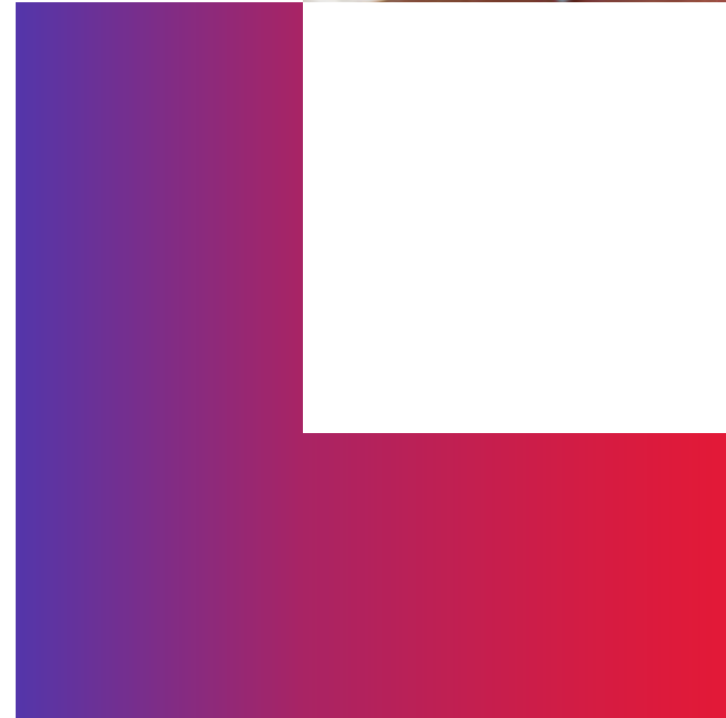


CGI UK Ethnicity Pay Gap Report 2025

CGI



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This report helps us measure the progress we are making to ensure that CGI Partners from ethnic minority backgrounds are fairly represented at all levels of our business.

I'm pleased to share CGI's fifth Ethnicity Pay Gap and representation report. At CGI we remain committed to helping our employees (CGI Partners*) achieve their career potential in a diverse and supportive environment.

This year we are reporting a median ethnicity pay gap of 3.8% and mean pay gap of 7.6%. Both figures have slightly increased compared to last year. This reflects continued growth in the number of CGI Partners from ethnic minority backgrounds, particularly those at an earlier career stage, which has increased representation in lower pay quartiles.

During the year we welcomed almost 2,000 new CGI Partners into our business with the acquisition of BJSS. As these new CGI Partners were not part of our business at the time of reporting, they are not included in the data represented here.



Tara McGeehan

President, CGI UK & Australia Operations

*As a company with a unique ownership culture, we call our employees 'CGI Partners' as the majority are shareholders in our company.

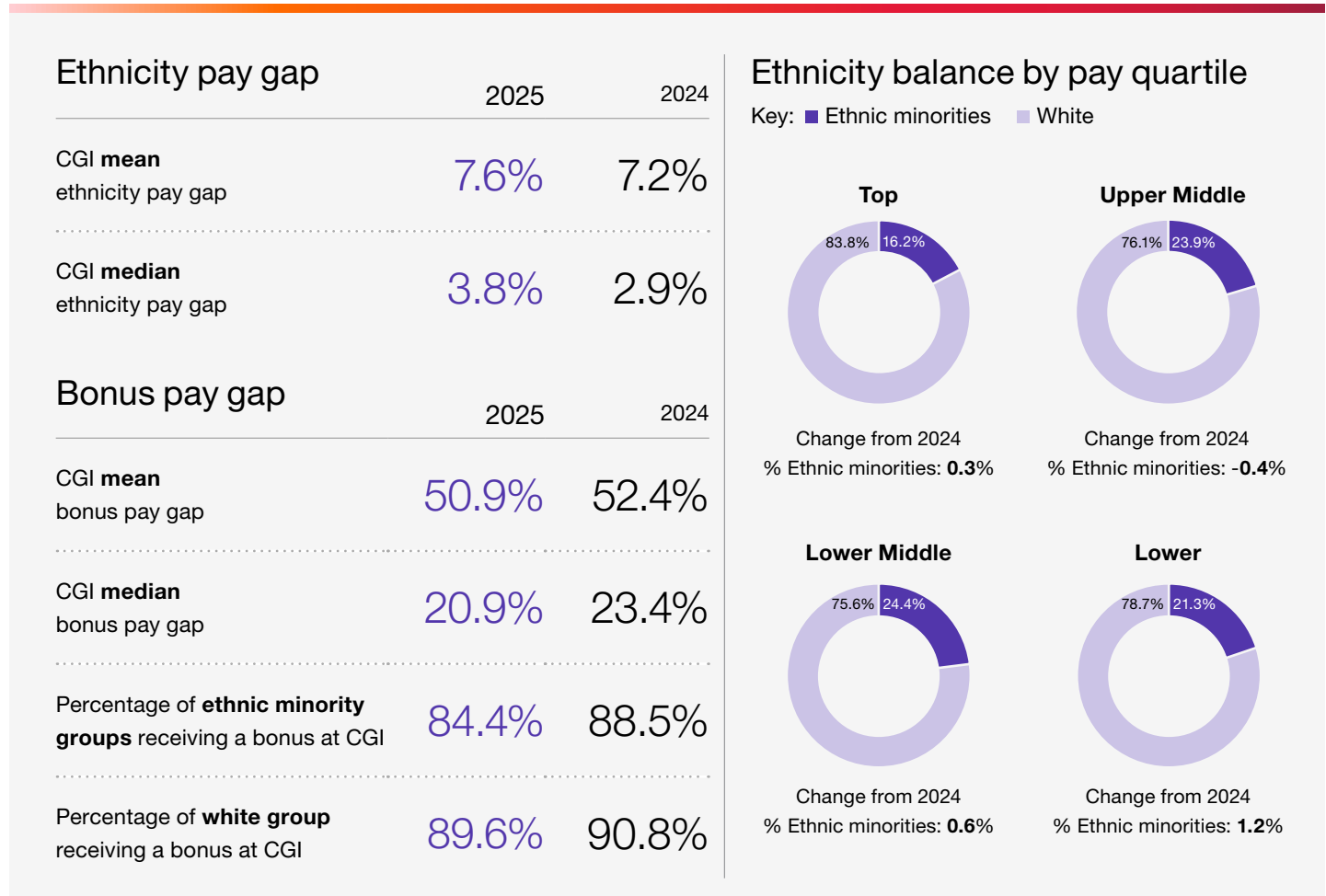
Ethnicity Pay Gap report

We measure the pay gap between CGI Partners who have declared themselves as being from an ethnic minority background and those who have declared themselves as white, using the same methodology as gender pay gap reporting.

This reporting year the **mean gap increased by 0.4% to 7.6%**, and the **median by 1.1% to 3.8%**. With the overall representation of CGI Partners from ethnic minority backgrounds increasing during the year, we have observed most pay quartiles also seeing an increase. The largest increases in representation were within the lower pay quartiles, reflecting higher levels of recruitment of ethnic minority CGI Partners into more junior roles.

The top pay quartile remains the least ethnically diverse, although representation has increased slightly by 0.3%. As progression into senior roles increases over time, we expect this to support a reduction in the overall pay gap.

The bonus pay gap has improved compared to last year with a narrowing of the gap. However, it remains relatively wide, reflecting the lower representation of CGI Partners from ethnic minority backgrounds in the most senior job grades, where bonus opportunity is typically higher. We remain focused on supporting progression into senior management roles to help address this imbalance over time.



We report pay gap figures on a mean and median basis. The mean measure is a simple average of pay across the relevant population. The median takes that same population and shows the midpoint pay value when they are ranked from highest to lowest. Our ethnicity pay gap measures the difference in pay between those who have classified their ethnicity as white, compared to those from other ethnic groups. Pay quartiles divide our people into four evenly populated groups based on their hourly salaries. This lets us compare detail on pay gaps and representation between different pay levels.

Ethnicity representation

	2025	2024	2021 Census data*
Ethnicity representation	%	%	(Eng & Wales) %
Black, Asian and Minority Ethnic	18.6%	18.2%	18.3%
White	69.2%	69.1%	81.7%
Prefer not to say	3.2%	3.5%	
Unknown	9.0%	9.2%	
Grand total	100%	100%	

	2025	2024	2021 Census data*
Ethnicity representation by group	%	%	(Eng & Wales) %
Any other ethnic group	0.8%	0.8%	2.1%
Asian/ Asian British	13.1%	13.0%	9.3%
Black/ African/ Caribbean/ Black British	3.1%	2.8%	4.0%
Mixed/ multiple	1.6%	1.7%	2.9%
White	69.2%	69.1%	81.7%
Prefer not to say	3.1%	3.5%	
Unknown	9.0%	9.2%	
Grand total	100%	100%	

*Census data published by Office for National Statistics.

Getting behind the numbers



The ethnicity representation table (on page five) shows the ethnic diversity of CGI's UK workforce as of April 2025, alongside figures for April 2024 and 2021 Census data for England and Wales.

Ethnic minority representation in CGI increased during the year and remains broadly in line with the most recent England and Wales census data.

The largest year-on-year increase was for Black/African/Black British/Caribbean CGI Partners. The proportion of people selecting 'prefer not to say' or with unknown ethnicity has reduced further.

To improve our understanding of the CGI Partner population, we continue to encourage all CGI Partners, including recent joiners, to record their ethnicity.

What we are doing

At CGI, we are strengthening our commitment to creating a workplace where everyone feels included and supported to succeed. Our focus is on embedding inclusion into how we work every day, ensuring that CGI Partners of all ethnicities and backgrounds have equal access to opportunities and feel valued for who they are.

We continue to listen to CGI Partners and use their feedback and experiences to guide our actions. By combining these insights with data, we are building an approach that is both people-focused and grounded in evidence.

Our **Race, Ethnicity and Cultural Heritage (REACH) Network** plays a central role in this work. Through collaboration, education and celebration, REACH strengthens understanding, builds allyship and connects CGI Partners across different communities.

This reporting year, we have continued to support the growth and progression of ethnic minority talent while celebrating cultural diversity across our business. Highlights include:

- Delivering a dedicated **'DE&I at CGI' integration session** for new joiners following the BJSS merger, reinforcing our values and commitment to inclusion.
- Hosting our first **Future Black Leaders networking event**, welcoming 40 Black heritage university students and recent graduates to learn more about careers at CGI.



- Marking **Lunar New Year** and welcoming the Year of the Wood Snake with office events featuring traditional activities and food, cultural insights and shared celebrations.
- Kicking off **Ramadan** with a 'Chai and Chat' session where colleagues shared personal reflections on the month's significance.
- Celebrating **Eid** through lunches, learning sessions and cultural activities that created spaces to connect, share food and learn together.
- Hosting **Diwali** celebrations across many CGI offices, bringing CGI Partners and local communities together to honour the Festival of Lights.
- Sharing a weekly REACH Network **South Asian Heritage Month** newsletter celebrating the diverse cultures of South Asia, including recipes, recommendations and local events.
- Delivering a lunch & learn session during **Rosh Hashanah** exploring aspects of Jewish culture, traditional foods and the significance of the festival.

- Hosting a 'Saluting our Sisters' lunch & learn session for **Black History Month**, recognising the achievements and contributions of Black women past and present.
- Running a dedicated session exploring the importance of **Black history education** in schools and within business.

Fostering our Diversity, Equity & Inclusion (DE&I) culture involves focusing on every area of the CGI Partner experience, from recruitment through learning and development, and the day-to-day working experience.





We are **#UnconditionallyInclusive**

As part of our continued focus on building an **unconditionally inclusive culture**, we've driven several initiatives:

- We introduced our next phase of **mandatory DE&I training**, 'The CGI Journey to Becoming an Upstander', encouraging everyone to challenge bias, understand their role in fostering inclusion and take positive action to support others. It featured members of our DE&I Networks [sharing personal experiences](#), highlighting real voices and perspectives.
- Our **11 Partner-led DE&I Networks** provide spaces for connection, learning and support, representing a wide range of identities and lived experiences, including gender, ethnicity, ability, neurodiversity and more.
- We launched our **Mentoring Hub**, providing personalised mentoring to support career growth. CGI Partners can connect with mentors aligned to their goals, helping to strengthen progression and representation across our workforce.
- Our **DE&I Networks panel discussion**, hosted by Tara McGeehan (UK & Australia SBU President), brought together Network leads to offer insights into their purpose, goals and how people can get involved.
- We strengthened **support for CGI Partner progression** by increasing visibility of our promotions process through dedicated lunch & learn sessions, articles and career stories highlighting those who have successfully advanced through internal promotion.

Awards

Our commitment to inclusion was recognised this year across several awards:

CGI was named a **Sunday Times Best Places to Work 2025** for the third year in a row, with recognition in four major categories – including ‘Best Very Big Company to Work for in the Technology Industry’. We were ‘Highly Commended’ in the employee wellbeing and employees aged 55+ categories.



A CGI Partner from our REACH Network won ‘Ally of the Year’ at the **Black Tech Achievement Awards 2025** for her work in driving inclusion for Black professionals in tech.



Our [#NoHoldingBack campaign](#), showcasing the inspiring journeys of three CGI Partners, received extensive industry recognition:

Women in Tech Employer Awards 2024 – winner of Best Recruitment Marketing Campaign. Our Women’s Network was also highly commended for ‘Best Employer Network’.

Internal Communications and Engagement Awards 2024 – Gold for Best Use of Video and Animation and Best DE&I Initiative.

Recruitment Marketing Awards 2024 – winner in Social Media Video category and shortlisted for three categories including **Diversity & Inclusion Initiative**.

Employer Brand Management Awards 2024 – Gold for Best Ongoing Commitment to Employer Brand Management, and two Bronze including for **Best Diversity and Inclusion Strategy**.

Lens Awards 2025 – Gold for ‘Best Use of Video to support EDI’ and Silver for ‘Best Innovation’.

Recruitment Advertising Awards 2025 – finalist ‘Single Use of Video’ and ‘Video Campaign’ categories

Looking forward

As we continue progressing our DE&I journey, CGI remains committed to creating a workplace where **CGI Partners from all ethnic backgrounds feel valued, supported and able to succeed.**

In the year ahead, we will:

- Continue to deliver **DE&I training**, strengthening understanding and equipping CGI Partners with the skills needed to foster inclusion and challenge bias.
- Enhance our **inclusive recruitment practices** to attract and retain talent from underrepresented ethnic groups, ensuring our hiring processes are accessible and inclusive from first contact.
- Publish our **'Ally Guide'**, offering practical support to help CGI Partners champion inclusion and stand alongside colleagues from diverse ethnic and cultural backgrounds.
- **Increase awareness of progression pathways**, supporting career development through clearer guidance on the promotions process and continued focus on equitable access to opportunities.
- **Review and evolve our policies**, ensuring they remain inclusive and aligned with the needs of our diverse workforce.



Our networks

We remain committed to building an unconditionally inclusive culture, recognising that inclusion is key to our success

Our [11 Partner-led DE&I networks](#) play a vital role in this by creating spaces for support and connection, offering opportunities for all to get involved.

Membership is open to everyone, with strong encouragement for ally participation.



[What is DE&I, really? | CGI UK](#)

Ability Network

Bereavement Support Network

LGBT+ Network

Men's Health & Wellbeing Network

Neuroverse Network

Parental Support Network

Part-time Network

Race, Ethnicity & Cultural Heritage (REACH) Network

Uniformed Services Network

Women's Network

Young Professionals Network

Find out more about [our networks](#).

About CGI

Insights you can act on

Founded in 1976, CGI is among the largest IT and business consulting services firms in the world.

We are insights-driven and outcomes-based to help accelerate returns on your investments. Across hundreds of locations worldwide, we provide comprehensive, scalable and sustainable IT and business consulting services that are informed globally and delivered locally.

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