

A woman with dark hair, wearing glasses and a white top with a colorful floral pattern, is smiling. The background is a mix of green foliage and blue geometric shapes. A blue gradient bar is at the top left.

Gender Pay Gap 2025

Capgemini 

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Introduction

In 2025, Capgemini UK continued to narrow its gender pay gap by focusing on the key factors that influence it. This included increasing representation, ensuring fair access to development, career opportunities and promotion, and creating a culture and ways of working that support women to thrive at every level and across all career paths.

The House of Commons Library briefing on the Gender Pay Gap (November 2025) highlights an important shift in focus - from headline figures to the underlying structural drivers such as occupational choice, caring responsibilities, and flexible working. This closely aligns with our approach, helping us focus on the actions that will drive meaningful progress.

Our data for 2025 demonstrates continued momentum and a reduction of 1.2% in our median gender pay gap. We have again increased female representation across the organisation, growing from 32.4% in 2024 to 33.2% in 2025. This progress has been supported by strong external hiring outcomes: we welcomed 674 women into the organisation this year, representing 36.4% of all new joiners. These figures reflect both the effectiveness of our attraction strategies and our ongoing commitment to building more balanced talent pipelines.

Importantly, this progress is also evident at senior levels of the organisation. Female representation

in our highest grades D, E and F has increased from 24.9% to 26.9%, signalling continued improvement in progression and succession outcomes.

While we recognise there is still more to do, this progress reflects our sustained focus on leadership accountability and on creating fair, inclusive promotion, development and pay processes that actively support parity, increase conscious decision making around all the key moments that matter and reduce the influence of unconscious bias.

“Our latest gender pay gap results show meaningful progress, driven by our continued focus on representation, inclusion and long term structural change. While we know there is more work ahead, the improvements across our workforce and at senior levels demonstrate the impact of our sustained commitment to building a more balanced and equitable organisation.”



Adris Mohammed

Vice President - HR | UK

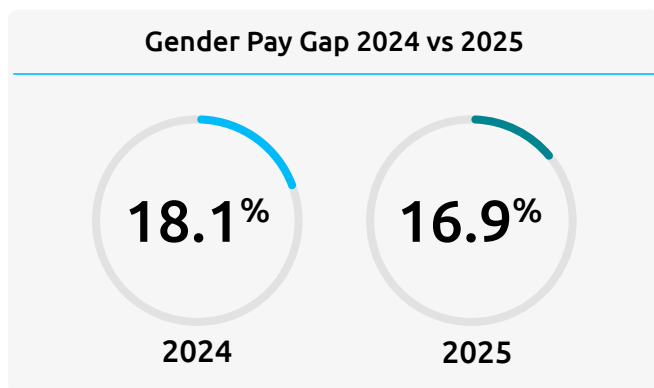
Gender Pay Gap



What is the gender pay gap?

The Gender Pay Gap is the difference in average pay between men and women in a workplace, industry, or country. It is calculated by comparing the average hourly earnings of all men and women in an organisation, irrespective of job roles, qualifications, or any other factor. The gap highlights the underrepresentation of women; the IT industry is one area that has seen a sustained gender imbalance over the decades.

The gender pay gap is different from equal pay. It does not mean that men and women are paid differently for doing the same job. In the UK, paying men and women different rates for equal work is **unlawful**. We actively monitor equal pay through annual pay audits, using pay regression analysis and ongoing reviews of pay and reward decisions to ensure fairness across comparable roles.



In 2025 we saw an improvement as the **median pay gap** decreased from **18.1% in 2024 to 16.9%** in 2025. This reduction reflects our ongoing efforts to create a more balanced and inclusive workplace. The mean gender pay gap increased marginally from **18.2% in 2024 to 18.5% in 2025**. Age based analysis shows that this increase varies across different age groups, with the **largest increases in the mean pay gap observed within the 35–55 age range**. This indicates that pay outcomes vary more significantly at midcareer

stages, where differences in role distribution, working patterns and progression rates become more pronounced over time.

Despite the slight increase in the overall mean, the underlying age analysis shows encouraging progress. Pay equity remains strongest at for those 29 and under, where the gender pay gap is 2% in favour of women. Among employees aged 30-34, the **pay gap fell from 5.1% in 2024 to 2.5% in 2025**, showing clear improvement year on year. Positive progress was also seen for employees aged 55 and over, where the **mean gender pay gap reduced from 16% in 2024 to 15.6% in 2025**. This coincides with the continued delivery of our Age Inclusion Accreditation in partnership with 55 Redefined.

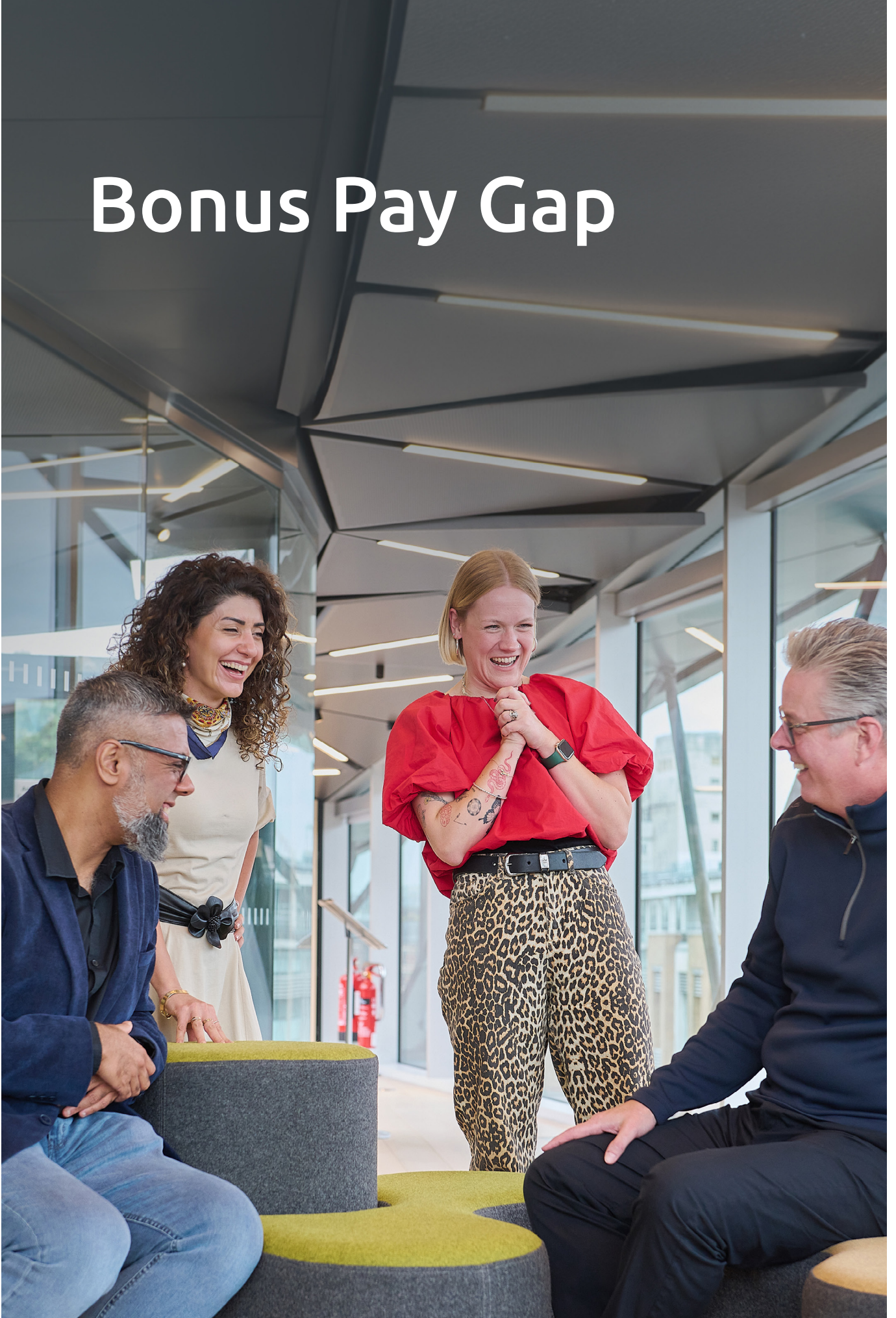
Overall, while middle age disparities continue to influence the mean pay gap, the reductions observed across multiple age groups reflect meaningful progress and a strong foundation for continued improvement.

Year on Year Context

As a technology organisation, frequent acquisitions and market-driven talent costs—especially during skill shortages—can influence pay gaps. To better assess the impact of our actions, we also review employees who have been present both years. For this group, the improvement is more pronounced, with **the median gap reducing from 16.7% to 16.6%**, alongside a **decrease in the mean gap from 17.38% to 17.63%**.

Stronger improvements among employees present in both years indicate that our pay, progression and retention practices are contributing positively.

Bonus Pay Gap



In 2025, **similar proportions of men and women continued to receive bonus pay, 76.7% of men and 77.2% of women** received a bonus, demonstrating continued parity in access to bonus related rewards across the organisation. (including individual My Rewards recognition awards).

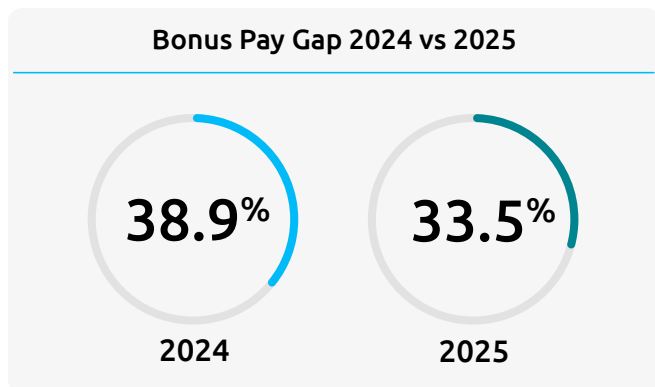
Encouragingly **both the mean and median bonus pay gaps have reduced compared to 2024**. The **mean bonus pay gap decreased to 33.5%**, down from **38.9% in 2024**, while the **median bonus pay gap reduced to 83.7%**, from **91.3%**. This reduction reflects a narrowing in the average and typical bonus values received by men and women year-on-year.

The improvement in both measures has been influenced by several structural factors. Continued growth in female representation, particularly within higher graded roles, has had a positive impact on average bonus outcomes. In addition, the distribution of bonus eligible roles and promotion outcomes remains aligned with, or exceeds, female representation, supporting greater balance in bonus earnings over time, graded roles, has had a positive impact on average bonus outcomes. In addition, the distribution of bonus eligible roles and promotion outcomes remains aligned with, or exceeds, female representation, supporting greater balance in bonus earnings over time.

However, the median bonus pay gap remains high, and this continues to be driven primarily by the design and operation of our peer-to-peer recognition scheme, My Rewards from which we gave > 20,000 recognitions. My Rewards enables colleagues to nominate and receive smaller, more frequent financial awards in recognition of outstanding contributions. As in previous years, My Rewards awards are not performance related and are granted in smaller values, which has a disproportionate impact on the median calculation.

Impact my rewards on Bonus Pay Gap		
	My rewards	
	Included	Excluded
Mean gap	33.50%	16.50%
Median gap	83.70%	26.60%

Overall, the reduction in both mean and median bonus pay gaps in 2025 is a positive indicator that increasing female representation, fair access to progression, and sustained focus on inclusive reward practices are beginning to influence bonus outcomes.



Representation



At Capgemini, we recognise that closing the gender pay gap requires more than hiring alone. It depends on improving representation, progression, and access to opportunity at every level of the organisation. This year, Capgemini continued to improve female representation across all career stages. Overall female representation increased to **33.2%**, and the proportion of women in the top pay quartile rose from **16.3% in 2021 to 28.4% in 2025**.

This progress is supported through talent attraction, development and progression actions. In 2025, **674 women joined Capgemini**, making up **36.4% of all new starters**, and women accounted for **over half of graduate and early career hires**. This has helped improve representation from the start of employees' careers. As women progressed through the organisation, this translated into stronger outcomes. Women made up **46.3% of all promotions**, compared with 33.2% of the overall workforce, and accounted for **over one third of senior leadership appointments**.

By improving representation from entry level through to senior leadership, Capgemini continues to build a stronger and more sustainable leadership pipeline that supports progress on closing the gender pay gap. Progression into mid career and leadership roles is supported through fair performance and promotion processes, improved succession planning, and targeted hiring in areas where women have been historically underrepresented. These actions are backed by investment in career development across all levels of the organisation.

In 2025, **52% of participants** in the **Junior UK Career Development Programme** were women (186 participants). The **six-month Ezra coaching**

programme supported **187 employees across grades C–E**, with **48% female participation**. Women also made up **49% of participants** in the **Future Leaders Programme**, supporting progression into senior roles. Senior leadership readiness was further strengthened through the **WB Directors partnership and Inclusion on Boards Programme**, which reached **198 participants in 2025** and received consistently strong feedback.

2025 Action We Took:

- 1. Targeted Recruitment & Pipeline Building:** We delivered targeted recruitment campaigns, direct hiring initiatives, graduate programmes, and partnership activity with an intersectional focus to attract and appoint more women.
- 2. Promotion & Development Programmes:** We embedded equitable promotion practices and provided structured mentoring and development opportunities to support women's career progression.
- 3. Inclusive Culture:** We strengthened our employee networks and actively engaged leaders in inclusion priorities.
- 4. External Recognition & Partnerships:** Our progress was externally recognised when we were named in the Times Top 50 Employers for Gender Equality, and awarded 5th position in the Inclusive Companies Top 50 Employers Gold Accreditation.

A woman with dark hair pulled back, wearing a red and white horizontally striped sweater and large, light-colored, multi-tiered earrings. She is wearing a white lanyard with a badge around her neck. The lanyard has logos for 'LADOCOR', 'WORLD BANK GROUP', and 'CHANGING'. The background is blurred, showing other people in an audience setting.

Spotlight on Capgemini's women's networks

At Capgemini in the UK, the Women@Capgemini network is more than a community, it's a catalyst for change.

"My role as Head of Delivery for our UK Business is not just about ensuring that we deliver a great experience for our clients and employees, but that we do so in a way that recognises our mission to unleash human energy through technology for an inclusive and sustainable future.

A key part of my responsibility as a leader and as the chair of Women@CapgeminiUK is to ensure that our workplace to constantly challenge myself and us to do more and better in terms of diversity and inclusivity. Just as our work in looking for continual improvement in our delivery is never done, our work in striving for more in terms of diversity and inclusivity is an evolution rather than a destination."



Rachel Greedy

Head of Delivery

Built on four powerful pillars and a sub-network for Black Women @ Capgemini, the network empowers women, engages allies, and creates a culture where everyone can thrive.

1. Allyship: Turning Support into Action

Allyship is at the heart of our mission. We equip colleagues with practical tools to advocate for gender equity every day - whether that's challenging bias, amplifying women's voices in meetings, or mentoring future leaders. By fostering active allies, we create a workplace where inclusion isn't just a value, it's a lived experience.

2. Careers: Embracing Squiggly Paths and Opening Doors. We know careers aren't always linear - they're "squiggly," full of pivots and possibilities. That's why we collaborate with Talent Attraction to raise awareness of internal opportunities and encourage external referrals. Through workshops, mentoring, and visibility campaigns, we help women navigate career transitions confidently and unlock new growth paths.

3. Storytelling: Sharing Diverse Journeys

Every story matters. Our storytelling pillar shines a light on the diverse experiences of women across Capgemini - celebrating achievements, resilience, and lessons learned. These narratives inspire others, break stereotypes, and remind us that representation and role modelling fuels aspiration.

4. Family Matters: Supporting Life's Milestones

Balancing work and family shouldn't mean compromising ambition. This pillar focuses on supporting employees through key milestones - such as returning from long-term leave and ensuring part-time workers have equitable access to progression and recognition. By normalising flexibility and championing family-friendly policies, we make sure every parent feels supported and valued.

Sub Network: Black Women @ Capgemini

For many Black women, balancing work and family comes with unique challenges which are often compounded by systemic barriers and intersecting identities. The Black Women at Capgemini Network provides a dedicated space for connection, support, and growth. Through initiatives like the Shattering Ceilings progression programme, the network focuses on breaking barriers to advancement, offering tailored development opportunities, and amplifying voices. It champions equity in career progression, supports flexibility for family milestones, and ensures Black women have the tools and visibility to thrive.

“Women’s networks matter because they create the access, visibility, and community that systems don’t naturally provide. For Black women especially, they turn isolation into empowerment and help ensure talent is seen, heard, and elevated. When we gather, we don’t just support each other — we close gaps and shift the culture”



Cynthia Baffour

Director, Business Transformation & Change Management
BlackWomen@Capgemini Network Lead

Together, these pillars and sub-network form a framework for lasting impact, creating a workplace where women can thrive, allies can lead change, and inclusion is embedded in daily life.

“Capgemini has doubled down on its commitment to diversity, equity and inclusion at a time when some in our industry are stepping back. I’m proud that our global organisation now comprises 40% women. We know there is more to do, particularly at senior grades, but the momentum is real. It is energising to help make this change tangible and to see talented women thrive, applying their skills in senior technology roles where their impact is clear.

Helping other women realise their potential, and watching it translate into leadership roles, remains the one of the most rewarding parts of my role.”



Ruth King

Head of Applications



Gender patterns across occupations

From an early age, factors such as what people study at school, the training they access, and the role models they see can influence the careers they consider possible or attractive. These early influences can shape decisions about further education, apprenticeships, and first jobs. Over time, this can lead to women and men being more likely to work in different types of roles and sectors. For example, women are often more represented in support or people focused roles, while men are more commonly found in technical or higher paid specialist roles. These patterns develop gradually and reflect wider social and educational trends.

Differences in the types of roles that women and men commonly hold across the UK can influence pay outcomes. Women are more often represented in roles such as **customer service, operations**, or support functions, which are typically lower paid on average. Men are more likely to work in **higher paid technical, digital, and engineering roles**, including IT, data, software development, and infrastructure, which affects overall pay levels.

Occupational choice also plays a role in shaping pay outcomes at Capgemini. As a technology led organisation, many of our higher paid roles sit within technical, digital, and engineering disciplines, areas where women remain underrepresented in more senior roles. Within Capgemini, women represent **28.4% of employees in technical roles**, compared with **33.2% across the overall workforce**. This difference reflects wider industry patterns and indicates how variation in role distribution can influence gender pay outcomes, alongside other contributing factors. As a technology organisation, we focus on increasing women's participation in technical and senior technical roles. This includes building a stronger future talent pipeline, encouraging girls and women

to consider digital careers, and providing more inclusive routes into the tech sector.

2025 Action We Took:

talent pipeline, encouraging girls and women to consider digital careers, and providing more inclusive routes into the tech sector.

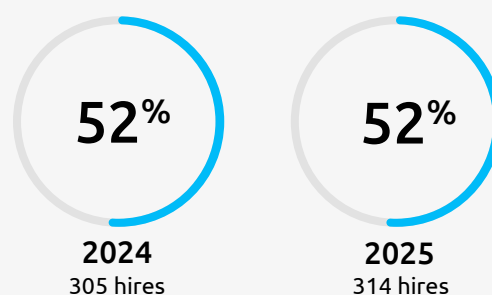
Building the future talent pipeline

- In 2025 we hired **314** Graduates, Apprentices and Internship placements, of which **52%** were women.
- We actively partner with organisations such as **Code First Girls, Ambitious About Autism, and CAPSLOCK** to expand access to digital

Creating inclusive routes into technology

- Through **Code Your Future**, supporting refugees and individuals from low-income backgrounds, we hired **29 individuals (55% female)** in 2025, with **9 additional hires forecast for 2026**.
- Our **Relaunch Programme** supports individuals returning after career breaks. We see this as an important lever for reducing the "career break penalty" that disproportionately impacts women. Since launch, the programme has supported **64 hires, 80% of whom are women**.

Early careers representation 2024 vs 2025



A photograph of a pregnant woman with long dark hair, wearing a black cardigan over a black top and a black skirt. She is smiling and looking slightly to the right. The background features a large green tree with blue light projections on its branches and trunk. The text "Working Patterns, Parenthood and Caring Responsibilities" is overlaid in white on the lower left side of the image.

Working Patterns, Parenthood and Caring Responsibilities

The gender pay gap is influenced not just by pay decisions, but by how work, caring responsibilities and career progression develop over time. Across the UK, women are more likely to take career breaks, reduce working hours, or work part time due to caring responsibilities, including childcare.

These working patterns can affect pay and progression, as part time and interrupted career paths often offer fewer opportunities for progression and higher pay. Over time, this can contribute to differences in earnings, pension outcomes, and representation in senior roles. Unequal sharing of caring responsibilities continues to play a role in shaping career and earning outcomes.

At Capgemini, in line with wider labour market trends, part-time working is more common among women than men. While not all mothers work part-time and many continue in full-time roles, caring responsibilities, often associated with motherhood, can influence decisions to reduce hours or adopt more flexible working patterns, particularly at key life stages. In 2025, **9.5% of female employees worked part time, compared with 3.3% of male employees.**

Part time work can affect pay outcomes because these roles typically offer lower hourly pay and fewer bonus or progression opportunities, and because women are more likely than men to work part time, this can

amplify the overall gender pay gap.

These figures show that women working part-time earn less than their male counterparts in both hourly pay and bonus outcomes. When combined with the fact that women are more likely than men to work part-time, and that part-time roles typically offer fewer opportunities for bonus and progression, these differences contribute to the overall gender pay gap. Across all employees, part-time women earn on average **15% less per hour than full-time men**, reinforcing the impact of working pattern distribution on overall pay outcomes.

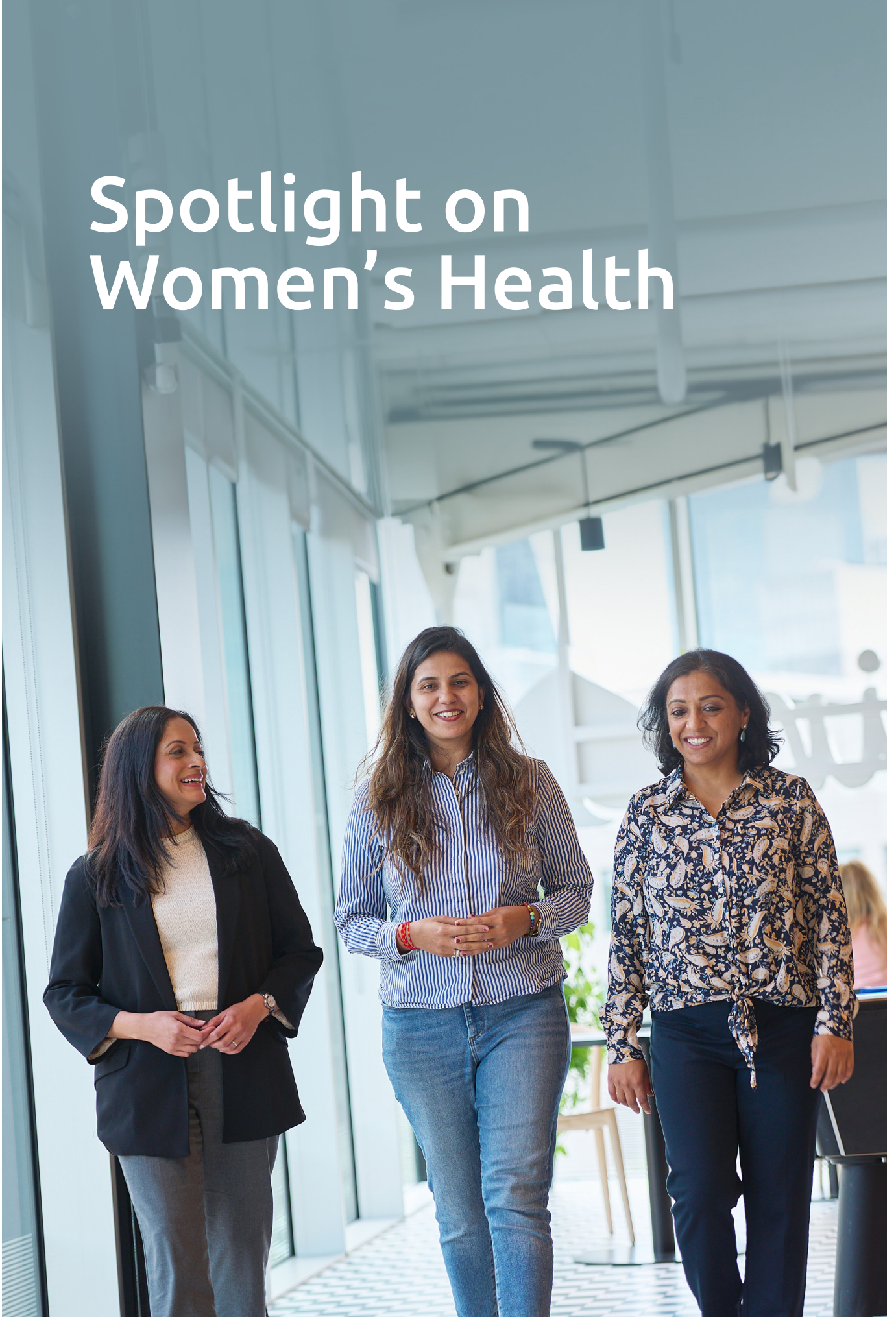
When we consider the age profile, we see a concentration of women in full time roles earlier in their careers, with the average age of full time women at **37.6 (and 26.5% Gen Z)** compared with **45.5 for part time women (only 3.8% Gen Z)**, indicating that part time working becomes more common later in careers, often alongside increased caring responsibilities.

2025 Action We Took:

- **Inclusive Development Opportunities:** Programs like Inclusion on Boards and Future Leaders are open to part-time workers, ensuring they have access to career progression opportunities.
- **Flexible Working Hours for All:** Capgemini promotes a family-friendly culture by normalising flexible working arrangements for both men and women, reducing stigma around part-time roles.
- **Positive Fathering and Caregiving Role Models:** Supported by our enhanced Family Leave Policy, role models in the business encourage men to take active caregiving roles, helping to balance the uptake of part-time work due to caring responsibilities across all genders.

Part-time pay		
Category	Mean gap	Median gap
Part-time Hourly Pay Gap	12.8% less for women	13.0% less for women
Part-time Bonus Pay Gap	25.9% less for women	37.7% less for women

Spotlight on Women's Health



Women's health is central to creating an inclusive workplace where everyone can thrive. For many women, life milestones and health challenges intersect with career milestones, impacting productivity, progression, and wellbeing. At Capgemini, we're committed to addressing these realities through proactive policies, tailored support, and cultural change.

Why It Matters

Women experience unique health challenges throughout their careers, from menstrual health and endometriosis to menopause, fertility treatment, and pregnancy loss. These issues can lead to missed work, reduced progression, and increased stress, especially when combined with caregiving responsibilities. Ignoring these realities perpetuates inequality; addressing them drives retention, engagement, and equity.

Menstrual & Reproductive Health

We have Endometriosis-friendly accreditation and a network of Endometriosis Champions. We also have access to free sanitary products, and support for women managing menstrual and reproductive health challenges. In addition, Capgemini partners with **Peppy Health** to provide personalised, confidential access to expert support across key life stages including fertility, pregnancy, and menopause. Through Peppy, employees can access one-to-one consultations, evidence-based resources, and practical guidance, helping them navigate complex health needs without stigma or career compromise. This holistic approach empowers women to manage their wellbeing while maintaining progression and engagement at work.

"I am one of Capgemini's Endometriosis Champions because I understand, from lived experience, how profoundly menstrual and reproductive health can affect a woman's ability to work, progress and be seen as 'capable'. Living with endometriosis and going through early menopause showed me how invisible these challenges can be - and how easily they can impact confidence, performance and career momentum when support isn't there. Capgemini's approach means women don't have to hide, push through in silence, or compromise their careers to manage their health"



Toni Potter

Relationship Manager
Endometriosis Champion

"Gender equality and inclusion is not just about doing the right thing for society. It is critical for Capgemini's growth by ensuring we have diversity of thought, foster innovation, reflect the clients we serve and deliver valued business outcomes."



Melanie Christopher

Chief Sales Officer

- Menopause & Midlife**
 Dedicated policy, manager guidance, and workplace adjustments normalise conversations and reduce stigma. Our Multi-generational Age Inclusion Network has menopause inclusion as a strategic pillar, and we have a community of X number of Menopause champions. In the last 3 years, GPG for women aged 55 reduced from 25% to 15.6% and promotion rates have improved significantly.
- Fertility & Pregnancy Loss**
 Peppy support, paid fertility leave days for up to 3 cycles per year and lifetime medical benefit empower employees to navigate life stages without career compromise.
- Family Leave & Caring Responsibilities**
 Enhanced family leave policy for all parents and carers, supported by clear manager guidance and flexible return to work options. We actively promote equitable uptake across genders, with family leave ambassadors embedded within our inclusion networks to normalise caring transitions and reduce career penalty.
- Mental Health & Domestic Abuse**
 24/7 counselling, safe spaces, and Recognise–Respond–Refer frameworks protect wellbeing and safety. In the last 3 years, Wellbeing survey scores for women have risen by 0.3% indicating growing confidence linked to wellbeing support.
- Neurodiversity Diagnosis & Support**
 Recognising that health and inclusion intersect and that women with intersecting identities often face compounded barriers, Capgemini offers fast-track neurodiversity diagnosis and coaching for medical plan members.

This initiative reduces waiting times from five years in public healthcare to just six months, ensuring timely access to support for conditions such as Autism.

By embedding women’s health into our culture, we’re not just reducing stigma—we’re improving retention, narrowing pay gaps, and creating a workplace where every woman can thrive at every stage of life.

These actions are reinforced through inclusive leadership, accountability, active employee networks, robust policies, and ongoing community engagement.



Awards & Accreditations





Closing the gender pay gap is not a quick fix, nor is it something solved by a single initiative or reporting cycle. It is the outcome of sustained, structural change in how we attract, develop, reward and support talent at every stage of the employee lifecycle.

Our 2025 Gender Pay Gap results show **meaningful progress**, particularly in the reduction of the median pay gap, improved bonus outcomes, and increased representation of women across senior grades. These improvements reflect years of deliberate focus on fair hiring, equitable promotion, inclusive leadership and investing in long-term talent pipelines. They are encouraging signs that our approach is working.

At the same time, this report makes clear that **progress is not linear**, and that challenges remain, especially at mid-career stages and within senior and technical roles where historic gender imbalances across our industry continue to shape outcomes today. We are honest about these realities because transparency matters, and because acknowledging where we need to do better strengthens our ability to act. Closing the gender pay gap is ultimately about **opportunity, trust and accountability**. As a leadership team,

we remain committed to:

- building balanced pipelines into underrepresented roles,
- ensuring progression and reward processes remain fair and transparent,
- supporting colleagues through key life stages without career penalty, and
- holding ourselves accountable for sustained, measurable improvement.

This work will continue to evolve. We do not underestimate the scale of change required, but we are confident that by combining data driven insight with purposeful action, we can continue to narrow our gender pay gap and create a workplace where everyone has an equal opportunity to thrive.

Thank you to our colleagues, networks, and leaders who continue to play an active role in driving this change. Together, we are building a more inclusive organisation and future for women and girls across the UK.

Rob Walker

Managing Director UK

About Capgemini

Capgemini is an AI-powered global business and technology transformation partner, delivering tangible business value. We imagine the future of organizations and make it real with AI, technology and people. With our strong heritage of nearly 60 years, we are a responsible and diverse group of over 420,000 team members in more than 50 countries. We deliver end-to-end services and solutions with our deep industry expertise and strong partner ecosystem, leveraging our capabilities across strategy, technology, design, engineering and business operations. The Group reported 2025 global revenues of €22.5 billion.

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