



# Hallmark Cards

GENDER PAY GAP REPORT

2022

# Hallmark Gender Pay Report

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. It's our belief that if you care enough, you can change the world.

Through the course of the last year we have, yet again, kept our vision and beliefs at the heart of what we do, so we could focus on what our consumers and colleagues needed from us to help them connect with those they loved. We have continued to challenge ourselves to make sure the products we offer support all our communities across the UK and Republic of Ireland by introducing new products into our range, through different sending options and different purchasing platforms.

As Hallmarkers we continue to work hard internally to be great partners to our colleagues, at home and around the globe, collaborating on digital and physical products, learning from each other on our DE&I goals and sharing best practice in our sustainability efforts. All made possible because we understand what our purpose and promise are.

Although we can now, again, work together in person we continue to see the benefits of the tools we used to connect virtually during the pandemic restrictions. These benefits are tangible for our customers, consumers and Hallmarkers, and no matter where we are in the world, we value each other and all our differences. We are dedicated to promoting a culture of inclusivity, and our approach will continue through the next year and beyond as we see ourCare More agenda come to life.

The following report contains our Gender Pay Gap information and shows how we are evolving our business.



### Mean Average



vs

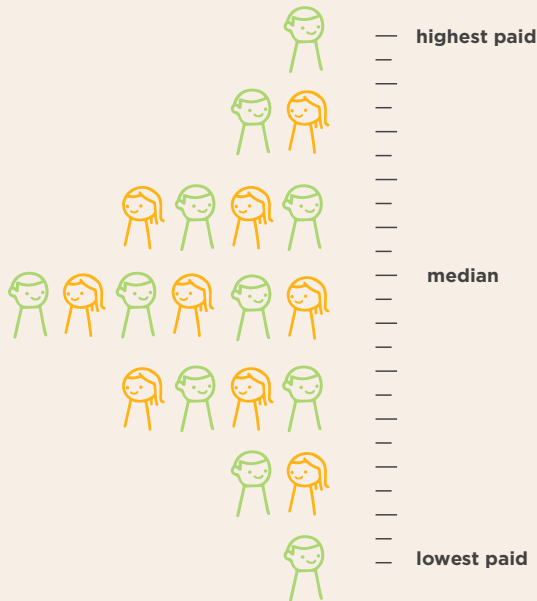


Add the male hourly rates and divide by the total number of male employees

Add the female hourly rates and divide by the total number of female employees

### Median Mid Point

Line up everyone in order from the lowest to the highest hourly rate and the Median is the middle number



# Understanding Gender Pay Reporting

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 2022 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 (midpoint) figure and is calculated from individuals' hourly rates as at April 2022.



# UK Results Overview

This year we are able to report a reduction in both our mean and medium hourly pay gap. However we have seen an increase in the mean and median bonus gap.

Traditionally the bonus gap has been more liable to change due to the circumstances in which a bonus may be paid rather than individuals' eligibility or our reward practices.

## Hourly Pay Gap

Mean hourly pay gap	26.7%	(-1.5%)
Median hourly pay gap	20.4%	(-2.2%)

## Hourly Pay Quartiles

	Male	Female
Upper	36.4%	63.6%
Upper middle	29.9%	70.1%
Lower middle	11.8%	88.2%
Lower	8.8%	91.2%

## Bonus Gap

Mean bonus gap	28.7%	+27.3%
Median bonus gap	7.8%	+7.8%

## Proportion of employees that receive a bonus

Male	23%
Female	12.9%

\*2021 figures have been restated due to a slight anomaly uncovered when producing the 2022 report. A summarised restatement of the 2021 is available [here](#).



# Interpreting our figures

## Our Pay Gap

The reason for the gender pay gap at Hallmark remains the demographic of the Hallmark employee population and the distribution of male and female colleagues across the company, not because of our pay policies and practices.

The decrease in the gap this year has primarily been driven by demographic effects of turnover, promotions and in-role pay changes through the course of 2022.

## Our Bonus Gap

At Hallmark, bonus remains predominantly a percentage payment linked to salary, however from time to time we do take a different approach and year on year this has driven the differences we have seen.

The gap is expressed as a % of men's earnings and is mainly attributable to demographic effects of having a higher proportion of men in senior roles than the wider workforce.

## Our Ongoing Efforts

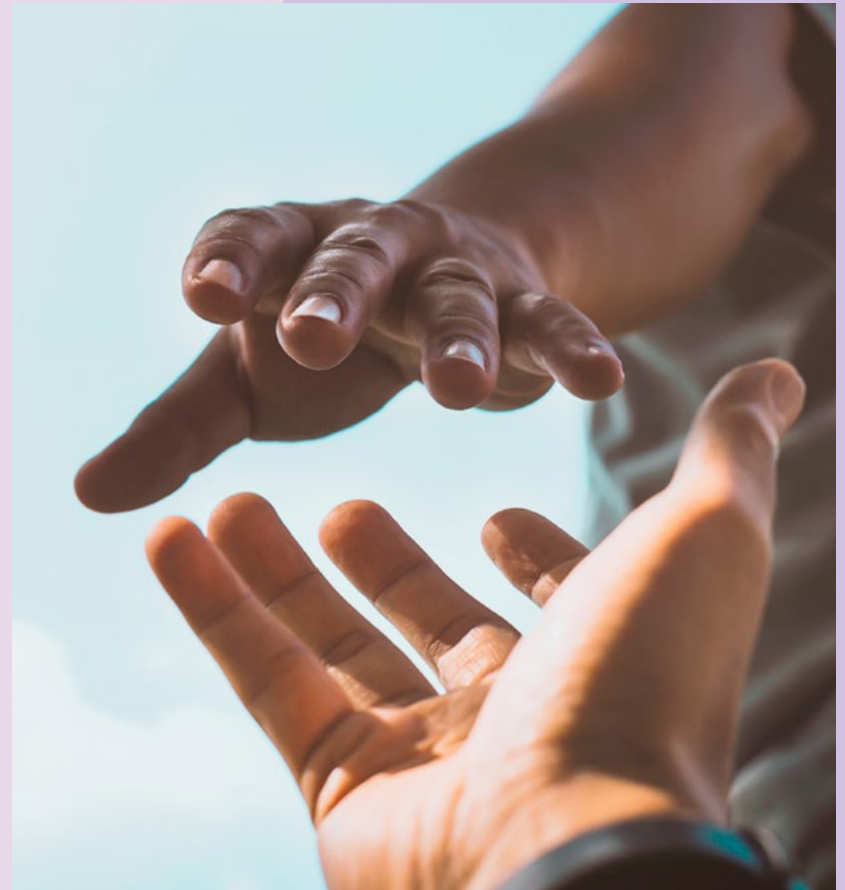
We'll continue to review and evolve our people strategies; including initiatives relating to resourcing, development and reward. To do this, we'll continue to engage with Hallmarkers across our business using our 'Care More' agenda to help us understand what is important to them, enabling us to keep on making Hallmark a great place to work.

We continue to see the benefits of our approach to flexible working making it accessible to all roles at all levels in the organisation wherever practical. This year we are expanding our thinking about how when and where work is done, how we collaborate to ensure that we have working practices that all Hallmarkers can benefit from while continuing to advance our strategy.



At the very heart of who we are and what we do are our amazing Hallmarkers and throughout 2022 we have been **innovating, changing, advancing our strategy and leading through change.**

Here are just a few of our team talking about our **Care More agenda**, an approach aligned to our brand promise and values.





**Care for You**



**Care for Others**



**Care for the Planet**



**Care for the Community**



**Care for All**

## **We're delighted to share our new Care More agenda for 2023.**

Enhancing our culture and employee experience is a fundamental part of our strategic priorities. Our new Care More agenda provides the framework for bringing our culture and employee experience to life.

Delivered by our new Employee Experience Group, made up of Hallmarkers from around the business, the Care More agenda gives the gift of time; to care for themselves, others, the planet and our communities, including volunteering and charitable donations. We also place learning and development firmly on the agenda. Education is key to opening up opportunities for all, removing barriers and innovating for the future. It's our way to show we care about making meaningful moments with each unique Hallmarker, and enable them to pass that on to our communities too.



# Our Care More Agenda from those who lead with passion

## **Claire Flowers-Warner - Talent, Development & Resourcing Partner**

As the Talent, Development & Resourcing Partner, I've expanded my role, whilst also being supported as a female, parent, and carer. I'm delighted to lead our new Care More agenda and have an impact on all our employees - keeping people at the heart of our decisions.

The Care More agenda gives the gift of time to the people and causes that mean so much to us, including our planet. Education is a key pillar, and as I've been supported by Hallmark to continuously learn and develop, I'm now privileged to be able to support that learning journey for all our Hallmarkers..

Whether it's skills to develop their careers, expanding our diversity, equity and inclusion knowledge to create a workplace where everyone can be successful, or enabling us to give back to our communities, I'm empowered to ensure we all can Care More at Hallmark.



## **Philipa Dixson - Company Secretary**

As Company Secretary for Hallmark, I wear many different 'hats' including looking after legal matters, being a pension trustee and leading internal communications, but my favourite hat has to be that of a leader of our Employee Experience steering group (Your Experience Squad or "YES") which really brings to life our 'Care More' agenda.

Why do I love it so much? Professionally, because it truly mirrors the Hallmark Brand promise of helping people live caring and connected lives, and personally, because it aligns so closely to my personal values of inclusivity, caring and nurturing. I am so excited to see what 2023 will bring as I work with the YES to enhance the lives of those around us.





# Our Care More Agenda from those who lead with passion

## Heather Williams - Trend Strategist

Having worked at Hallmark for half my life (!), through a variety of different creative roles, I am currently what is known as the Trend Strategist. This means that I explore future trends and behaviours, identifying those that will have most impact on our business and our consumers. One of the key long-term drivers of society we are seeing is what will become the 'culture of care' - for communities, our aging population, ourselves, and our planet.

This shows how important our brand's 'caring and connecting' values are and how, by being part of the employee group (Your Experience Squad, or "YES"), I can help bring them to life in our culture and business community.

We are known as a business built on the most amazing, talented, creative, inspirational and likeable people - who care for each other as friends as well as colleagues. Being part of YES means that I can help to ensure this continues to be one of our brand USPs.

## Rebecca Clapham - Designer

I've been a Hallmark designer for a total of 7 years. After a two year break living abroad, I moved home and was drawn back to a career here as, (like most people will agree) it's definitely the people that make it such a great place to work.

Although in recent years we've had to adapt our ways of working, the brand values and culture of care remain just as important as ever. Becoming part of 'YES' means I can be part of the team that really brings the 'care more' agenda to life and bring a positive influence to the Hallmark experience as well as our wider community...



## Continuing to make our mark...

Inclusive events - Our global town halls are virtual events, meaning more Hallmarkers can participate. To make sure everyone can catch up at a time that works for them these are recorded and shared with colleagues around the world.

DE&I - We continue to work with designers, influencers and charitable organisations to enhance our range of products to bring to life, in an authentic way, products that represent all of us: we launched our first braille range for Valentine's Day in 2022, and are working closely with our charity partners, including the RNIB, Barnardo's and Andy's Man club to develop product ranges that truly reflect the ethos and guiding principles of these organisations.

Finding the right balance - During the last couple of years we learned more about what is important to our Hallmarkers and how we should work together in the future.

Hybrid working - Now an integral part of life at Hallmark, where their role supports this, allowing our teams to find the balance that works for them.

Learning & Development - Hallmark is investing in our colleagues development in 2023, utilising funds from the Apprenticeship Levy into Leadership programmes and other accredited qualifications which will benefit both the individual and the wider business. In 2023, over 5% of Hallmarkers in the UK and Ireland are undertaking an accredited qualification.

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



**Claire Reid**  
**Group HR Director - UK & I, ANZ**

