



Gender Pay Gap Report

APRIL 2025





To help address the gender pay gap in a transparent and practical manner, organizations in the UK with 250 or more employees are required to publicly report their gender pay gap data every year. The UK framework measures equality across several distinct indicators—including mean and median pay and bonus gaps, as well as quartile pay band demographics—to provide a clear picture of compensation across the organization.

Understanding Our Gender Pay Gap

Measuring the gender pay gap is not the same as measuring equal pay. The gender pay gap measures the difference in average earnings between women and men across the entire workforce, regardless of role. This is distinct from equal pay, which refers to paying men and women the same for the same work.

The median gender pay gap figure

This is the difference between the hourly pay of the median man and the hourly pay of the median woman. The median for each is the man or woman in the middle of a list of hourly pay, ordered from highest to lowest paid.

The mean (average) gender pay gap figure

The mean gender pay gap figure uses hourly pay of all employees to calculate the difference between the mean hourly pay of men, and the mean hourly pay of women.

	Mean Gender Pay Gap	Median Gender Pay Gap
Hourly Rate	27.4%	23.3%

For the 2024/25 reporting period, Zscaler’s mean hourly pay gap is 27.4% and the median is 23.3%. While these figures reflect a higher concentration of men in senior leadership and specialized technical roles, we have seen significant progress in narrowing the disparity at the very top of our pay scale. Notably, the gap between our highest-paid male and female employees has reduced from 15.4 times in 2024 to 3.2 times in 2025.

The increase in our median gap (from 16.3% last year) is primarily driven by a 6% increase in female representation in roles earning up to £50 per hour. While this reflects our successful efforts to bring more women into the organization, their concentration in these entry-to-mid-level roles temporarily impacts the median.

Hourly Pay Quartiles

Pay quartiles are calculated by splitting all employees in an organisation into four even groups according to their level of pay.



	Male %	Female %
Lower quartile	51,8	48,2
Lower–middle quartile	72,6	27,4
Upper–middle quartile	76,2	23,8
Upper quartile	86,9	13,1

Bonus Pay

This measures the differences in earnings between genders based on bonus, commission and incentive earnings paid over the 12-month period preceding the snapshot date. This is reported as a mean and median figure.

PROPORTION OF MALES AND FEMALES RECEIVING BONUS PAYMENT

Proportion of Employees	Male	Female
	90.2 %	94 %

Bonus Pay Gap

	Mean Bonus Pay Gap	Median Bonus Pay Gap
Bonus	45.5%	29.9%

Our bonus gap—45.5% (mean) and 29.9% (median)—is largely a reflection of our performance-based compensation model, where the majority of “bonus” payments consist of sales commissions.

Two specific factors influenced the 2025 results:

- 1. High-Earning Concentration:** We saw a 2% increase in the number of males receiving bonuses exceeding £150,000, while female representation in this highest-earning bracket decreased by 2%.
- 2. Participation:** Despite the gap in total value, Zscaler maintains a high level of incentive participation across genders. In this period, 94% of our female workforce received a bonus, compared to 90.2% of our male workforce.



We recognize that of the 20 highest bonuses paid this year, only one was awarded to a female employee. This highlights our ongoing need to focus on increasing female representation in our most senior, commission-heavy sales and leadership functions.

There are many factors influencing pay and potential differentials, including role type and individual performance. We recognize that the fairness and inclusivity of an organisation's compensation system is a complex issue and Zscaler is dedicated to equity and fairness in pay through process and policy reviewing, including review of our job architecture which will allow for more accurate comparisons between male and female employees.

As a global leader in cloud security, we benchmark our progress against the broader Software and IT Services sector. Our current median gap of 23.3% sits slightly above the sector's upper-quartile benchmark of 22.0%.

This challenge is compounded by systemic underrepresentation in specialized "field" roles. Current market data for the London metropolitan area confirms that women still only represent approximately 12% of Sales (Systems) Engineers and 14% of Network Engineers. While these external factors provide context, we are actively working to outperform these benchmarks through targeted recruitment and internal development.¹

Looking Ahead: Our Commitment to Equity

At Zscaler, we are committed to fostering a fair and representative environment where all employees can thrive, as we believe a variety of perspectives is essential for our sustainable growth. We remain focused on closing the gender pay gap through a roadmap that includes:

Refining Our Pay Practices: We will continue to review our compensation to ensure parity for men and women in similar roles with comparable experience and skills.

Diversifying Leadership: We are actively working to improve representation among our top earners. This includes sourcing a broad candidate pool and supporting professional growth and promotion across the company.

Representation: As our employee base grows, we're continuing to invest in the programs and structures that ensure our policies and practices uplift everyone without bias or exclusion. This includes courses on fairness, managing bias, and tailored training for leaders on the role of representation in building high-performing teams. Looking ahead, our key priority in this area is to reflect the wide perspectives and experiences of the customers and communities we partner with. We champion a balanced process in candidate pipelines, merit-based recruitment, pay and benefits, promotion, retention, and the overall employee experience.

¹ *LinkedIn data pulled from LinkedIn Insights in March 2025

Company Commitment

We as a company are committed to offering equal employment opportunities and our policies are designed to attract, retain and motivate the best staff regardless of gender, sexual orientation, race, religion, age, disability or educational background.

I can confirm the accuracy of the data presented in this report as of 5th April 2025 and that it has been calculated in accordance with the legislation and guidelines for gender pay reporting.



BRENDAN CASTLE
Chief People Officer

About Zscaler

Zscaler (NASDAQ: ZS) accelerates digital transformation so customers can be more agile, efficient, resilient, and secure. The Zscaler Zero Trust Exchange™ platform protects thousands of customers from cyberattacks and data loss by securely connecting users, devices, and applications in any location. Distributed across more than 150 data centers globally, the SSE-based Zero Trust Exchange™ is the world's largest in-line cloud security platform. Learn more at zscaler.com or follow us on Twitter [@zscaler](https://twitter.com/zscaler).

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