



UK Gender Pay Report 2022

Zebra Technologies Europe Limited, Registered Office: Dukes Meadow, Millboard Road, Bourne End, Buckinghamshire, SL8 5XF, UK. Registered in England and Wales with Registered Number 2881068

Key Facts about this Report

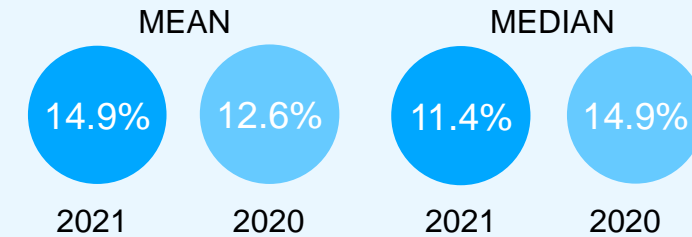
- The Equality Act 2010 Regulations 2017 requires organisations with over 250 UK-based employees to publish their gender pay gap by April 2021.
- Gender Pay Reporting involves six calculations that show the difference between the average earnings of men and women in our organisation, based in the UK.
 1. Average gender pay gap as a mean average
 2. Average gender pay gap as a median average
 3. Proportion of men and women when divided into four groups ordered from lowest to highest pay.
 4. Average bonus gender pay gap as a mean average
 5. Average bonus gender pay gap as a median average
 6. Proportion of men receiving a bonus payment and proportion of women receiving a bonus payment
- Data for all pay grades is analysed; individual data is not published.
- **It is a different calculation to equal pay**, which requires men and women to be paid the same for carrying out the same job, similar jobs or work of equal value.



Zebra's Global Total Rewards Overview

- Zebra recognises that our employees' passion and commitment enables Zebra to achieve our mission and vision to create a smarter, more connected business community through innovative products and solutions that enable visibility.
- **We believe that inclusion and diversity is key to helping us attract, motivate and retain top talent.**
- Our Total Rewards Programme is based on market-driven salaries and incentive targets as well as programmes to support and encourage career development and professional growth across diverse groups.
- By monitoring the pay gap between men and women we can better understand the gap and its drivers, and target action to reduce it.

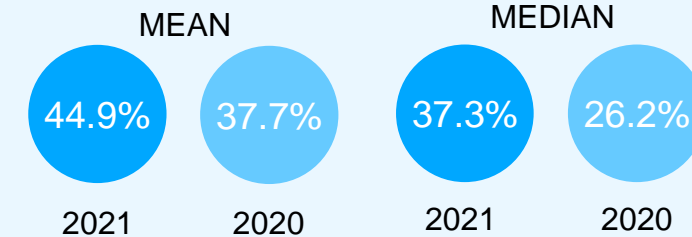
HOURLY EARNINGS Gender Pay Gap



The mean is the difference in the average hourly pay for women compared to men by dividing the sum of the data set by the number in the data set.

The median represents the middle point of the population. Half of the population are above the median and half of the population are below it.

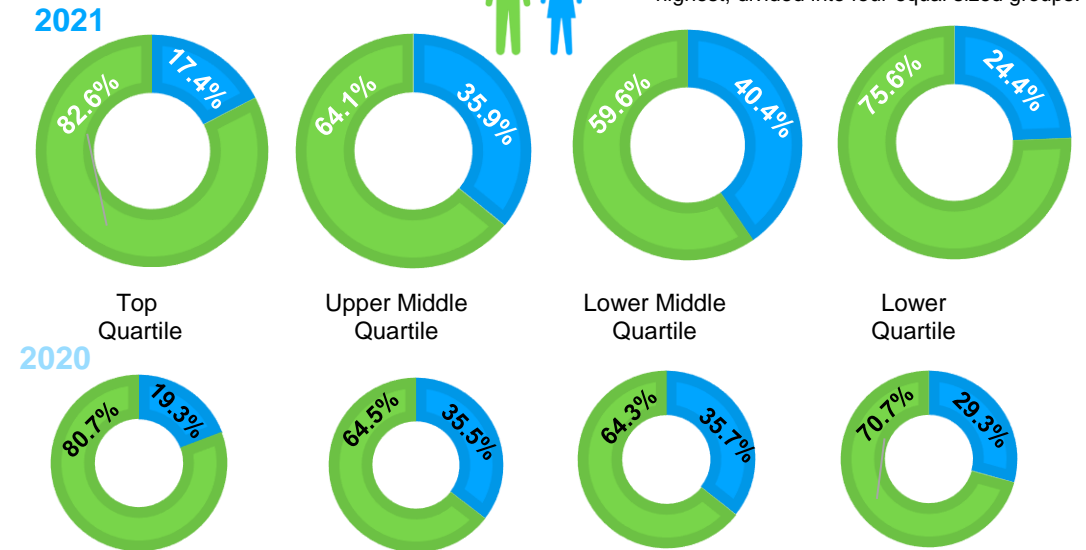
BONUS PAY Gender Bonus Gap



The mean is the difference in the average bonus pay for women compared to men by dividing the sum of the data set by the number in the data set. The mean bonus gap is obtained by comparing the women's mean to the men's mean.

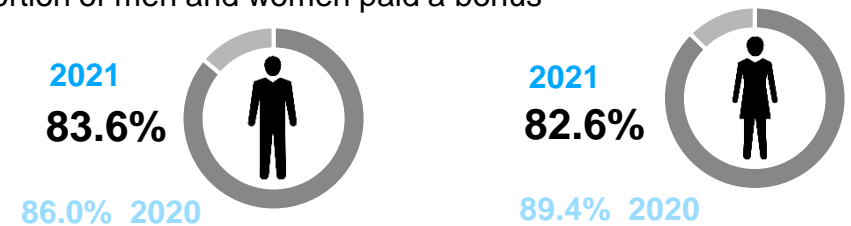
The median represents the middle point of the population. Half of the population are above the median and half of the population are below it. The median bonus pay gap is obtained by comparing the women's median to the men's median.

PAY QUARTILES



BONUS EARNINGS*

Proportion of men and women paid a bonus



*All employees are eligible for a bonus, Some new hires may not have reached a payment date.

Understanding Our Numbers

Positive Indicators

- Sustained improvement in the median pay gap for women since first reporting in 2017 from 29.5% to 11.4% currently, representing an improvement of over 60%.
- Continued improvement in the lower and upper middle pay quartiles over the last 3 and 5 years respectively.
- Increased female representation in Sales and Engineering roles (10% YoY), which has enabled positive pay gap closure.

During 2021

- Newly acquired businesses incorporated into the UK pay gap data.
- Early career programmes, including graduate scheme, continues to enable balanced representation of future talent.
- Better visibility to employees on internal job opportunities, with diverse slate of internal candidates.
- Enhanced reporting capability to better evaluate gender diversity of candidates.
- All employees invited to attend a workshop to help plan for their career, ensuring everyone has the right tools and the opportunity to have their own Individual Development Plan.

Investments

In 2021 we partnered with SpringPod, who provide virtual work experience, showcasing a career within Zebra to young people interested in technology and augment our future talent pool.

We are also piloting a development programme with Landit, accelerating the development of diverse talent to improve diversity in senior roles.

Culture

Every employee globally is encouraged to set a personal inclusion and diversity goal as part of performance management. Zebra also celebrated the United Nations' Global Day of Parents, alongside CEO meetings with working parents during 2021.

The Women's Inclusion Network (WIN) is guided by the goals to connect, develop and advocate for women by focusing on inspiring a culture of inclusion, diversity, innovation and leadership across Zebra.



Throughout 2021:

- WIN membership increased to 170
- Discussions on job exchange experience and menopause awareness + new mentoring programme.

Our Action Plan & Continued Focus to Address the Gap

HR Policies & Practices



- New global hybrid work approach launched, supporting a flexible workforce.
- Implemented guides and resources to support employees through parental leave and returning from leave.
- Promoted the Working Parents at Zebra group.
- Established minimum standard for paid maternity, paternity and adoption leave throughout EMEA.
- Analysis of salary data following annual salary (merit) review. Implementing changes to 2021 annual merit and bonus reviews for family-related leave.

Learning & Development



- Unconscious bias awareness language and training built into corporate talent review processes.
- Launched ZEN academies and refreshed career development tools.
- Continued to develop new leaders in Inclusive Leadership virtual training.
- Launched all employee global allyship development programme.

Recruitment



- Launched efforts to re-evaluate job requirements to remove unnecessary barriers to entry such as years of service and educational background with initial focus on software.
- Pro-actively promoted the Internal Job Opportunities, Internal Recruitment & Referral Policies to expand visibility for all.
- Continue to broaden our target industries and experience levels to source different candidate profiles.
- Continue to promote flexible working options to attract diverse candidates.

Our Commitment

Zebra is committed to building an inclusive and diverse talent pool which is better prepared for the future. Managing inclusion and diversity is and will continue to be a critical component of Zebra's talent management philosophy. We confirm the information and data reported are accurate and in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Data Published April 2022



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