
UK GENDER PAY GAP REPORT 2026

Key Facts about this Report Zebra's Global Total Rewards Overview

- The Equality Act 2010 Regulations 2017 requires organisations with over 250 UK-based employees to publish their gender pay gap since 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.

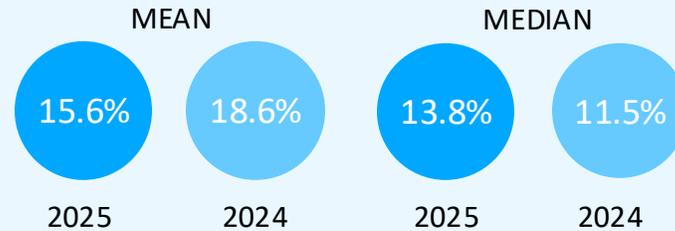
- Zebra is committed to attracting, developing and retaining talent to enable our strategic vision and purpose. This commitment directly shapes our approach to fostering culture of belonging and advances employee engagement.
- Our Total Rewards Program is based on market-driven salaries and incentive targets as well as programs 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.

- Average gender pay gap as a mean average
- Average gender pay gap as a median average
- Proportion of men and women when divided into four groups ordered from lowest to highest pay.
- Average bonus gender pay gap as a mean average
- Average bonus gender pay gap as a median average
- 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.

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

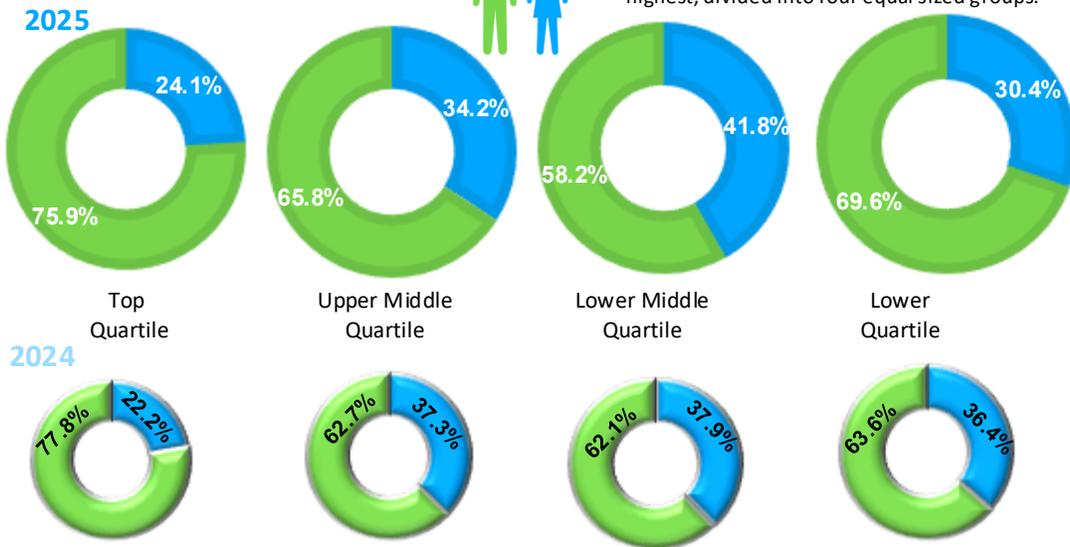
Gender Bonus Gap



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



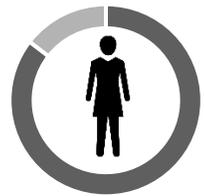
BONUS EARNINGS*

Proportion of men and women paid a bonus

2025
90.1%



2025
85.5%



94.5% 2024

92.4% 2024

*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 mean hourly gender pay gap decreased by 3% from the prior year to 15.6%.
- Female talent in the top pay quartile increased by 1.9% from the prior year to 24.1%. The highest level since reporting began.
- The median gender bonus gap has reduced by 13% from the prior year to 18.7%.

During 2025

- We believe that our strong company culture is a contributor to our success. As part of our culture reinvigoration campaign, we delivered in person and virtual workshops with 86% attendance in the UK.
- Zebra held a 'Development Days' event. The event encouraged employees to focus on their personal and professional growth. Employees had a calendar of virtual and in person development sessions to select from.
- Our 10 Employee Resource Groups (ERGs) are open to all employees. Over 35% of our UK workforce are members of an ERG. 2025 key highlights included engagement in International Women's Day and collaborating with Education Business Partnership, the National Literacy Trust and Global Purpose Enterprise to promote and advance visibility. to STEM careers.

Culture

Zebra is committed to attracting, developing and retaining talent to enable our strategic vision and purpose. This commitment directly shapes our approach to fostering a culture of belonging and advancing employee engagement. Our vision is to create a work environment where employees feel seen, heard, valued and respected. Our global network of culture champions help in shaping our culture and bringing our values to life.

Investments

We're passionate about making a positive impact on individuals starting their professional journey. Our annual summer internship programme enables us to showcase our roles in the technology field.

We also leverage Apprenticeships programmes to support employees with developing practical skills and knowledge relevant to their profession. Apprenticeship courses are open to anyone no matter where they are in their career journey. Employees have benefited from intermediate to degree level apprenticeships in Customer Service, Team Leader/Supervisor, Engineering, Digital Solutions and HR qualifications.

Our Action Plan & Continued Focus to Address the Gap

Policies & Practices



- It is our [policy](#) to provide equal employment opportunities to all applicants and employees. Our policies and culture have collectively enabled progress through our aspirations for gender representation.
- We have actively reviewed our family friendly policies and benefits and recognise the importance of work-life balance. Promoting these policies and Increasing the visibility and awareness is something we continue to focus on.

Learning & Development



- We offer support and development opportunities to make Zebra a welcoming place to build and develop a career. Our expansive range of internal development programmes and resources support employees at all levels with progressing their careers. We encourage employees to review our Global Learning and Leadership Roadmap and create an Individual Development Plan that suits their individual skills and career path. Our dedicated talent management and learning team continue to advance our L&D resources and programmes.

Talent Acquisition & Community Partnerships



- Inclusive job postings has and continues to be a key focus. Key actions include working to ensure we apply inclusive language and highlighting our range of family friendly policies and benefits that support work-life balance and wellbeing.
- We have established partnerships with external organisations to attract, retain and develop talent within Zebra and the communities we operate. These community outreach partnerships help build Zebra's talent pipeline while providing employees and community members the opportunity to connect and learn from one another through workshops, site visits, mentorship and more.

Our Commitment

Zebra is committed to attracting, developing and retaining talent to enable our strategic vision and purpose. This commitment directly shapes our approach to fostering a culture of belonging and advances employee engagement. It is Zebra's policy to provide equal employment opportunity to all applications and employees. Our vision is to leverage the workforce where employees can bring their best selves to work, and to be a workspace where all employees are seen, heard, valued and respected. 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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