



# GENDER PAY GAP REPORT 2019



**REPORTING FOR THE THIRD YEAR,  
MOTOROLA SOLUTIONS UK LIMITED  
& AIRWAVE SOLUTIONS LIMITED,  
MOTOROLA SOLUTIONS COMPANIES,  
ARE PLEASED TO SHARE THEIR  
GENDER PAY GAP INFORMATION,  
SNAPSHOT DATE OF APRIL 5<sup>th</sup> 2019.**



**LEGISLATION REQUIRES COMPANIES WITH MORE THAN 250  
EMPLOYEES TO CALCULATE AND REPORT ON A NUMBER OF  
METRICS TO SHOW THEIR GENDER PAY PROFILE.**

Unlike equal pay data, which looks at rates of pay for comparable jobs, gender pay gap analysis looks at the mean and median figures across all roles. This can lead to some challenges in analysing the data in a meaningful way. Also, the timing of bonus payments has an impact on the figures. Furthermore, we have a higher proportion of technical roles, which for historical reasons has resulted in a significantly greater number of male over female employees and correspondingly we have a legacy of more males in senior roles. However, we have been actively working to minimise the gap which the 2019 trends are showing (mainly in Motorola Solutions UK Limited).

## MOTOROLA SOLUTIONS IS COMMITTED TO FOSTERING AN INCLUSIVE CULTURE.

We actively seek globally diverse individuals, opinions, cultures and abilities to expand our talent pool, promote innovation and accelerate our company's growth. Our employees make an impact in a workplace that values diversity because they can bring their full ability and determination to work each day. We have business councils, sponsored by senior executives, which help us drive inclusion, diversity and provide opportunities for employees to shape their careers, network across functions, drive positive culture, and assist with recruitment and retention.

We are pleased to see the underlying improvements in our data, brought about in part by the initiatives we are driving. We are conscious there is still more progress to be made. However, as evidenced by the recent report by PWC "Women in Work index 2020" only 30% of women are employed in technology across G7 Countries; encouraging a wider take up of STEM subjects by women is key to closing the imbalance in numbers.



## DECLARATION

We confirm that our data has been calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



**Ian McCullagh**  
AVP & Managing Director  
Airwave

SIGNED

A handwritten signature of Ian McCullagh in black ink.



**Fergus Mayne**  
MSI Country Manager & Head of Sales  
UK&I

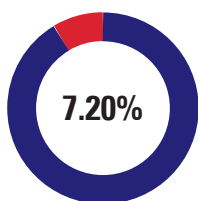
SIGNED

A handwritten signature of Fergus Mayne in black ink.

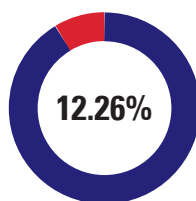


## DATA HIGHLIGHTS – MOTOROLA SOLUTIONS UK LIMITED

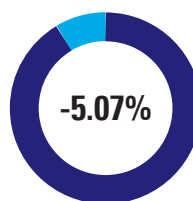
MEAN PAY GAP



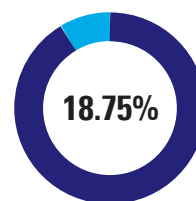
MEDIAN PAY GAP



BONUS PAY  
MEAN GAP

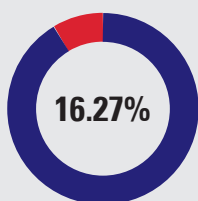


BONUS PAY  
MEDIAN GAP

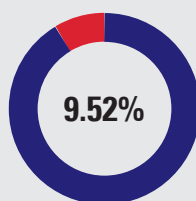


## SUMMARY OF LAST 3 YEARS' MEAN HOURLY PAY GAP:

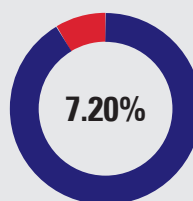
2017  
MEAN PAY GAP



2018  
MEAN PAY GAP



2019  
MEAN PAY GAP



## PERCENTAGE OF MALES AND FEMALES WHO RECIEVED A BONUS:

100%  
OF MALES



100%  
OF FEMALES



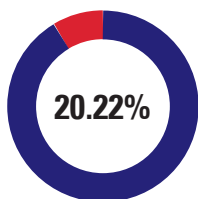
## PERCENTAGE OF MALES AND FEMALES IN EACH PAY QUARTILE:

QUARTILE	FEMALE	MALE
Q1 Lower	34.25%	65.75%
Q2	26.39%	73.61%
Q3	16.67%	83.33%
Q4 Upper	19.18%	80.82%

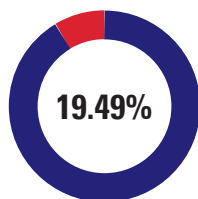


## DATA HIGHLIGHTS – AIRWAVE SOLUTIONS LIMITED

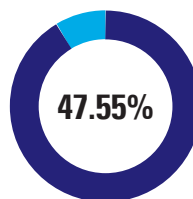
MEAN PAY GAP



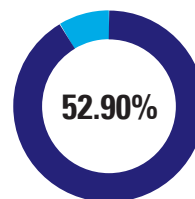
MEDIAN PAY GAP



BONUS PAY  
MEAN GAP

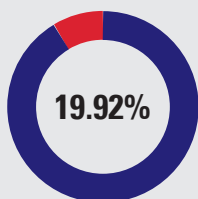


BONUS PAY  
MEDIAN GAP

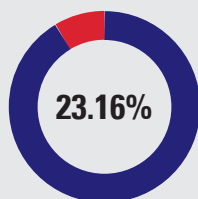


## SUMMARY OF LAST 3 YEARS' MEAN HOURLY PAY GAP:

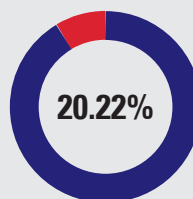
2017  
MEAN PAY GAP



2018  
MEAN PAY GAP



2019  
MEAN PAY GAP



## PERCENTAGE OF MALES AND FEMALES WHO RECIEVED A BONUS:

93.56%  
OF MALES



93.52%  
OF FEMALES



## PERCENTAGE OF MALES AND FEMALES IN EACH PAY QUARTILE:

QUARTILE	FEMALE	MALE
Q1 Lower	39.71%	60.29%
Q2	16.18%	83.82%
Q3	11.85%	88.15%
Q4 Upper	11.76%	88.24%



## WHAT WE ARE CURRENTLY DOING AT A LOCAL LEVEL EXTERNALLY

Our focus over the last few years has been to start at grassroots level to encourage interest in STEM subjects by our active involvement with girls' schools across the Midlands and Southern regions. We are also working on building on our relationships with some universities to encourage women students to get involved with our graduate programme. In 2019 we successfully recruited two females into our new graduate programme.

We are also participating in career events where we are involved in the promotion of job role days with students, speed interviewing, cv shaping/building, careers advice and guidance. Additionally, we support a variety of work experience placements for students with increasing levels of take up year on year.



## ...AND INTERNALLY

### RECRUITMENT

As part of the drive to increase female representation in STEM areas of the business, we actively hired a number of female graduates into engineering/software engineering roles during 2019.

#### **These are the stories behind our female graduate hires:**

"I joined Motorola after completing a computer networking degree, through which I had industry employment and experience. This really gave me an idea of working environments and atmospheres and which ones work well and which ones I like to work in and where I can work best. At some of the previous companies my point of view was not listened to simply because of my gender. It's not like that here; you are given the same respect and my opinion and view point count!

During the first few weeks of starting I met a lot of members of staff, all of whom were willing to stop and help show me where things are or where to find the information I needed, no matter how busy they were. Through the last few months of working at Motorola Solutions it's clear how the company pitches in such as providing fundraising for the Australian bush fires and my external volunteer hours are recognised by Motorola Solutions and is matched by a scheme to provide further funds for other charities."

#### **A further female graduate recruited into Airwave Solutions said:**

"The first click for me to join Motorola Solutions was when I realized my work can make a difference. Certainly working with Motorola Solutions has definitely exceeded my expectations. As the saying goes, learn to walk before you run; we were given enough guidance (still going on) to grow and be a part of important projects.

I joined Motorola Solutions as a Graduate IP Network Specialist in the CIS (Customer Integration Solutions) department. It has been an amazing journey so far. There's always someone guiding and giving advice. There are one to one's with my manager too where we discuss about the situation now and future trainings. These not only help us to be ahead in the technical field but also in individual growth. We are encouraged to think and not to be afraid to ask questions even if it seems a silly one. As my supervisor says "There might be wrong answers but there's no wrong question".

I also have a mentor who helps me in my career progression. We have regular meetings which is very helpful when you are new to the business and want to learn more. The entire team has been very generous to me and I will always be grateful towards them. I couldn't have found any better place to start my career. It's certainly an amazing feeling when you are doing what you like and still making that small fraction of difference in people's lives."



## WE HAVE ALSO BEEN HIRING AT A MORE SENIOR LEVEL

**An experienced female was appointed as Head of Programmes and Delivery within the company. In her own words:**

"I passionately believe in developing female talent and am not only a strong advocate of the Motorola Solutions' UK Women's Business Council as the communication & marketing lead, but I also serve as the "Women in Tech" Motorola Solutions representative for the CBI.

One of the reasons that women often feel like they can't break the "glass ceiling" is that they don't have any role models in senior positions. I am hopeful that my presence will reinforce Motorola's drive to increase diversity at all levels of the organisation. It has been proven time and time again that diversity in teams is not only positive in terms of performance, but also that having women in senior positions boosts the bottom line.

Like in any business, I believe unconscious bias is a challenge that we all need to actively address. From an early age, we are taught that girls and boys are different: strong girls are often called "bossy" with the male equivalent being "assertive / a leader". This doesn't disappear when we enter the workplace. Personally, I often get asked about my childcare arrangements and it rarely comes up in my husband's conversations at his work. It needs to change and we need to start by challenging our own behaviour / thoughts."



## ONGOING GENDER RELATED ACTIONS INCLUDE:

- Flexible working opportunities - reduced hours, compressed hours, working from home, job share
- Continuous training and support on recruitment practices to avoid conscious or unconscious bias in hiring practices
- Ongoing focus top down on all equality issues within the organisation
- Appraisal process with objective setting, ongoing feedback and development dialogues that if employee wishes can be career and progression focused
- Wide ranging online learning materials including Leadership skills and self-development
- Women's Business Council at a global and local level
- Career Conversations facilitated internally to track aspirations
- Listen and Lunch designed specifically for female employees
- Gender neutral job descriptions - normalising of typically 'male' wording in job descriptions
- Mentoring - push for mentors and mentees across our female population
- Job advertisements - normalising and including more flexible working options
- Salary parity - reviewing across all areas job v pay and rewards parity

Starting at the school level to encourage more girls to follow a career path based on STEM subjects, we know it will take some years to have a tangible impact on our gender ratios. However, we are optimistic that over time we will see more females following a technology based career path. On joining our company, we will ensure that every opportunity for equal career growth and development will be made available.



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