

2026

France 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.

French Gender Equality Index

French law sets out five indicators of workplace gender equality that companies are required to measure. This Gender Equality Index is published on April 1, 2026 and looks at Cloudflare data from 2025. Based on the applicable criteria and calculations, we scored 89 out of a possible 100 points. For comparison, the average score companies reported in 2025 was 91 points.

Here's how that breaks down across the five measurements as laid out by French law for companies with more than 50 employees in France.

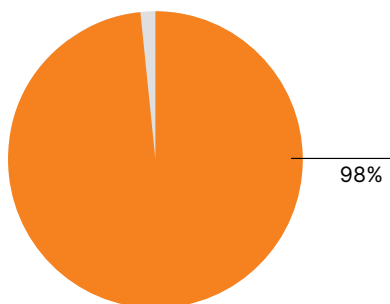




Indicator 1: Pay Gap

What it measures: Pay equality between men and women within comparable jobs and age groups

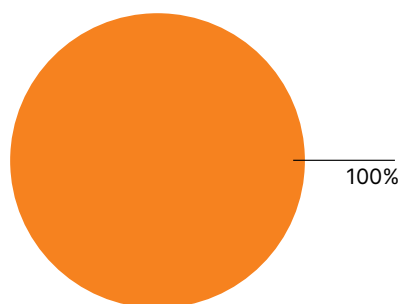
What we scored: 39 out of 40



Indicator 2: Individual Raises

What it measures: Fairness in salary raises between men and women

What we scored: 35 out of 35



Indicator 3: Promotions

What it measures: Promotion rates between men and women in comparable jobs. For companies with under 250 employees it can be calculated over 3 years

What we scored: Not applicable - we have not reached a 3 year reference period to calculate this indicator



Indicator 4: Maternities

What it measures: Employees that receive a pay rise after maternity leave

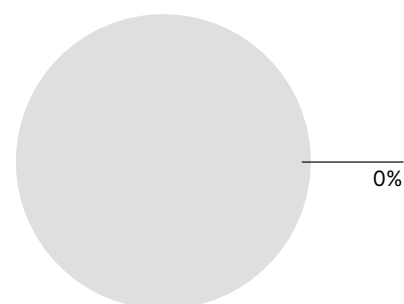
What we scored: 15 out of 15



Indicator 5: Gender distribution among the 10 highest paid employees

What it measures: Of the 10 highest paid employees, how many are men vs women

What we scored: 0 out of 10



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.

Pay parity analysis: We conduct regular pay parity analyses that evaluate pay by country, role and job level in order to identify any pay discrepancies based on under-represented groups and make adjustments where necessary to ensure pay parity.

Support for women in the workforce: We host employee resource groups where women at Cloudflare can openly discuss concerns, share ideas, 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.

Diversity and Inclusion Programmes for Everyone at Cloudflare: We hold workshops for all employees 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/>





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