UK Gender Pay Report
2020

## 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 2020.

- 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

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

MEAN

12.4%	11.4%
2019	2018

MEDIAN

19.1%	26.6%
2019	2018
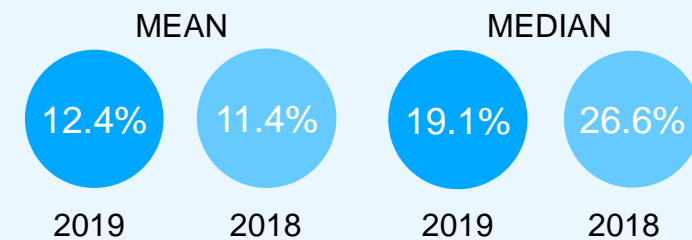
The mean is the difference in the average hourly pay for women compared to men by dividing the sum of the data set by the number in the data set.

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.
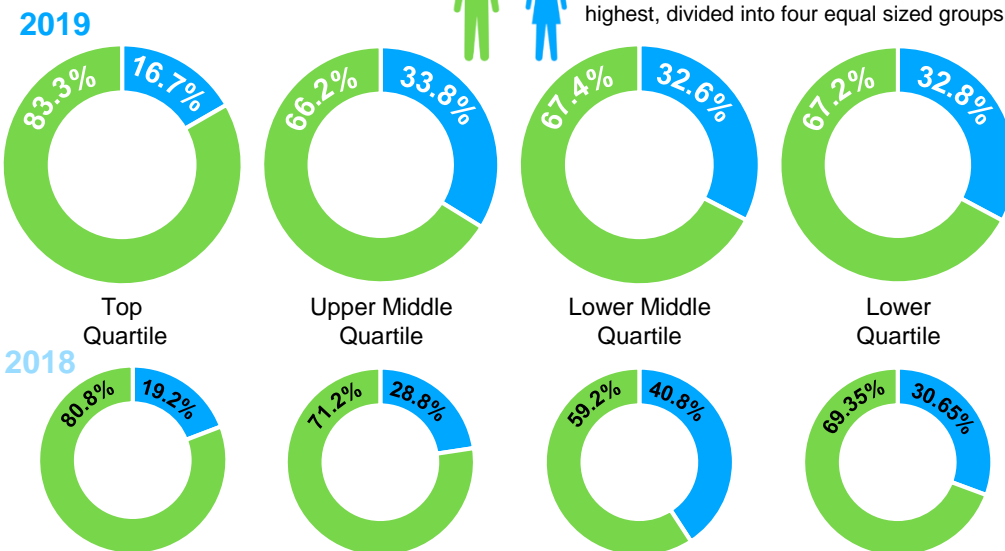
BONUS PAY
Gender Bonus Gap

MEAN

31.1%	32.5%
2019	2018

MEDIAN

37.7%	41.8%
2019	2018
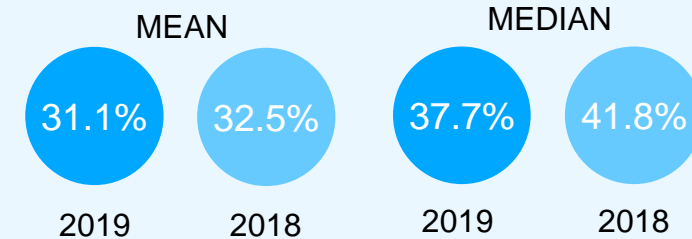
The mean is obtained by adding up all calculated hourly rates then dividing by the size of the population. The mean bonus gap is obtained by comparing the women's mean to the men's mean.
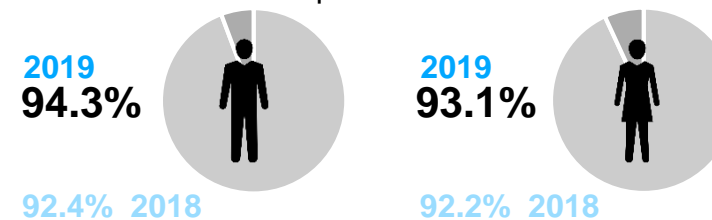
The median represents the middle point of the population separating the higher half from the lower half of the data. The median bonus pay gap is obtained by comparing the women's median to the men's median.

PAY QUARTILES

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

2019

	Top Quartile	Upper Middle Quartile	Lower Middle Quartile	Lower Quartile
Green	83.3%	66.2%	67.4%	67.2%
Blue	16.7%	33.8%	32.6%	32.8%

2018

	Top Quartile	Upper Middle Quartile	Lower Middle Quartile	Lower Quartile
Green	80.8%	71.2%	59.2%	69.35%
Blue	19.2%	28.8%	40.8%	30.65%

BONUS EARNINGS*

Proportion of men and women paid a bonus

2019 **94.3%**

92.4% **2018**

2019 **93.1%**

92.2% **2018**

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

Understanding Our Numbers

Positive Indicators

- 2 of 4 hourly earnings quartiles saw improvement in 2019 compared to 2018.
- 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 2019

- 23 women promoted which is 13.37%, vs 38 men promoted which is 9.69% of the UK population.
- Overall gender mix remains the same.

The TA team introduced new language in Hire Manager Engagement Call to consider broader experience, skills requirements, flexible working.

UK vendor event shared Zebra's Inclusion & Diversity approach with 25 plus Recruitment Agencies and challenge them to have a more 'diverse' shortlist. In addition encouragement of diverse interview panels where feasible.

Investment

Introduction of Textio Tool, which transforms how we talk to people about working at Zebra. Textio tool writes with you to build hiring content to attract the people we want to hire, using language that reflects the very best of our values and culture.

Existing Graduate Programme – resulted in the permanent placement of 16 programme participants (6 women and 10 men) across the EMEA region.

Culture

The Women's Inclusion Network (WIN) – continued events with 9 in 2019 which focused on Inclusion, Authenticity, Networking and Development.

Unconscious Bias Training was launched and 200 attendees across the region. The TA team undertook unconscious bias training learning pathway.

The individual contributor Forum which is a nomination programme for key talent 18% of attendees were UK based women.

We continue to focus 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 2019 we continued to review our Internal Policies and added **NEW:**

- Parental Leave Policy
- Sabbatical Guidelines – still in review
- Enhanced Annual Leave for Part Time Employees

Learning & Development

Strategic investments continued investment in our future talent pipeline including our **2020 Graduate Programme**. Zebra representation at Graduate fairs, 10 Female and 8 males. Currently 5 Graduate roles , total of 19 candidates put through to the next stage, 8 Females and 11 males. The Process is on-going through to early 2020.

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.
- we are using Textio to remove any unconscious or other bias to improve our job advertisements.
- promote flexible working options to attract diverse candidates.
- promote inclusive environment and raise awareness through WIN/ZEAL (LGBGT+) events.
- active promotion of the Internal Recruitment Policy
- Zebra are a sponsor at the Women of Silicone Roundabout in excel London, this event is one of Europe's biggest celebration of the successes and innovation being engineered by women.

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 2020.

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