



Hallmark Cards

GENDER PAY GAP REPORT

2023



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 is our belief that if you care enough, you can change the world.

Over the course of the last year we have, yet again, kept our vision and beliefs at the heart of what we do so we can focus on what our consumers and colleagues need from us to help them connect with those they love. We have continued to challenge ourselves to make sure the products we offer support all of our communities across the UK and the Republic of Ireland by introducing new products into our ranges, 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 globally, 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.

No matter where we are in the world, we value each other and all of our differences. We are dedicated to promoting a culture of inclusivity, and our approach will continue through the next year and beyond. Last year saw the launch of our Care Enough agenda, and this year saw us bring this to life, as you will see over the coming pages.

The following report contains our Gender Pay Gap information and shows how we continue to evolve our business to keep pace with the ever-changing environment in which we operate.



Mean Average



vs

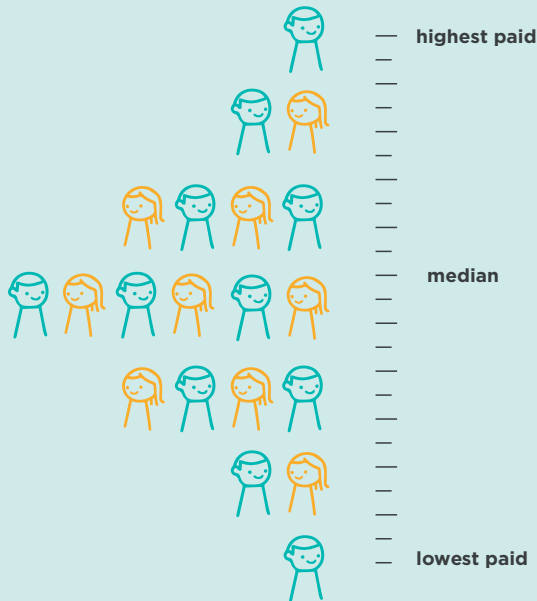


Add the male hourly rates and divide by the total number of male employees

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 2023 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 2023.



Interpreting our figures

Our Pay Gap

The reason for the dramatic improvement in the gender pay gap this year is structural change which took place in the previous year, allowing the figures to truly reflect the underlying pay gap.

Our Bonus Gap

The 2023 mean bonus gap figure is driven almost entirely by exceptional items which do not reflect the underlying bonus policy.

As for the median gap; compared to 2022, there were fewer male recipients of the bonus at the lower end of the bonus value distribution. For females, the distribution stayed similar to 2022 in this area, but the overall values were lower.

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' strategy to help us understand what is important to them, enabling us to keep on making Hallmark a great place to work.

We always seek to strike more of a balance across all pay quartiles, ensuring that both males and females are represented across all levels, and remain committed to promoting opportunities where all Hallmarkers can develop both personally and within their careers. This includes initiatives such as mentoring and coaching programmes, leadership development programmes, curated online learning, apprenticeship qualifications up to Masters level and our data academy.

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.



UK Results Overview

This year we are able to report a significant reduction in both our mean and median hourly pay gap.

We have seen a reduction in the mean, but an increase in the median bonus gaps. Traditionally the bonus gap has been more liable to large swings due to the changeable circumstances in which a bonus may be paid rather than an individual's eligibility or our reward practices.

Hourly Pay Gap	2023	vs 2022
Mean hourly pay gap	0.10%	(-26.6%)
Median hourly pay gap	-10.4%	(-30.8%)

Hourly Pay Quartiles	Male	Female
Upper	35.8%	64.2%
Upper middle	42.5%	57.5%
Lower middle	46.2%	53.8%
Lower	32.7%	67.3%

Bonus Gap		
Mean bonus gap	24.5%	-4.2%
Median bonus gap	23.5%	+15.7%

Proportion of employees that receive a bonus		
Male	19.5%	-3.5%
Female	23.4%	+10.5%





Care for You



Care for Others



Care for the Planet



Care for the Community



Care for All

Our Care More Agenda

In 2022, we launched our Care More agenda, an approach aligned to our brand promise and values which provides the framework for bringing Hallmark's culture and employee experience to life.

Throughout 2023, we have been busy activating each of the elements of the Care More agenda, focusing on caring for others, the community, and ourselves. Here are a few stories about how Care More has become part of life here at Hallmark...



Caring for Others and Our Communities – Volunteer Days

Every year, each employee is given a volunteer day to use in any way they choose. Some Hallmarkers have chosen to undertake independent volunteer projects, whilst others have taken part in group volunteer days organised by 'YES', our employee experience representative group. Examples of group volunteer days in 2023 are:

- 'Balsam Bashing' at Temple Newsam Park in Leeds
- Christmas Card writing days at care homes in Leeds and Bradford

Examples of individual volunteer activities in 2023 are:

- Cookery lessons for children with special needs at Inn Churches
- Supporting interview skills development at Bradford University
- Wrapping Christmas hampers to be sent to vulnerable families



Caring for Others and Our Communities – Our Charity Partnerships

Hallmark has partnered with and supported a number of charitable organisations in a number of ways in 2023:



RNIB

We continue to fine-tune our inclusive product ranges that we have developed hand in hand with the RNIB.

During the year, representatives from the RNIB have visited Hallmark for a lunch and learn session where we were able to gain valuable insights into the lives and experiences of those who live with sight loss.

RNIB also ran training sessions with our creative team on how to increase accessibility through design.



The Woodland Trust

Every time someone makes a purchase on our website, we donate 20p to the Woodland Trust at no extra cost to the customer.

We want to give back to our woodlands and help to conserve and protect them for future generations.



Barnardo's

Our long-term partnership with Barnardo's continues to evolve each year.

In 2023, we have worked with the charity to develop ranges of charity cards, some of which use words directly from the mouths of children in their care.

It's given us a truly insightful, inclusive and unique set of products.



Andy's Man Club

We're proud to support local mental health charity, Andy's Man Club (AMC).

As well as supporting the organisation with a range of cards, this year we organised a charity football fundraiser in aid of AMC, pitching our two distribution centres against each other.

We were also delighted to host a lunch and learn session where a member of AMC talked about his experiences and the work AMC do. A truly inspiring experience.



Bradford Central Foodbank

Throughout the year Hallmarkers have diligently put aside grocery items to be distributed to those in need at the Bradford Central Foodbank.

In December, the proceeds from staff sample shop sales were invested in food and gifts to be taken to the foodbank to help those less fortunate than us have a better Christmas.



Caring for Ourselves – Care Days

We've gifted each Hallmarker a day per year that can be used to care for themselves or to care for others. In our busy lives, we spend so much time in the daily grind, we don't often stop to take time for ourselves. So far this year, 246 employees have taken their Care Days for many diverse reasons such as:



- Taking their child(ren) to university
- Helping parents with odd jobs around the house
- Treating themselves to a spa day
- Going Christmas shopping
- Exam results day
- Their child's first day at school
- A walk in the countryside
- Their aunt and uncle's diamond wedding anniversary

Continuing to make our mark...

Inclusive events – Our Hallmark Global town halls are virtual events so Hallmarkers across the world can participate. Added to this, at our enterprise town halls, where we hear from our leaders in Crayola and Hallmark Media too, we learn what is happening across the wider business, and hear how our strategies and culture are supporting our brand visions. To make sure everyone can catch up at a time that works for them these are recorded and shared with colleagues around the globe.

Creating a sense of belonging – To ensure that every employee feels included, respected and valued, we are committed to a global Diversity, Equity and Inclusion vision. We strive to cultivate diversity and create a culture of equity and inclusion – one that grows through sustained action, demonstrates care for every life experience, inspires new products and content, and builds a sense of belonging in which every employee is able to be their very best. As part of this, we are proud to be a partner of 'Diversity in Grocery', Grocery Aid's annual programme which provides on-demand DE&I learning opportunities plus knowledge, resources and collaboration opportunities.

Finding the right balance – Hybrid working is now an integral part of life at Hallmark for our office-based colleagues where their role supports this, allowing our teams to find the balance that works

for them. We recognise that flexibility in the hours that we work as well as where we work is important to our colleagues so we endeavour to find the balance that most effectively meets the needs of the colleague and the role.

A learning culture - Hallmark is investing in a significant amount of development in 2023, investing funds from the Apprenticeship Levy into Leadership programmes and other accredited qualifications which will benefit both the individual and the wider business. In 2023, 39 Hallmarkers in the UK and Ireland were undertaking an accredited qualification across a variety of subjects and levels from Leadership to Procurement, entry to graduate level, with a large cohort focused on excelling with digital.

As Head of HR for Hallmark UK & Ireland I, Emma Trimnell, can confirm that the information contained in this report is accurate.

Emma Trimnell
Head of HR - UK & Ireland

