



UK Gender Pay Report 2025

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

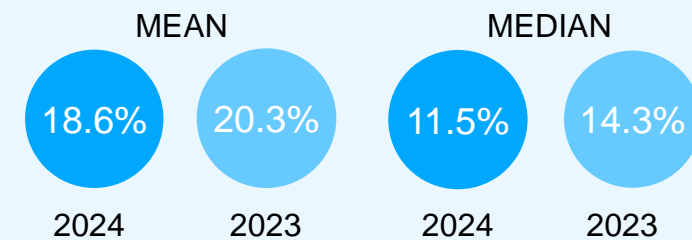
- The Equality Act 2010 Regulations 2017 requires organisations with over 250 UK-based employees to publish their gender pay gap since April 2021.
- Gender Pay Reporting involves six calculations that show the difference between the average earnings of men and women in our organisation, based in the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

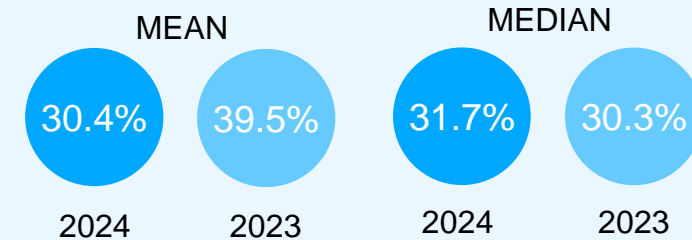
HOURLY EARNINGS Gender Pay Gap



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.

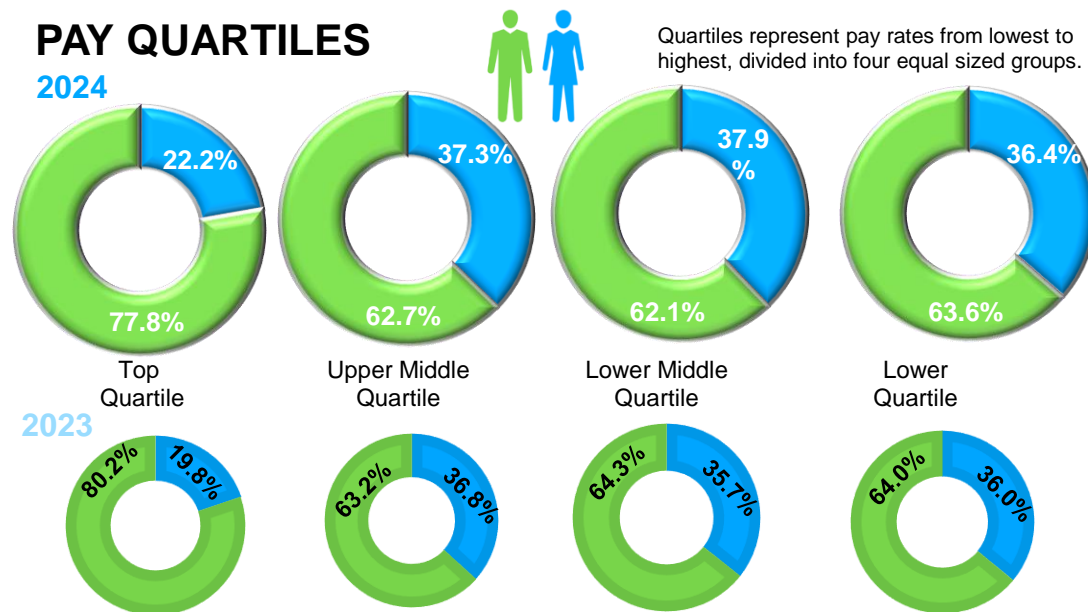
BONUS PAY Gender Bonus Gap



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.

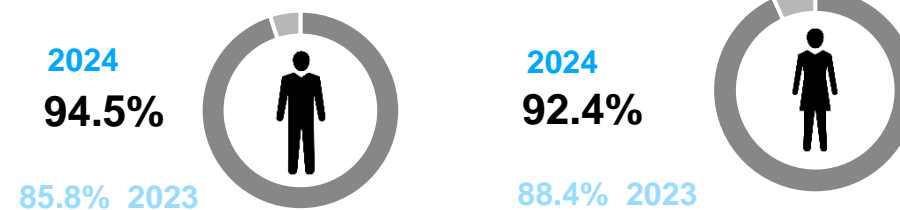
The median represents the middle point of the population. Half of the population are above the median and half of the population are below it. The median bonus pay gap is obtained by comparing the women's median to the men's median.

PAY QUARTILES



BONUS EARNINGS*

Proportion of men and women paid a bonus



*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 and median hourly gender pay gap decreased by 1.7% and 2.8% respectively from the prior year.
- Female representation continues to grow since reporting began with females representing 33.4% of the full pay relevant employee population. This is higher than the national estimate of 26% of women working in technology according to the Women In Tech Survey 2023.
- Female talent in the Upper Quartile increased by 2.5% from the prior year to 22.2%.



During 2024

- The Women's Inclusion Network (WIN) is our global ERG for women with 81 members based in the UK.
- Our UK WIN and EDGE (early careers ERG) members and allies have actively supported work in the community to advance visibility to STEM careers, in conjunction with the Education Business Partnership and the National Literacy Trust.
- In partnership with Smartworks, an event was held in September focusing on empowering women to reach their full potential and secure employment.

Investments

Focusing on talent pipeline at all levels, Zebra continues to run early careers programmes. Our interns include a balance gender representation of early career professionals, across multiple business disciplines.

Advancing talent through their career includes sponsorship of Sales professionals through the Level 4 Apprenticeship Sales Executive Diploma and includes Engineering Technicians and first level Supervisory training across UK sites.

Culture

We celebrate the uniqueness of our entire workforce by creating an environment where all employees are seen, heard, valued and respected. Our I&D Advisory Council, comprised of Executive Leadership Team members and leaders of our Employee Resource Groups (ERGs) oversees our strategy and governance and we encourage all employees to contribute to I&D through our 4C Framework of Culture, Career, Community & Customer. Our ERGs host a wide variety of events focused on continuous learning. We continue to expand allyship in partnership with our ERGs and collaborate on structured mentorship programs for our employees.



Our Action Plan & Continued Focus to Address the Gap

Policies & Practices



- We measure our effectiveness of our programming through an Inclusion Index, a set of inclusion-centric questions within our annual employee engagement survey. We have consistently achieved scoring of the 90th percentile against industry benchmark and continue to monitor the experience of all our employees through this feedback to maintain a culture of inclusion and belonging.
- 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.

Learning & Development



- Employees globally can access a variety of culture training, embodying Zebra's company values: Lead through Innovation; Deliver Excellence with Agility; Think and Act Customer First; Succeed as One and Make a Positive Impact and facilitate an inclusion and belonging workshop for all people leaders.
- Our Executive Leadership Team is accountable for sponsoring talent across the organisation. We offer fair access to learning and development opportunities across the organisation.

Talent Acquisition & Community Partnerships



- We have established outreach partnerships globally to forge meaningful relationships within the communities Zebra operates, enabling broader talent outreach and visibility to future opportunities in STEM careers.
- In the UK this includes partners like the Education Business Partnership and Global Purpose Enterprise, which now include more intentional focus on mentoring early careers talent.
- We will continue to focus on ensuring equity throughout our talent process and provide training and resources for people leaders to support their role in diverse talent acquisition.

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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