

HALLMARK CARDS  
GENDER PAY GAP REPORT

2020



# Hello

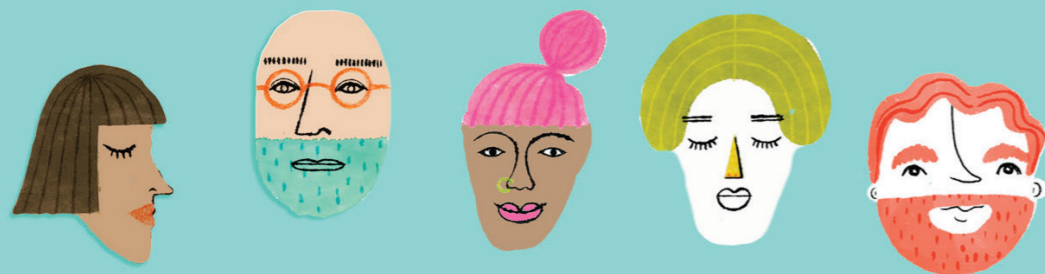
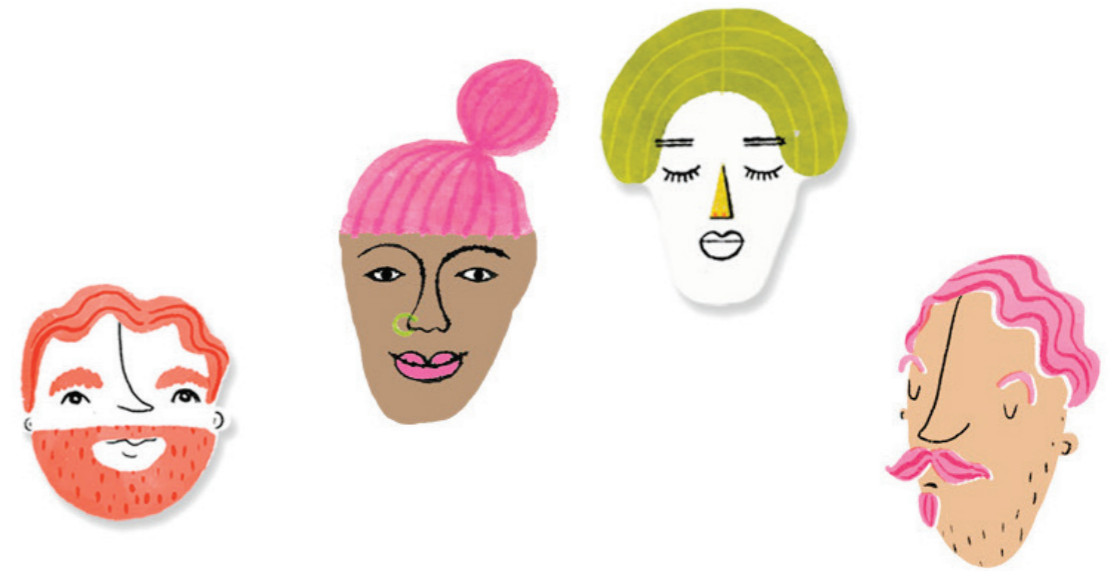
Here at Hallmark our vision is to be the company that creates a more emotionally connected world by making a genuine difference in every life, every day.

This year our vision came into sharp focus as the lockdown restrictions and global pandemic stopped us from seeing family, friends, loved ones and treasured colleagues. We needed to find ways to reach out and connect with each other, as well as helping our consumers to use our products to do the same.

Our Hallmarkers have worked hard and helped people connect from a distance on key milestones such as birthdays and other celebrations, and on those “just because...” moments which have been so important to show support during times of sadness or loss, or to simply say thank you to the many heroes who have helped us all through these challenging times.

We're proud of our Hallmarkers and remain committed to valuing all our differences. Of course, we have policies and procedures in place to support our ways of working, and to ensure our legal responsibilities are met. However, more than this, we seek to make career development and progression opportunities available for all Hallmarkers regardless of their background, race, age, sex, gender, marital status, sexual orientation, religion or disability.

In this report we share our gender pay data and context. There are improvements to be made and we are committed to looking for opportunities to see the gap reduce.



# Understanding the pay gap

The mandatory gender pay gap reporting regulations, as defined in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 (“the Regulations”), require all companies with 250 or more employees on 5 April 2020 to publish details of their gender pay and bonus gap.

## WHAT IS THE GENDER PAY GAP?

The Gender Pay Gap is the difference in the average pay and bonus of all men and all women across an organisation, expressed as a percentage of men’s earnings. The gap is reported as a mean average and a median average (mid-point) figure and is calculated from individuals’ hourly rates as at April 2020. It is important to note that the gender pay gap covered here is different from an equal pay comparison. Equal pay means that men and women performing equal work should generally receive the same pay.

It should be noted that at the time our information was captured for the report (following the guidelines) our business was impacted by the Covid-19 pandemic, the government directive on working from home, shielding and the evolution of the furlough scheme. At nearly all grades within our organisation there were colleagues who were absent from work due to furlough and therefore not included in our calculations.



## UK results overview

Here at Hallmark, whilst change is constant, we're proud to have continued to maintain a gender 50/50 balance at the most senior levels within our organisation.

Although we have seen a marginal increase in our overall gap we have seen a decrease in our non demographic gap.

The demographic effect relates to the amount of the pay gap which is attributable to the differences in the male and female representation across the grades while the non-demographic gap is the amount of the gap that is due to differences in pay between grade.

We'll continue to constantly review and evolve all of our people strategies; including initiatives relating to resourcing, development and reward. To do this, we'll engage with Hallmarkers across our business to help us understand what is important to them, enabling us to keep on making Hallmark a great place to work, and attractive to potential new Hallmarkers. We'll carry on our drive to be an inclusive employer who celebrates our differences, as well as representing our consumers so they can find the right card, at the right time, to say what they want to say in the right way.

### OVERALL GAP

34.0% (+0.5%)

### DEMOGRAPHIC GAP

29.5% (+0.8%)

### NON DEMOGRAPHIC GAP

4.5% (-0.2%)

### INCUMBENTS IN SENIOR ROLES

#### MALE

#### FEMALE

2020

50%

50%

2019

50%

50%

2018

50%

50%

2017

59%

41%

2016

66.7%

33.3%

2015

69.2%

30.8%



## Interpreting our pay gap

### OUR PAY GAP

The main reason for the gender pay gap at Hallmark is an imbalance in the distribution of male and female colleagues across the company, not because of our pay policies and practices.

### OUR ONGOING EFFORTS...

We continue to promote opportunities where all Hallmarkers can develop both personally and within their careers. This includes initiatives such as mentoring and coaching programmes, leadership development programmes and curated online learning which we strive to make accessible to all.

We continue to seek to strike more of a balance across all pay quartiles, ensuring that both males and females are represented across all levels.

We continue to offer and promote our approach to flexible working. We find that we have a high proportion of women in our lower quartile roles and our field merchandising population, which are roles that can really embrace our working flexibly best practices, however we will continue to explore and promote similar approaches for all roles at all levels of seniority wherever practical. This year, the outbreak of Covid-19 and the governments stay at home where possible message, has given us insight into further possibilities and options where we can expand our thinking regarding where work is done, how we collaborate and have working practices that all Hallmarkers can benefit from.

### HOURLY PAY GAP

<b>MEAN HOURLY PAY GAP</b>	34.0%	+0.5%
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<b>MEDIAN HOURLY PAY GAP</b>	21.7%	-9.2%
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### HOURLY PAY QUARTILES

	MALE	FEMALE
<b>UPPER</b>	29.9%	70.1%
<b>UPPER MIDDLE</b>	10.9%	89.1%
<b>LOWER MIDDLE</b>	8.1%	91.9%
<b>LOWER</b>	3.4%	96.6%



## Understanding the bonus gap

At Hallmark, bonus remains predominantly a percentage payment linked to salary. This year more employees in total received a bonus payment than in the previous year and this has led to a change in the bonus pay gap in comparison.

As before, the median bonus pay gap is derived by lining up all the Hallmarkers who received any form of bonus from the most to the least, then taking the middle Hallmarker in the line. The gap is then expressed as a % of men's earnings.

The overall bonus gap is mainly attributable to demographic effects, which means that the majority of the gap is caused by having a higher proportion of men in senior roles than the wider workforce.

### BONUS GAP

**MEAN BONUS GAP** 58.3% (-29.6%)

**MEDIAN BONUS GAP** 34.2% (-54.7%)

### PROPORTION OF EMPLOYEES WHO RECEIVED A BONUS

**MALE** 20.2%

**FEMALE** 9.3%

**MEAN BONUS GAP** 58.3%

**DEMOGRAPHIC BONUS GAP** 39.5%

**NON-DEMOGRAPHIC BONUS GAP** 18.8%



# *How we're advancing our strategy - meet some of our talent*

At the very heart of who we are and what we do are our amazing Hallmarkers.

This year has been truly extraordinary and our teams have responded in a truly exceptional way. With home and work merging for many of our office-based teams we wanted to show our colleagues as their authentic selves with personal images chosen by them. We hope you enjoy their contributions as much as we value the impact their work is having.



Emily  
Barhador

CONTENT & BRAND MARKETING MANAGER



EMILY HAS PLAYED AN IMPORTANT  
ROLE IN OUR ONLINE JOURNEY, AND  
HER PASSION FOR OUR PLANET IS  
HELPING TO DRIVE FORWARD OUR  
SUSTAINABILITY GOALS.



*Here's how Emily is  
making her mark...*

#### **BUILDING MY CAREER AT HALLMARK**

When I finished college, I'd already decided I didn't want to go to university but I wasn't sure what direction I wanted to go in. I started at Hallmark when I was 19 on a temporary contract as an administrator in the eCommerce team and was really fascinated by the whole online world, I loved it. So when a product coordinator role came up I jumped at the chance to stay. I know in some industries not having a degree can sometimes be a disadvantage, but I've always felt empowered by Hallmark to build a career here, so it's never held me back. The opportunities I've had both those I've sought out and those where my role has evolved have been really amazing. I'd definitely say I've been able to realise my potential at Hallmark and it's something I'll always be very grateful for.

#### **BEING MORE SUSTAINABLE**

My team and I look after the design of our digital and marketing content so I was asked to join our sustainability workstream in the first instance to

support on bringing our sustainability visuals to life. I'm really passionate about the subject and was also keen to understand more about the greater detail of our sustainability efforts. So I stayed involved in those meetings and when an opportunity came up to lead our UK sustainability work, I stepped forward. I knew it was going to be challenging working it around my current role, as well as being a big learning curve, but personally I really wanted to do it. I spoke to my manager who was really supportive in looking at how we could adapt my workload so I could be involved.

Hallmark is truly committed to environmental excellence, and we've already made great progress across how we produce our products, and the materials we use. In my life I don't always feel I get the chance to make a difference, but doing what I do here, I'm able to make a difference to the things that really matter to me.





# Jemma Waite

INTERNATIONAL IT DIRECTOR



**JEMMA IS ONE OF OUR AMAZING WOMEN IN A LEADERSHIP ROLE. SHE'S ALSO BEEN A HUGE PART OF MAKING MENTAL WELLNESS PART OF OUR EVERYDAY CONVERSATIONS.**



*Here's how Jemma is making her mark...*

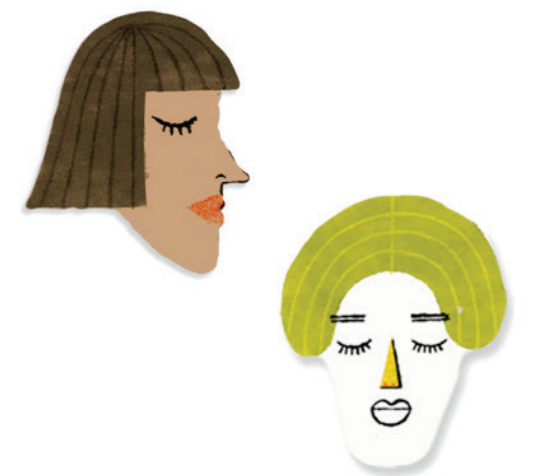
## **MOVING ON UP**

While the world this last year has not been the same for anyone, my career took a different turn too. Moving to a director level role was a big step, and even though at times it felt daunting, the unwavering support I received from colleagues across the whole business has been amazing. The encouragement from my manager who helped me to recognise my strengths and how I could apply these to my new role, also made a really big difference. Knowing that people never hesitated to have this confidence in me helped my own self-belief grow, and as a result I'm enjoying making the role my own. Hallmark has always been ahead of the percentage curve of women working in technical roles, and I see my development here as another great example of Hallmark leading the way.

## **BEING MENTALLY WELL**

I'm so proud to have been involved in the development of our first ever mental wellness programme. The idea of the initiative came as a suggestion from our colleague forum One Voice, and a small team including myself

scoped out what an annual programme could look like. In the first year, our programme got a lot of attention and was met with great enthusiasm. What we created felt authentic; with activities and support being delivered at the right time in the right way to the right audience. During the last year the priorities of our programme changed. With the world being a very different place, we've needed to understand the new personal challenges we're all facing into, so our focus has been to keep mental wellness at the forefront of all our minds. The biggest success of the programme for me has been to normalise the conversation around mental wellbeing - it's OK to ask someone if they're OK, and it's OK for someone to ask for help if they need it.



# Ruth Turner-Blood

WRITING STUDIO DIRECTOR



**RUTH ALREADY HAS AN AMAZING HALLMARK STORY, AND IS NOW ON A JOURNEY OF DIVERSITY AND INCLUSION DISCOVERY.**



*Here's how Ruth is making her mark...*

## MY HALLMARK MOMENTS

"I'm so passionate about our product, as a card-sender I loved it even before I joined Hallmark. It's the best product you could ever work with - it makes people happy, supports them when they're down, and helps to create those important emotional connections that we all need more of right now.

Starting here as an editor almost 20 years ago, I could never have imagined just how much my career was going to evolve. I've had so much development support over the years, and my role has just grown and grown. Moving up to senior editor, then editorial manager, I'm now Writing Studio Director, and able to use my love of words alongside my management experience to help support my talented team on their Hallmark journey's too.

The chance to work globally has also been fantastic. My role includes a lot of collaboration with colleagues in our Head Office in Kansas City and I've also been lucky enough to visit their creative studios a couple of times too. Working globally has given me new perspectives, many learnings and so much creative inspiration over the years."

## FOCUS ON DIVERSITY AND INCLUSION

"Hallmark has always been committed to being socially responsible but we want to do more. To make sure the diverse needs of our consumer base are reflected throughout our brand, we're carrying out a full audit of our entire product portfolio. My experience analysing and translating consumer insights, alongside my own interest in this, meant I was well placed to lead the work being done in the UK as part of a wider global product audit.

I'm working alongside a team of educators and experts in the diversity and inclusion field who are helping us understand where and how we can drive improvements. We're making positive steps and as we create new products we're doing this from a more inclusive point of view. We know we have a way to go but this increased awareness is helping us to understand, challenge, question and think differently."



Rob  
Wells

HEAD OF ECOMMERCE



**ROB JOINED US INITIALLY ON AN INTERIM CONTRACT TO DRIVE FORWARD OUR ECOMMERCE STRATEGY. MOVING AT WARP SPEED TO HELP US DELIVER OUR NEW DIRECT TO CONSUMER CHANNEL ROB IS NOW A PERMANENT MEMBER OF OUR HALLMARK TEAM.**



*Here's how Rob is making his mark...*

#### **CREATING EMOTIONAL CONNECTIONS**

The greetings industry was new to me, and as I was going through the recruitment process for Hallmark, I was drawn to thinking about how people connect in today's world. The pace, speed and instantaneous contact of social media is brilliant, however it struck me that perhaps the empathy piece was missing. The ability to build and create an emotional connection through sending a card, coupled with the huge impact on the person receiving it means so much more. Hallmark is a brand everyone knows, I've grown up with it, and I understand now at its heart is the ability to help people make those all-important emotional connections through their product.

#### **NEW WAYS TO CONNECT**

The role here was initially an interim contract, but my brief was to shape and develop the direction for eCommerce. The ambition to broaden our eCommerce offering was already here and that was a big attraction for me. The pandemic accelerated our

thinking about how we would bring our product to new marketplaces and launching our new business to consumer channel was at the top of the priority list. There was already an appetite to deliver, but it was also necessary to engage with key business areas such as fulfilment and supply chain as major partners in our success. This programme of work had touch points across our entire business and the team effort from everyone involved both locally and internationally was first class.

It's been a rollercoaster of a year and we've moved at incredible speed, but we've triumphed in bringing to life our direct to consumer channel, and venturing into new online marketplaces. I'm a strong believer that if you can build the understanding about the opportunity, and drive the want for it to happen, you'll be successful.



# More to come...

## TAKING LEARNINGS WHEREVER THEY COME FROM

Inclusive events – the pandemic presented many challenges but it also presented opportunities too. We now deliver our Town Halls virtually so that more Hallmarkers can join and engage real time in what’s happening across the business. Running a live Q&A as part of these events means we know what’s important and on the minds of our great team.

Remote productivity – through a remote working survey we heard from Hallmarkers telling us that they felt very productive at home, and we also heard about what they would want from the office of the future. This has led to us to work on creating spaces where our teams can collaborate and inspire one another, and, while we already had great examples of flexible working throughout the teams in our business, we are introducing hybrid working where the role supports it, meaning our colleagues can have a balance of office and home working

## D&I

This year many Hallmarkers have taken part in Conscious Inclusion workshops with their colleagues from around the world, and we are making more learning materials available to a wider group of Hallmark via our online learning platforms.

D&I in both our products and practices is integral to all that we do so we have included D&I metrics in our annual incentive scheme.

And, in 2020 we were also able to take part in our first D&I live summit where colleagues could hear from leaders in Hallmark, Crayola and Crown Media around our enterprise efforts.

## A NEW OD GOVERNANCE PROCESS

Introduced to ensure we are fair and consistent in our decision making in relation to appointments and reward decisions.

## REVIEW OF THE APPRENTICESHIP SCHEMES AND STANDARDS AGAINST OUR STRATEGIC PILLARS

Exciting work to ensure we are developing our talent in line with our company goals. This means there will be accredited development opportunities for our Hallmarkers.



As HR Director for Hallmark UK & Ireland, I, Claire Reid, can confirm that the information contained in this report is accurate.

**Claire Reid HR Director - UK & Ireland**

