

Key Facts about this Report

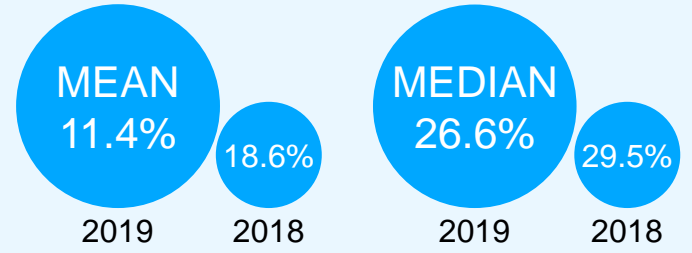
- The Equality Act 2010 Regulations 2017 requires organisations with over 250 UK-based employees to publish their gender pay gap by April 2019.
- Gender Pay Reporting involves six calculations that show the difference between the average earnings of men and women in our organisation, based in the UK.
 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.

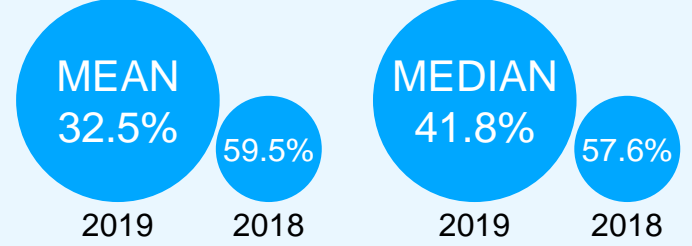
HOURLY EARNINGS Gender Pay Gap



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.

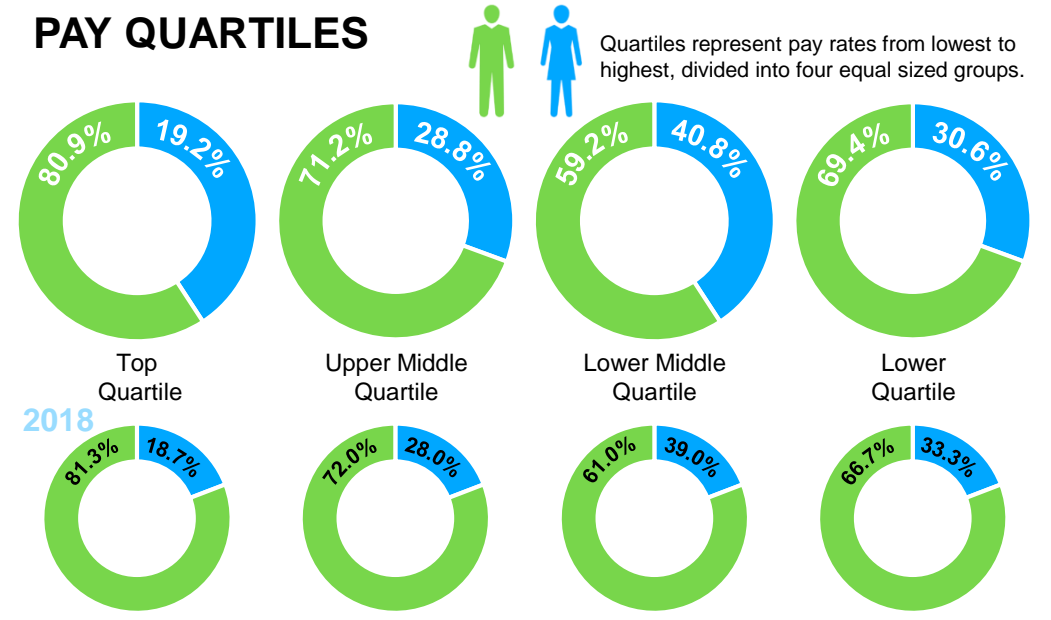
BONUS PAY Gender Bonus Gap



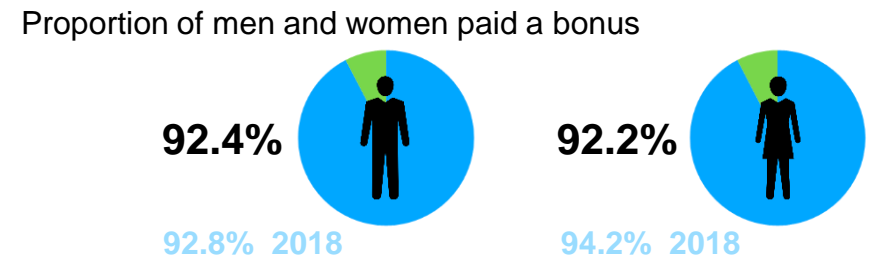
The mean is obtained by adding up all calculated hourly rates then dividing by the size of the population. The mean bonus gap is obtained by comparing the women's mean to the men's mean.

The median represents the middle point of the population separating the higher half from the lower half of the data. The mean bonus pay gap is obtained by comparing the women's median to the men's median.

PAY QUARTILES



BONUS EARNINGS*



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

Understanding Our Numbers

Positive Indicators

- The mean hourly pay gap for women decreased in 2018.
- 3 of 4 hourly earnings quartiles saw improvement in 2018 compared to 2017.
- The mean bonus pay for women improved. There are factors influencing this result that are unlikely to be replicated in the short-term. Therefore, we are focused on actions to sustainably bridge the gap in the future.

During 2018

- 30% of all new hires recruited into sales roles were women.
- 36% of all new hires recruited into non-sales roles were women.
- Overall gender mix remains the same.
- We optimised opportunities to focus on Inclusion & Diversity through investing in new teams, expanded programmes, and developed new recruiting practices to attract future talent.

The shift in the number of women hired in our sales function has become a focus area as it influences our overall improvement and is beginning to reduce the gap at the entry level.

We are committed to supporting the new generation of talented women to help them achieve their potential and reach senior management levels.

All employees benefited from strong business performance and received on target or above target bonus pay.

Inside Channel Account Management (ICAM) – a newly formed team for entry sales people, contributed to 30% of new sales hires being women. This team is an investment in our future talent, with the goal of developing individuals for broader sales roles within the organisation.

Existing Graduate Programme – resulted in the permanent placement of 4 programme participants (2 women and 2 men) in sales and marketing roles.

The Women’s Inclusion Network (WIN) – was established to coordinate events and activities that enable and elevate our female population. 4 WIN events were held in EMEA in 2018.

We are focused on building a representative gender mix of our future talent and within targeted functions.

Our Action Plan to Address the Gap

HR Policies & Practices



In Jan 2018 we revised our Internal Application Policy and added **NEW:**

- Adoption Policy
- Maternity Policy
- Paternity Policy
- Shared Parental Leave
- Flexible Working Policy

Learning & Development



Strategic investments in our future talent pipeline include our **2019 Graduate Programme**. 9 women and 10 men attended our assessments centres to be considered for the programme. We will be offering 5 women and 3 men roles in a variety of disciplines.

We launched **Unconscious Bias Management Training** with our Global Senior Leadership team to educate leaders and broaden our potential candidate pool. All hiring managers will be trained by the end of 2019 which will enable us to seek candidates outside of our traditional recruitment sources.

Additional **Employee Resource Groups** ranging from LGBTQ+ to ethnic to lifestyle will be formed in 2019.

Recruitment



We will

- broaden our target industries and experience levels to source different candidate profiles.
- use information gathered from our recruitment vendor event to partner on broader candidate sourcing.
- promote flexible working options to attract diverse candidates.
- Promote inclusive environment and raise awareness through WIN events.
- review language of key job descriptions to limit unconscious bias.

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 2019.

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