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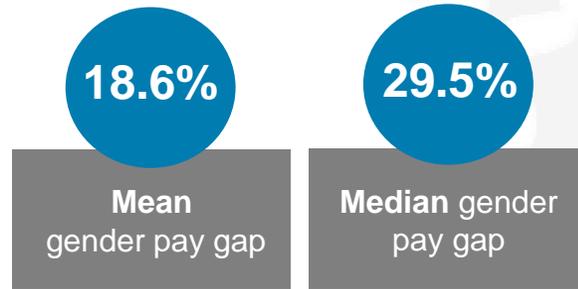
Zebra's Global Total Rewards Overview

- 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 diversity and inclusion 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 target action to reduce it.

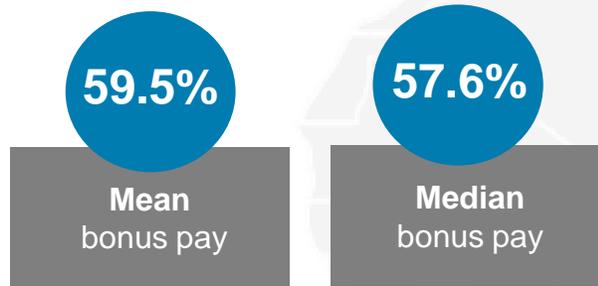
Key Facts about this Report

- The Equality Act 2010 Regulations 2017 requires organisations with over 250 UK-based employees to publish their gender pay gap by April 2018.
- Gender Pay Reporting involves six calculations that show the difference between the average earnings of men and women based in the UK in our organisation:
 1. Average gender pay gap as a mean average
 2. Average gender pay gap as a median average
 3. Proportion of males and females 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 males receiving a bonus payment and proportion of females 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



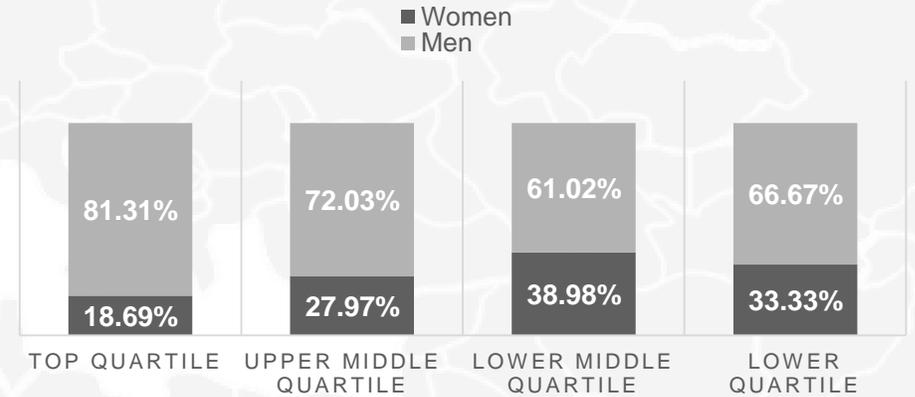
BONUS FIGURES



The mean is the difference in the average pay for women compared to men by taking the sum of the data set divided by the amount of numbers in the data set

The median represents the middle point of the population in which half the population are above the median and half are below

PAY QUARTILES



Quartiles represent pay rates from the lowest to the highest, split into 4 equal sized groups

% RECEIVING BONUS PAY



This shows the proportion of men and women paid a bonus. All employees are eligible for a bonus, although some new hires may not have reached a payment date

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Understanding the Numbers

- In Zebra, the mean hourly pay for women is 18.6% lower than for men. This compares to the National average of 18% and 25% in the High Tech sector*.
- The gender pay gap is different to equal pay where men and women are paid the same for carrying out work of equal value. When we compare pay for equal work, we meet our equal pay obligations.
- Like the High Tech sector in which 74% of the workforce is male*, the gap is caused by the representation of women within the organisation in which today 30% are female and 70% are male. The under-representation of women in certain roles like Sales also contributes to the bonus pay gap.
- While we're making progress, we look forward to accelerating our efforts through the formalization of an Inclusion & Diversity program this year that will focus first on gender.

*Mercer Gender Pay in the UK High-Tech Industry Report (2016)

Our Commitment

- Zebra is committed to building a diverse and inclusive talent pool which is better prepared for the future. Managing diversity and inclusion 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 2018 (data effective April 2016 to April 2017)

Approved by:

Kally Kang-Kersey
VP Global Talent & Organizational Development

Richard Hudson
VP and GM, EMEA

Our Action Plan to Address the Gap

HR Policies & Practices



- Promotion of agile, flexible working for employees
- Salary ranges introduced in 2015
- Expansion of the bonus plan to all employees
- Review of maternity/paternity/adoption leave policy in 2018
- Annual review of pay analysis.

Learning & Development



- Performance management processes to encourage career discussions and encourage employees to help identify own training needs
- Zebra Learning Portal provides access to courses, tutorials and reference documents for all employees
- Zebra Leadership Framework promotes the behavioural expectations of leading at all levels
- Compensation training for managers in 2017 to ensure pay equity in compensation planning
- 2 x Women in Technology forums held in 2017 and introduced the Women's Inclusion Network (WIN), which is a network that will host local events and activities that enable and elevate our female population.

Recruitment



- Global talent management philosophy supports a diverse and inclusive workforce
- Monitor diversity to continue to drive gender balance
- Encourage diversity in applicants
- Continue training hiring managers in Behavioural Interviewing to raise bias awareness. E-learning training for all managers launched in January 2018 with focus on unconscious bias.
- Expanded intern & graduate programme in 2016.