

arm

MARCH 2026

France Gender Pay Gap Report 2026



CEO STATEMENT

Arm is the industry's highest-performing and most power-efficient compute platform worldwide. We deliver this with the strength of our people and the broad ecosystem of software partners who support and enable the use of Arm technology, from the edge to the physical world and the cloud. As AI accelerates everywhere, our North Star remains clear: to build the future of computing on Arm, together, for everyone.

A big part of how we achieve that North Star is our commitment to diversity, equity, and inclusion (DEI). Our DEI efforts play an important role in creating an environment of high performance and collaboration where everyone can thrive and help us reach our shared business goals.

Our culture is what turns ambition into action. In 2025, we launched the 10x Mindset—a call to our people to aim high, reimagine what's possible, and ask, "What would it take to make this ten times better?" This mindset fuels creativity, challenges convention, and sharpens our focus on what truly matters. Importantly, it's something we unlock collectively. When we combine our diverse strengths, challenge each other skilfully, and tackle complex problems together, we amplify our impact.

We also have a strong commitment to ensuring fair pay for those doing comparable work and take proactive measures to reduce potential bias in pay. Each year, we perform an internal, enterprise wide equity review during our mid-year and annual review processes, along with a global fair pay analysis to root out any potential bias. Finally, we are committed to pay transparency. We provide our people with their salary in the context of their salary range, and we are making great progress in publishing salary ranges externally in our job postings.

We've made meaningful steps toward greater equality, but we recognize there is more to do—with specific focus on the growth and advancement of women at Arm. We will continue taking proactive measures to help more women succeed and make significant contributions. Whether it's expanding the partners we work with to recruit talent or working with our Early Careers team to attract more women to Arm, we remain dedicated to building a strong, diverse pipeline of talent across our business. This work is supported by our Women@Arm Employee Resource Group, which plays an important role in engaging, inspiring, and empowering women across our global footprint.

Externally, we also recognize that we have a role to play in building the future pipeline of talent in engineering and technical fields. That's why we support numerous organizations and community initiatives that open pathways for people from different backgrounds to explore careers in science, technology, engineering, and math (STEM).

Improving the gender pay gap within the technology industry is not something we can do alone, and meaningful progress will take time. However, we are unwavering in our commitment to bringing the best talent to Arm and fostering an inclusive culture where everyone, regardless of background, has the opportunity to grow and contribute to our collective success.



RENE HAAS, CEO



What is the France Gender Pay Gap?

As an employer with over 50 employees in France, Arm is required by law to undertake this reporting, which involves carrying out calculations that show the difference between various components of compensation and progression for men and women, ultimately producing an overall gender equality index score for the company. It does not involve publishing any individual employee data. Companies are required by law to externally publish the overall score on their websites.

The Regulations apply to all private sector employers (including charities) operating in France with 50 or more employees and companies are required to publish their index score externally by the 1st March each year.

The calculations that underpin the score were defined by the Government as part of the 2019 regulations. The 2024/2025 score has been calculated in accordance with these regulations.

The score is based on generalized data from Established and Fixed Term colleagues and is calculated using five elements:

1. Gender pay gap (including base salary and other variable elements of the package)
2. Gender distribution of individuals with pay increases
3. Gender distribution of individual promotions
4. Percentage of women with pay increases after their maternity leave
5. The number of men and women within the top 10 highest remuneration employees



Arm France 2024/2025 results

Arm has completed the analysis for the period of 1st April 2024 to 31st March 2025 based on pay data of 445 Arm employees (387 males and 58 females) and reports a score of 84 points.

Our Strategy

DIVERSITY, INCLUSION AND EQUITY (DEI) INITIATIVES

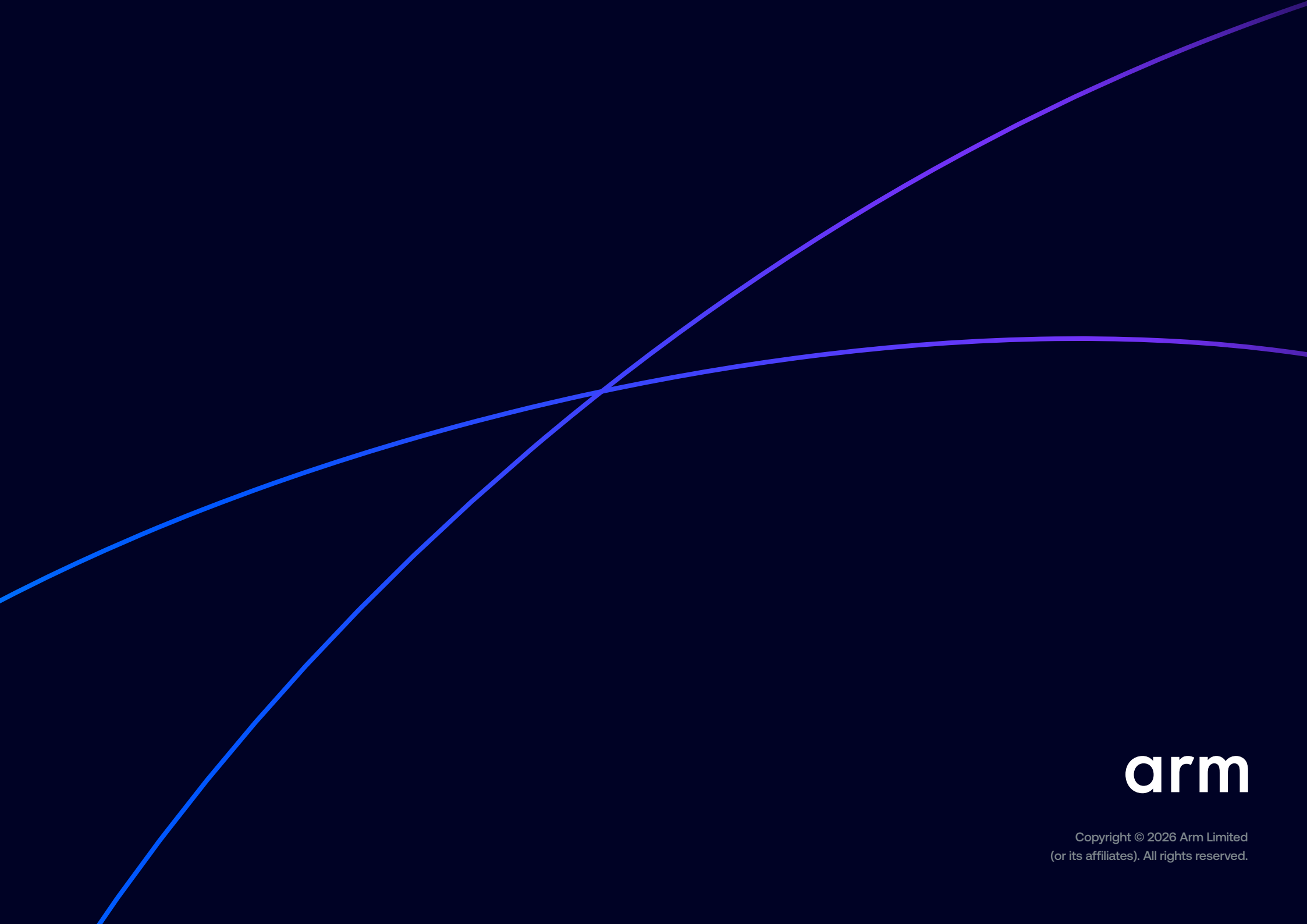
At Arm, we define diversity as the visible and invisible traits and experiences that make each person unique. We are dedicated to building an environment where everyone has the opportunity and support to succeed.

Our aim is to attract, develop, and retain diverse talent across all levels. In our technical sector, male representation continues to dominate across most grades, especially in engineering roles. Nonetheless, we are committed to ensuring equal treatment and opportunity for all genders, while also investing in outreach efforts to strengthen the pipeline of future female engineers.

Employee Resources Groups (ERGs) are groups of underrepresented and marginalized individuals who come together based on primary dimensions of diversity and shared experiences. Our ERGs bring inclusion to life by focusing on topics, events, and initiatives throughout the year that help their communities thrive and contribute to Arm. Arm has a variety of networks in place to inspire, engage and connect everyone together to ensure an inclusive environment.

Some of our current efforts include:

- Conducting global Fair Pay audits throughout the year to ensure pay equity across gender, age, and ethnicity. Following transition to a platform rather than using an external consultancy, we now have the ability to conduct anytime Fair Pay analysis.
- Using inclusive hiring tools to eliminate bias in job descriptions
- Participating in diverse recruitment and university programs
- Integrating inclusive behaviours into our annual performance appraisals
- Encouraging participation in Employee Resource Groups (ERGs) and DEI learning pathways available for everyone on the Intranet.
- Arm France has a Women's network which has a mission to encourage professional development of women working at Arm France through networking opportunities, mentoring and career boosting programs. All of these are intended to enable them to flourish and reach their full potential.
- We also work with local schools to raise awareness of STEM careers and promote the Engineering path in various school stages, such as middle school and high school.
- Celebration of key events such as, Ada Lovelace day and "National Breast Cancer Awareness Month" (Octobre Rose)
- Base salary is maintained during maternity leave
- Insurances are maintained during parental leave(s)



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