



# UK Gender Pay Report 2023

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

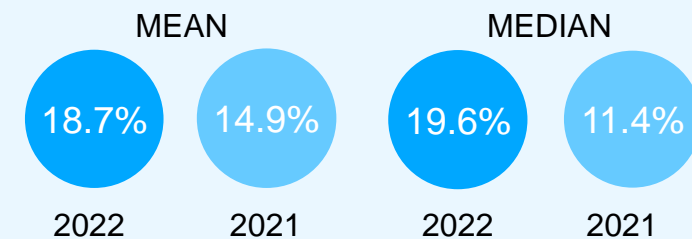
- The Equality Act 2010 Regulations 2017 requires organisations with over 250 UK-based employees to publish their gender pay gap by April 2021.
- Gender Pay Reporting involves six calculations that show the difference between the average earnings of men and women in our organisation, based in the UK.
  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.

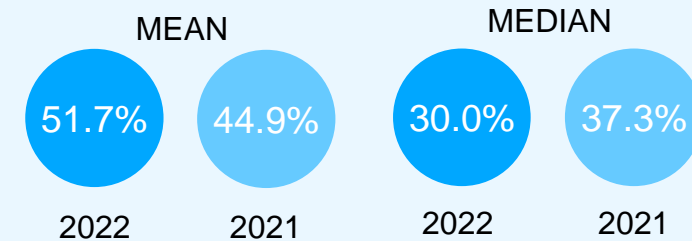
### HOURLY EARNINGS Gender Pay Gap



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

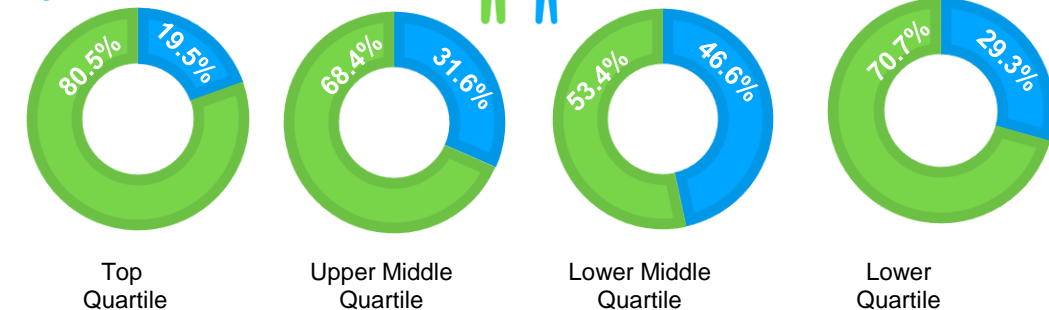


The mean is the difference in the average bonus pay for women compared to men by dividing the sum of the data set by the number in the data set. The mean bonus gap is obtained by comparing the women's mean to the men's mean.

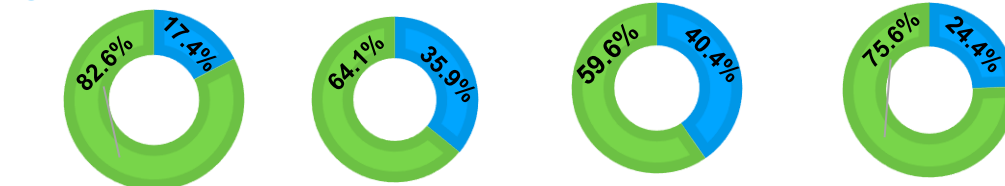
The median represents the middle point of the population. Half of the population are above the median and half of the population are below it. The median bonus pay gap is obtained by comparing the women's median to the men's median.

### PAY QUARTILES

2022



2021

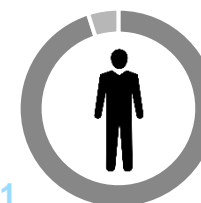


Quartiles represent pay rates from lowest to highest, divided into four equal sized groups.

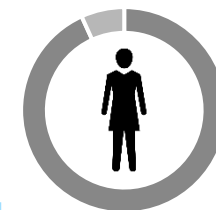
### BONUS EARNINGS\*

Proportion of men and women paid a bonus

2022  
95.1%



2022  
93.2%



2021  
83.6%

2021  
82.6%

\*All employees are eligible for a bonus (excluding interns). Some new hires may not have reached a payment date.

## Understanding Our Numbers

### Positive Indicators

- The number of female full pay relevant employees has exceeded 30% for first time since reporting began at 31.8% (an increase of 2.2% from last year).
- Improved representation in top pay quartile of 2.1% from last year.

### During 2022

- Early career programmes, including graduate and internship schemes, continues to enable balanced representation of future talent.
- Better visibility to employees on internal job opportunities, with diverse slate of internal candidates.
- Leadership commitment to diverse recruitment
- Menopause awareness training held for employees and managers as part of International Women's Day.
- Introduction of PowerUp, a quarterly series of Leadership sessions, in conjunction with Ernst & Young.

### Investments

Accelerator Programme launched globally to develop high-potential senior development. EMEA participation in this programme evenly divided between genders.

Sponsorship in the Level 4 Apprenticeship Sales Executive Diploma. This job-based training supports sales professionals build on, develop and enhance their knowledge, capabilities and effectiveness.

### Culture

Zebra is committed to driving a culture of inclusion and belonging through increased engagement in Inclusion and Diversity programmes and learning opportunities.

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. WIN partner and collaborate in joint events with 7 of our other Inclusion Networks to increase education and awareness on key topics and to advance the inclusive culture at Zebra. Topics include women's safety, mental health, cost of living and career development. WIN have also partnered with [SmakWorks](#). Throughout 2022 WIN membership increased to 890 globally.



## Our Action Plan & Continued Focus to Address the Gap

### HR Policies & Practices



- Analysis of salary data following annual salary (merit) review.
- Established new requirement to review salaries of those returning from all types of long-term leave including family leave.
- Flexible working supported at all levels of the organization through hybrid work approach.

### Learning & Development



- Unconscious bias awareness language and training built into corporate talent review processes.
- Launched Opportunity Exchange, democratising access to internal short-term experiential learning opportunities.
- Continued to develop new leaders in Inclusive Leadership virtual training.
- Culture Wizard programme to develop I&D awareness mandatory for all employees.
- Mentor Circles initiative has grown to other inclusion networks such as ZEAL, ZAD, EDGE and VETZ in 2022.

### Talent Acquisition



- Implemented AI-powered Talent Intelligence Platform to help reduce bias using anonymized candidate profiles and improved diversity analytics. Equal Opportunity Algorithms method employed to ensure every recommendation uses only relevant data.
- Diversity focus for Talent Acquisition pipelines.
- Partnering with [SheCanCode](#) to attract diverse candidates for technical roles.
- Active partnership with local inclusion networks and local universities.

## 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.

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