

2026

UK Gender Pay Gap Report



Introduction

Diversity, inclusion, and equity are not things that are just nice to have; they are essential to the success of Cloudflare's business. The reason is simple. Diverse teams are more effective, innovative, and better positioned to drive growth and, without an equitable and inclusive working environment, our diverse teams won't succeed.

Cloudflare's mission is to help build a better Internet and, in order to do this, we need a range of perspectives and approaches. Since founding Cloudflare, we set out to cultivate and maintain an inclusive workplace which empowers all employees to show up, as their full selves, and do their best work.

We support the UK Government requirement that companies with 250 people or more must report and publish specific figures about their gender pay gap. We use the Government's defined methodology to calculate the mean and median pay and bonus gaps based on payroll data as of the 5th of April 2025, which is the **snapshot date**.

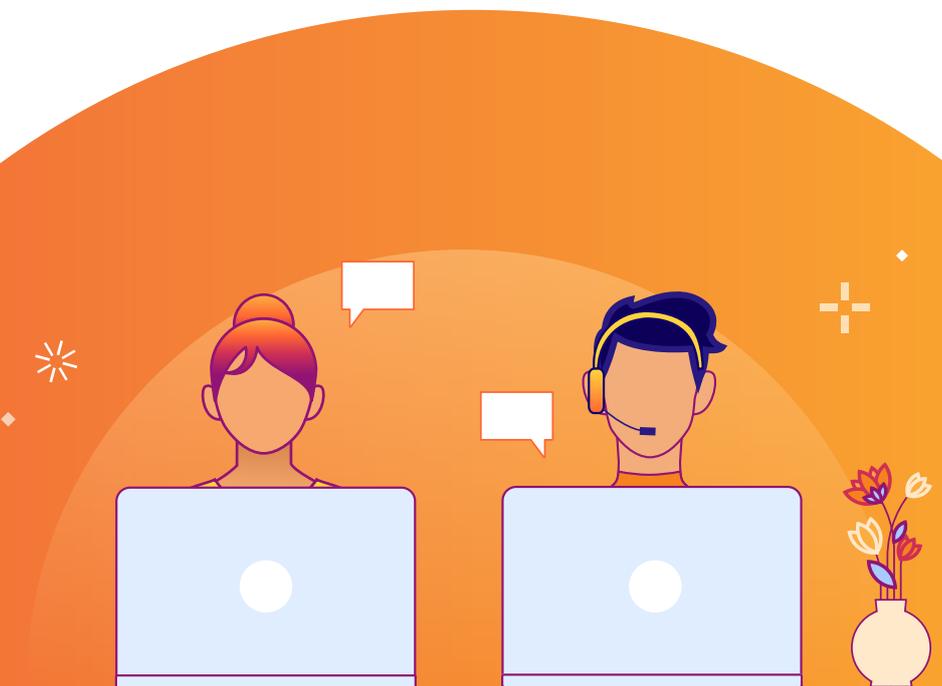
The **mean pay** is the average figure, obtained by adding all the salaries of relevant employees and dividing them by the number of employees. The **mean pay gap** is calculated based on the difference between the mean figure for men's pay and the mean figure for women's pay which is then divided by the mean pay.

The **median pay** is the middle number of all the salaries for women/men when grouped in order from smallest to largest. The **median pay gap** is calculated based on the difference between the middle number for men and the middle number for women which is then divided by the male median pay.

We note that, because of the requirements to report data in a binary way, we're unable to reflect non-binary or other genders in this report.

Cloudflare is committed to fair pay and, as part of our culture and compensation philosophy, we conduct regular pay parity analyses. These analyses evaluate compensation by country, role, and job level to actively identify and correct any pay discrepancies for under-represented groups, ensuring equal pay for equal or equivalent work.

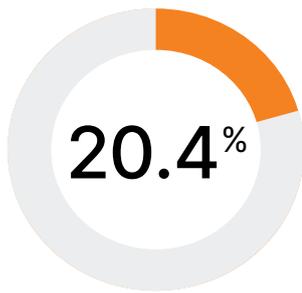
It is important to understand that the figures in this report reflect the UK Gender Pay Gap, across the entire UK employee population. Unlike our equal pay analysis, these reported figures do not take into account factors such as seniority, tenure, or specific specialist roles. As such, the pay gap exists primarily due to the distribution of men and women across different levels and types of roles within the UK organisation.



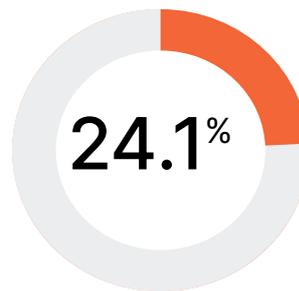
Results

Our results are as follows (mean and median pay gaps are expressed as a percentage of men’s pay):

Hourly summary – The figures show our hourly gender pay gap (excluding bonus pay).

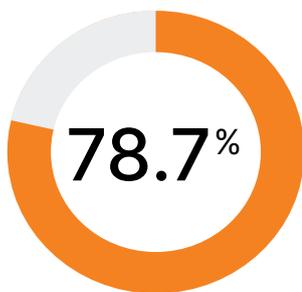


Mean gender pay gap in hourly pay

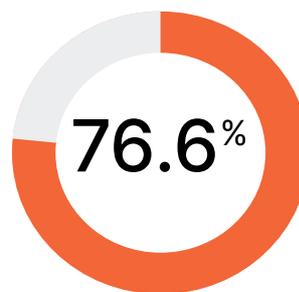


Median gender pay gap in hourly pay

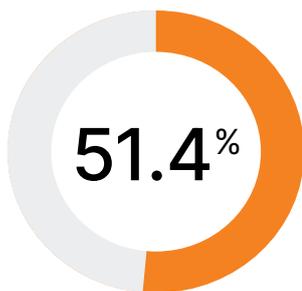
Bonus pay summary – The figures reflect the percentage of male and female employees who receive (a) both commission payments and to whom equity has been granted, (calculated based on the point that the equity vests) or (b) those who are not eligible for commission (i.e., non-Sales employees) but to whom equity has been granted (again, calculated based on the point that the equity vests).



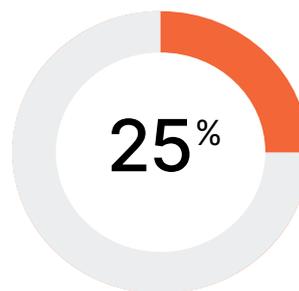
Proportion of relevant male employees with bonus pay



Proportion of relevant female employees with bonus pay



Mean gender pay gap in bonus pay

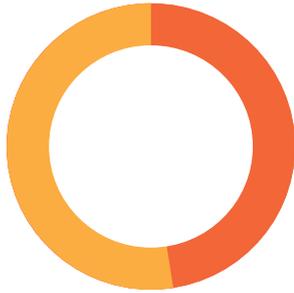


Median gender pay gap in bonus pay

Quartile summary – The figures show the gender distribution across four equally sized quartiles.

Lower quartile:

Men: **2025: 52.3%** (2024: 53.9%)
 Women: **2025: 47.7%** (2024: 46.1%)



Lower middle quartile:

Men: **2025: 71%** (2024: 65.8%)
 Women: **2025: 29%** (2024: 34.2%)



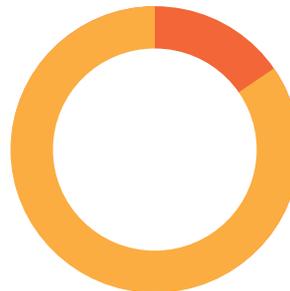
Upper middle quartile:

Men: **2025: 77.7%** (2024: 75.2%)
 Women: **2025: 22.3%** (2024: 24.8%)



Upper quartile:

Men: **2025: 84.7%** (2024: 85.3%)
 Women: **2025: 15.3%** (2024: 14.7%)



The results explained

There is much work to be done to eliminate the gender pay gap at Cloudflare and across our industry.

Impact of disproportionate representation across quartiles

Much of the imbalance in the figures shown above, is due to the overrepresentation of men in the upper quartiles and highly technical roles within our organisation, where compensation package levels are typically higher. The disproportionate number of men in senior roles in technology companies continues to be a challenge that we and our peers face in closing the pay gap.

Bonus pay structure

Bonus pay at Cloudflare includes equity in the form of Restricted Stock Units (“RSUs”). Since the bonus pay figures above reflect the date on which an employee’s RSUs vest (rather than when they are granted), they do not show what is actually being granted to employees at any given time. This means those who have been at the company longer will have had more vesting windows and may have been able to benefit from the rapid increase in Cloudflare’s stock price over the past couple of years, whereas those who started more recently will have had less vesting opportunities and may not see similar stock price increases.

Initiatives

Today, with more than 5,000 employees around the world, we continue to invest across a range of initiatives to continue closing the gender equity gap.

Inclusive hiring processes: Our hiring process requires structured interview plans that create an equitable interviewing process for all candidates. We provide bias awareness training for managers to avoid bias in the recruitment process.

Support for women in the workforce: We facilitate business resource groups where women at Cloudflare can openly discuss concerns, share ideas and successes, and participate in learning opportunities to ensure that they have the tools they need to progress and have their voices heard in the workplace. We also have specific mentorship programs for women in Engineering and Sales.

Family-friendly working environment: Through a comprehensive and equitable leave program for all new parents (birthing, adoption), flexible working policies, and supportive benefits schemes, Cloudflare enables its employees to manage their family commitments, without sacrificing career advancement.

Diversity and inclusion programmes for everyone at Cloudflare: We hold workshops for all employees and managers on unconscious bias, building an awareness of how behaviour and language can support or harm inclusivity. All employees have access to an independent and confidential platform where they can raise issues of bias, discrimination, and harassment in the workplace.

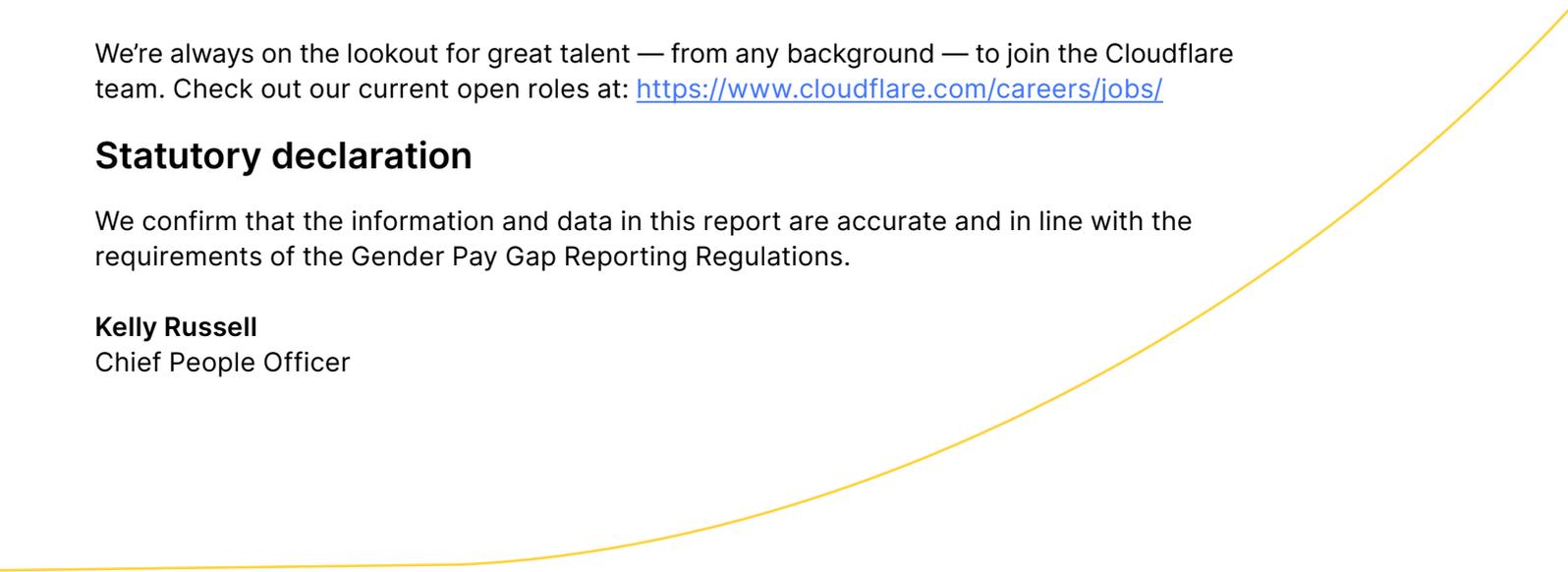
We’re always on the lookout for great talent — from any background — to join the Cloudflare team. Check out our current open roles at: <https://www.cloudflare.com/careers/jobs/>

Statutory declaration

We confirm that the information and data in this report are accurate and in line with the requirements of the Gender Pay Gap Reporting Regulations.

Kelly Russell

Chief People Officer





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