arm

MARCH 2026

UK Gender Pay Gap Report 2025



CEO Statement

Arm delivers the technology industry's most ubiquitous compute platform. We do this with the strength of our people and the broad ecosystem of software partners who support and enable the use of Arm technology, from edge to cloud across the globe. 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 higher, 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. And importantly, it's something we unlock collectively. When we combine our diverse strengths, challenge each other thoughtfully, 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 with a third party 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—especially in supporting the growth and advancement of women at Arm. We continue to take proactive measures to help more women succeed and make significant contributions. One example is 'Power Chats Live!', a speed mentoring event we conduct to connect women who are career explorers with senior leaders who serve as advisors. We're also expanding the partners we work with to recruit talent, such as the Global Semiconductor Association Women's Leadership Initiative (GSA WLI), and we're working with our Early Careers team to attract more women to Arm through ongoing campus efforts. We remain dedicated to building a strong, diverse pipeline of great talent across our enabling functions and technical and engineering areas. 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). Our Inclusive Pathways strategy brings together cross-functional teams from various departments to work together on social impact and STEM initiatives at the enterprise level, amplifying our collective efforts to provide opportunities to women and underrepresented groups and drive greater global impact. World 50 has recognized Arm's innovative work in this space with the Open Doors Award for inspiring and supporting the next generation of innovators.

Improving the gender pay gap within the technology industry is not something we can do alone, and meaningful progress will take time. But 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 UK Gender Pay Gap?

Since 2017, all UK companies with 250 or more employees are required to report on gender pay gap and bonus gap under the Equality Act 2010 (Gender Pay Gap) Regulations 2017.

Reporting requirements include:

- Mean and median UK gender pay gap
- Mean and median gender bonus gap
- The proportion of men and women receiving bonuses
- The proportion of men and women in each quartile of the organisation's pay structure.

The UK gender pay gap measures the difference between the average hourly earnings of men and women across the organisation. This includes base pay, allowances, and any bonus or other incentive pay. The gender bonus gap measures the difference in bonus payments received by men and women over a given period.

Both metrics compare overall earnings across the organisation, regardless of role or experience. As a result, the figures are influenced by how men and women are represented at different levels of the organisation, particularly in senior roles.

This is different from equal pay for equal work. Equal pay ensures individuals receive comparable pay for doing the same, or similar, work.

This report sets out the UK gender pay gap and bonus gap at Arm Limited. The pay data of **3,520** UK Arm employees was analysed as of 5 April 2025 (**2,786** males and **734** females), including all UK full and part-time employees and casual workers. The data does not include freelancers or other staff not on the Arm UK payroll. Anyone not receiving full pay on 5 April 2025 was excluded from the hourly pay calculations.

The bonus data was taken between 6 April 2024 and 5 April 2025.

Gender has been analysed and reported in a binary manner for the purpose of the UK Gender Pay Gap reporting requirements. However, we understand that gender is more complex than "male" and "female" and some people identify with a non-binary gender. At Arm, we welcome and support all individuals regardless of their gender and remain committed to ensuring that people receive equal pay for equal work.



MEAN

The mean is calculated by adding up the total pay of employees and dividing by the number of employees in the list. This calculation is completed separately for men and women. While useful, this true average is easily skewed by a small number of high or low earners.

MEDIAN

The median is the number which is in the middle of a ranking of pay from lowest to highest. This is broadly understood to be the best representation of typical pay as extremes of low and high pay do not affect the median.

AT A GLANCE

Our Results

Our population as of April 2025, was made up of **79%** males and **21%** females.

In April 2025, the mean gender pay gap for Arm Ltd was 16.40%, which was a decrease of 0.94% and the median pay gap stayed the same at 17.41%.

Our mean bonus gap was 36.34%, which is an increase of 5.27% and the median was 40.78%, which is an increase of 10.56%.

There is variance in our pay and bonus gaps due to more men than women working in technical roles, particularly in senior positions where higher levels of compensation are paid, which therefore impacts our pay and bonus gap.

We continue to focus efforts on ensuring Arm is an attractive and supportive employer for women. Whilst we recognise it will take time before we see more balanced representation across all levels of the organisation, we are pleased to see an increasing proportion of women in VP+ roles.

Arm is committed to fair and unbiased hiring, development, and reward practices. We strive to create a safe, inclusive, and flexible workplace where everyone can do their best work.

ARM LTD 2024/2025 RESULTS

The tables below show our overall median and mean gender pay and bonus gap based on hourly rates of pay as of 5 April 2025, and bonuses paid in the year 6 April 2024 to 5 April 2025.

	Median	Mean
Gender Pay Gap	17.41%	16.40%
Gender Bonus Gap	40.78%	36.34%

For comparison against other companies in April 2025, early submissions for the UK gender pay gap reports are:

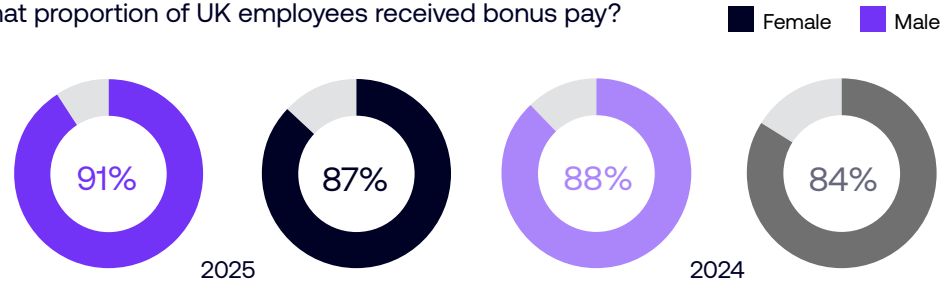
All UK Companies*

- ONS Provisional Median: 12.8%
- ONS Provisional Mean: 13.4%

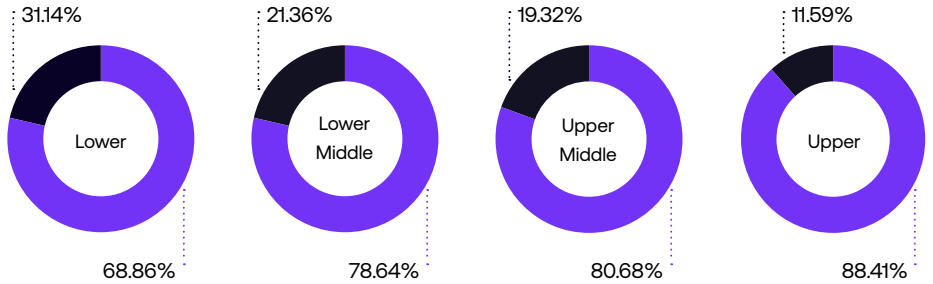
Professional, Scientific, and Technical Companies*

- ONS Provisional Median: 18.6%
- ONS Provisional Mean: 16.5%

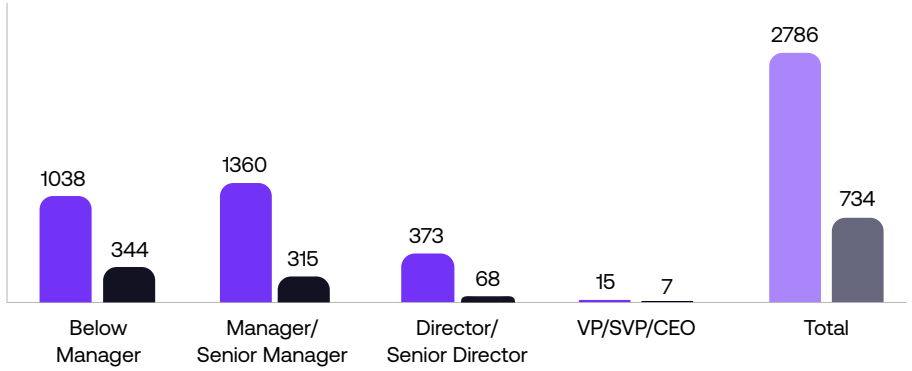
What proportion of UK employees received bonus pay?



Proportion of females and males in each quartile band:



Gender breakdown by grade:



*ONS – Office of National Statistics
https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/datasets/annualsurveyofhoursandearningsashegenderpaygaptables annualsurveyofhoursandearningsashegenderpaygaptables

Our Strategy

EQUAL PAY INITIATIVES

At Arm, we are committed to ensuring fair and equitable pay across our organization. We conduct comprehensive fair pay initiatives to eliminate any discrepancies in compensation that cannot be objectively justified for the same or equivalent work. Additionally, we partner with a third party to conduct a thorough global pay analysis. As a result of this work, there are no statistically significant differences in pay related to gender or ethnicity in the populations analysed.

Equal pay is not a one-time effort but an ongoing process. We continuously track our progress, identify areas for further action, and evolve our approach to maintain fairness.

Transparency is a key part of our commitment to providing an exceptional people experience. Internally, all individuals at Arm can access their salary range and compa-ratio. To further enhance transparency, we have implemented salary ranges in job postings in locations throughout North America, United Kingdom and Europe. This initiative is part of our broader global pay transparency strategy, reinforcing our commitment to fairness and openness in compensation.

FLEXIBLE WORKING ARRANGEMENTS AND FAMILY-FRIENDLY POLICIES

We are proud to promote our flexible working arrangements and family-friendly policies to foster an inclusive environment where all individuals can successfully balance work and family responsibilities.

DIVERSITY, INCLUSION AND EQUITY (DEI) INITIATIVES

We launched the Arm People Data Census, an annual data-gathering initiative designed to enhance the people experience at Arm by gaining deeper insights into the needs of our community. This data enables us to identify key themes at the company, country, and site levels, helping to shape decisions that support our diverse team.

By aligning our efforts through the DEI Council, DEI Working Groups, Employee Resource Groups (ERGs), and wider community, we bring together diverse perspectives and experiences to drive meaningful impact and strengthen Arm for everyone.

Our ERGs play a crucial role in expanding mentorship opportunities for people at all levels, supporting career development and leadership growth. They host regular events, workshops, and leadership talks to inspire confidence and foster a supportive community. This year, to celebrate International Women's Day, our ERGs brought Power Chats Live! to life across Arm. More than 500 people across 3 time zones and several locations came together for short, structured career conversations, building confidence and sharing practical advice. All ERGs collaborate with one another and with the People and DEI teams to ensure alignment on goals. Through these partnerships, we collectively enhance our DEI impact and create a more inclusive workplace.

We are committed to ensuring that everyone at Arm has an equal opportunity to thrive and develop. By actively listening to feedback, continuously evolving our DEI strategy, and advancing gender equity, we strive to create a more inclusive and equitable workplace for all.



Our Community Engagement

Our Community Engagement Programme gives our people the opportunity to take action on the United Nations Sustainable Development Goals through volunteering, campaigning, and fundraising.

UPTREE

Uptree connects employers and young people from a diverse audience of over 300,000 students, of which half are female. Uptree provides a career network for sixth-form students from state school backgrounds. The Arm partnership involves hosting work experience events at our UK offices, with specific focus on increasing uptake from female students from underserved and underrepresented backgrounds. In 2024/25, we hosted 354 students through 13 events, 59% of whom were female.

PRIMARY SCHOOL OUTREACH PROGRAMME

Arm's Primary School Outreach Programme is an initiative led by our people, designed to bridge the gap for underrepresented students in the tech industry. The programme supports Arm volunteers to deliver programming lessons to pupils in Key Stages 1 & 2, with a particular focus on schools with a higher proportion of students from disadvantaged backgrounds. By focusing on classroom sessions, all students access these engagement opportunities, avoiding the typical gender imbalance seen in code clubs and STEM extra-curricular activities. In 2024/25, the PSO programme impacted 730 pupils through school visits (usually on a weekly basis) and 212 volunteering hours in the classroom. In Cambridge, we hosted learners at the Arm office through the collaborations with Girlguiding and the National Literacy Trust.

FIRST UK

FIRST UK is an EdTech charity using robots, industry mentors, and competition to drive a skills-equipped, workforce-ready talent pipeline. Arm removes barriers to entry by funding reusable robotics kits and subsidising participation. In 2024/25 Arm supported 50 UK schools to participate, whilst 54 Arm colleagues contributed hundreds of impact hours as event volunteers and mentors to teams. 44% of participants were female, 41% ethnically diverse, and over 50% from less advantaged backgrounds. 71% now wish to pursue a career in STEM.





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OUR RESULTS DISPLAYED AS A TABLE

Metric	2025	2024	25-24 Difference*
Median Pay Gap	17.41%	17.41%	-0.01%
Mean Pay Gap	16.40%	17.33%	-0.94%
Median Bonus Gap	40.78%	30.23%	10.56%
Mean Bonus Gap	36.34%	31.07%	5.27%
% Males receiving bonus	91.14%	88.32%	2.82%
% Females receiving bonus	87.33%	83.71%	3.62%
Male Lower Quartile	68.86%	71.43%	-2.56%
Male Lower Middle	78.64%	76.74%	1.90%
Male Upper Middle	80.68%	82.71%	-2.03%
Male Top Quartile	88.41%	88.81%	-0.40%
Female Lower Quartile	31.14%	28.57%	2.56%
Female Lower Middle	21.36%	23.26%	-1.90%
Female Upper Middle	19.32%	17.29%	2.03%
Female Top Quartile	11.59%	11.19%	0.40%
Arm Limited Headcount	3520	3239	281
Arm Limited Males	2786	2572	214
Arm Limited Females	734	667	67

*Minor variances are due to rounding.

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