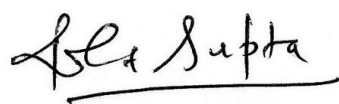
We recognise that meaningful change takes time. While progress has been made, we are committed to learning, listening and making improvements that support a fairer and more inclusive workplace for all.

Our commitment to driving inclusion continues to be widely recognised:

- Women in Pharma Ireland 2025 Award winner in Best Engineering Leadership
- Finalist for Diverse Company of the Year at the Diversity in Tech Awards 2025, Ireland
- Ethisphere named Cognizant as one of the 2025 World's Most Ethical Companies
- Winner of the LGBTQ+ Inclusion Award 2024 at the annual Ireland Diversity in Tech Awards
- 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 Technology Solutions Ireland Limited is accurate and has been calculated according to the requirements of the Employment Equality Act 1998 (Section 20A) (Gender Pay Gap Information) Regulations 2022.



Rohit Gupta, SVP
UK & Ireland Country Head



Susie Gahan, AVP HR
UK & Ireland

Gender pay gap reporting

As Cognizant Ireland has over 250 employees, we are required to comply with the Employment Equality Act 1998 (Section 20A) (Gender Pay Gap Information) Regulations 2022. This report, published in November 2025, sets out the figures for Cognizant Ireland at the snapshot date of 30 June 2025.

The gender pay gap is the difference between the average mean and median earnings (hourly pay, bonus pay) of all men and women across the organisation. The mean and median hourly rate of pay for men and women is calculated for all employees, regardless of level and whether they are full or part time employees. The 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.

Gender pay gap results

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

Gender breakdown (as on 30 June 2025):



Our Cognizant Ireland mean hourly gender pay gap is 25.0% and median hourly gender pay gap is 37.6%.

Mean hourly pay gap	Median hourly pay gap
25.0%	37.6%
Mean bonus pay gap	Median bonus pay gap
30.35%	14.6%
% men receiving a bonus	% women receiving a bonus
96%	97%

Proportion of employees in each pay quartile band

Upper	82%	18%
Upper middle	79%	21%
Lower middle	60%	40%
Lower	47%	53%

Part-time employees	Employees on temporary contracts
Mean hourly pay gap	Mean hourly pay gap
7.86%	0%
Median hourly pay gap	Median hourly pay gap
16.39%	0%

Addressing our gaps

Our mean pay gap has decreased to 25.0% (-4.9% since 2024) and our median has reduced slightly to 37.6%. This is a measurable improvement in overall pay parity reflecting progress towards our goal of greater balance across all levels of the organisation. 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.

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. The following initiatives showcase some of the steps we are taking.

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 attend an inclusive leadership workshop, after which they develop individual action plans. Progress on these plans 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.

Championing diversity and inclusion across our organisation

In addition to mandatory diversity and inclusion training for all associates, Cognizant offers a menu 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, intelligence, microaggressions, disability, neurodiversity and trans/non-binary awareness.

Our dedicated Diversity and Inclusion (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.

Women Empowered group

Our Women Empowered (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 the training provided and its practical application.

Each year, International Women's Day is marked with inspiring events. For example, WE organised a Q&A session featuring senior women leaders at our Cork office where they elaborated on their career experiences, overcoming obstacles, mentoring, resilience and their perspective on being a woman in leadership.

Celebrating women's achievements

We have a monthly series that spotlights the career journey and achievements of inspiring women across our organisation. Each month we explore a new theme, discussing topics such as feedback as a rhythm for performance. In addition, we consistently provide platforms where our women associates share their perspective and are celebrated for their accomplishments, ensuring that we have a good gender balance on our external and internal stages.

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, highlight lived experiences and align the commitment of leaders around our organisations 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 and the generation of new ideas.

Building a diverse talent pipeline

We are embedding inclusion at the very start of the 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.

Driving social impact and supporting women in technology

Our social impact team champions diversity in technology and supports community initiatives that promote technology education, training and inclusion. Through philanthropic grants, working with community partners and supporting volunteering efforts, our associates' are encouraged to leverage their skills and passion to make a positive difference.

We work closely with organisations that focus on the upskilling of women, ensuring greater opportunities for women to embark on and flourish in technology careers.

To tackle the underrepresentation of women in STEM, we provide graduate support through our grantee programme, backing technology and community projects that foster education, training and inclusion for women.

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 like 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.

Our Outreach programme further leverages associates' expertise through volunteer activities. Highlights from the past year include hosting the 'Big Pink Breakfast' for Breast Cancer Ireland, volunteering with the 'Team Hope Shoebox Appeal,' supporting 'Sophia Housing' in Cork and taking part in 'Darkness into Light' for Pieta House.

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 associates to accelerate their professional development through targeted workshops, networking opportunities and leadership training. Together, 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 or follow us @Cognizant.

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