Coforge

Employee Benefits

2025-26

Gender pay gap

Coforge undertook a gender pay gap review during the year to assess parity in compensation across the organisation. Our analysis for the current financial year shows significant improvement in identified gaps from last fiscal as result of focused interventions. We remain committed to pay equity and will continue to review our practices and take action where needed to support fair and transparent compensation.

Category-wise remuneration, FY2025–26

Particulars	Male – Headcount	Male – Median remuneration (INR)	Female – Headcount	Female – Median remuneration (INR)
Board of Directors (BoD)	6	4,48,13,976	1	1,62,94,078
Key Managerial Personnel (KMP)	1	9,32,40,269	1	83,12,790
Employees other than BoD and KMP	20,300	14,53,324	8,053	9,49,394

Mean remuneration, FY2025–26

Mean male salary (INR)	Mean female salary (INR)
17,58,774	13,11,307

Annual total compensation ratio

	FY2025-26	FY2024-25
Ratio of the annual total compensation for the organisation's highest-paid individual (CEO) to the median annual total compensation for all employees (excluding the highest-paid individual)	1:28	1:19

Remuneration policy

At Coforge, our remuneration framework is designed to support a high-performance culture while ensuring fairness, equity, and alignment with organizational objectives. The Company follows a structured **Global Rewards Policy** that provides employees with **market-aligned, compliant, and non-discriminatory compensation,** rewarding both performance and long-term contribution.

Our remuneration philosophy is grounded in key principles of **performance differentiation, market competitiveness, and pay equity,** ensuring that compensation reflects individual, team, and organizational outcomes. The Company regularly benchmarks its compensation practices against global and regional industry standards to attract and retain talent while maintaining internal parity.

Coforge adopts a comprehensive **"Total Rewards"** approach, integrating multiple components such as fixed pay, variable pay, benefits, long-term incentives, and career development opportunities. This holistic framework is designed to create a strong employee value proposition and support long-term engagement and growth.

Compensation decisions are closely linked to the Company's **performance management framework,** where employee goals and key performance indicators are aligned with business priorities. Annual compensation reviews are conducted through a structured, data-driven process that considers factors such as individual performance, market benchmarks, internal equity, and overall company performance.

The policy also reinforces Coforge's commitment to **fairness, transparency, and equal pay for equal work,** ensuring that employees performing similar roles under comparable conditions receive equitable compensation, without bias or discrimination.

To ensure consistency and governance, remuneration processes are supported by **automated systems, multi-level reviews, and formal approval mechanisms,** enabling transparency and accountability in compensation decisions across the organisation.

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Workforce transition

We support employees through career transitions, particularly those approaching retirement. Structured transition assistance programmes help facilitate continued employability and smooth career endings. For high-performing retirees, we also provide opportunities to engage as consultants, leveraging their expertise post-retirement.

Comprehensive guidance is extended to retiring employees to help them plan and manage retirement benefits, including provident fund, pension schemes, gratuity, and superannuation.

Parental leave

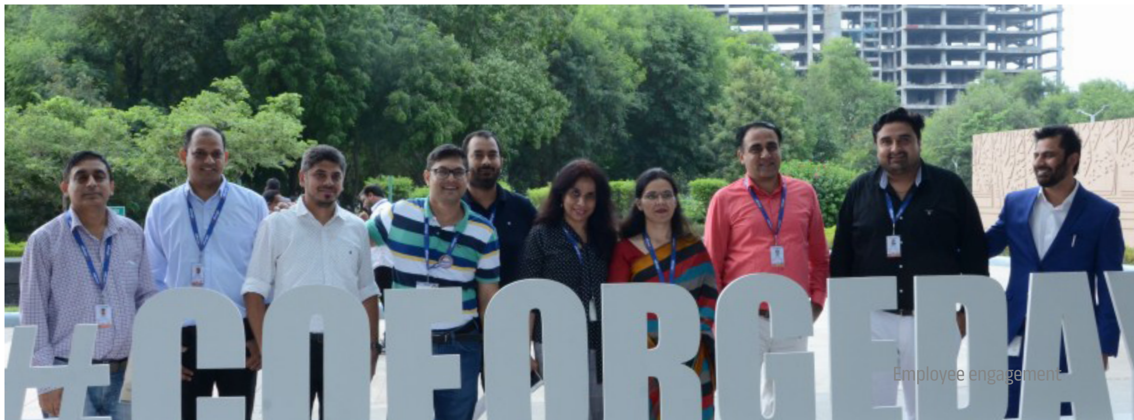
We provide parental leave benefits to support employees during important life stages, ensuring job security and work life balance. We offer equal opportunities for all parents, with flexible work options and smooth reintegration post leave.

Statistics for parental leave

Parental leave		FY2025-26		FY2024-25	
		Number	Rate (%)	Number	Rate (%)
Total number of employees that were entitled to parental leave, by gender	Male	19,096	100	19,352	100
	Female	7,837	100	7,510	100
Total number of employees that took parental leave, by gender	Male	796	4	716	3.6
	Female	570	7.2	477	6.4
Total number of employees that returned to work in the reporting period after parental leave ended, by gender	Male	796	100	695	97
	Female	568	99.6	463	97
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender	Male	679	85.3	599	86.1
	Female	467	82	366	76.7
Return to work rates of employees that took parental leave, by gender	Male	796	100	695	97
	Female	568	99.6	463	97
Retention rates of employees that took parental leave, by gender	Male	679	85	599	84
	Female	467	82	366	77

Employee benefits across lifecycle

We adopt a holistic **"hire-to-retire"** philosophy that places our employees at the centre of every stage of their journey with the organisation. From attracting and onboarding talent, including engineering and non-engineering fresh graduates, as well as engaging with college interns, we focus on building a strong early talent pipeline. Through structured onboarding, hands-on learning, and targeted capability building initiatives, we ensure that early career talent is client-ready and equipped with relevant corporate exposure. Our approach emphasises continuous learning, sustained employee engagement through thoughtfully designed programmes, clear career progression pathways, and robust performance and recognition frameworks to drive growth and motivation. In line with our "AI first" approach, we are committed to building a future-ready workforce through continuous learning and targeted upskilling initiatives. Employees have access to a range of in-house and external development programmes focused on AI, digital technologies, and emerging skills, helping them stay relevant, enhance their capabilities, and support evolving business and client requirements. Anchored in wellbeing, inclusion, and flexibility, we support employees through key life stages such as parenthood, while also ensuring long-term financial security through comprehensive benefits and retirement planning. As employees transition towards retirement, we continue to provide structured support, facilitate knowledge continuity, and create avenues for post-retirement engagement. This end-to-end focus reflects our belief that a positive and empowering employee experience is fundamental to building a resilient, high-performing, and future-ready organisation.



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