

HALLMARK CARDS  
*GENDER PAY GAP REPORT*  
2019

# Here at Hallmark...

Within a positive culture our Hallmarkers are trusted, respected and treated fairly. We continue to be committed to valuing differences, recognising the needs of individuals and ensuring all of our people are able to realise their full potential.

The policies and procedures we have in place support this ethos and ensure our legal responsibilities relating to diversity and inclusion are represented. 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.

Our approach to treating colleagues fairly continues to embrace the following:



- *We foster an environment in which individual differences and contributions are recognised and valued;*
- *We offer a working environment that promotes dignity and respect to everyone;*
- *We generate opportunities where training, development and progression is available for those that want it;*
- *We recruit, develop and retain the best people, recognising and realising potential along the way – always striving for continuous improvement on both an individual and business level;*
- *We work hard in developing our colleague and customer base in a way that reflects the different communities in which Hallmark operates.*

## UNDERSTANDING THE PAY GAP –

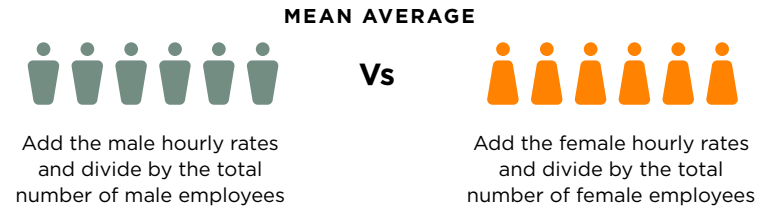
The mandatory gender pay gap reporting regulations, as defined in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 (“the Regulations”), require all companies with 250 or more employees on 5 April 2019 to publish details of their gender pay and bonus gap.

### 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.

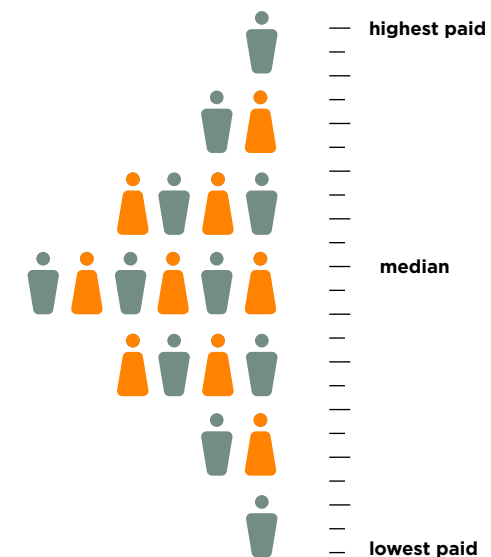
The gap is reported as a mean average and a median average (mid-point) figure and is calculated from individuals’ hourly rates as at April 2019.

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.



**MEDIAN MID POINT**

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



## UK RESULTS - OVERVIEW

Here at Hallmark, whilst change is constant, we are proud to have maintained a gender 50/50 split at the most senior levels within our organisation. We have also seen a slight improvement in our overall gap, with this reducing from 33.8% to 33.5%

Hallmark continues to have a small number of International roles, which given their broad remit, are compensated for appropriately. These roles continue to have an impact on our median hourly pay gaps as at the time of reporting they were filled by men. We will continue to constantly review and evolve all of our people strategies; including initiatives relating to resourcing, development and reward. To do this, we will engage with Hallmarkers across our business to help us understand what is important to them and enable us to continue to make Hallmark a great place to work, and attractive to potential new Hallmarkers. We will continue our drive to be an inclusive and diverse employer.

The demographic effect relates to the amount of the pay gap which is attributable to the difference in male/female representation across grades.

The non-demographic effect relates to the amount of the pay gap which is attributable to the difference in pay between men and women within each grade in our business.

**OVERALL GAP** 33.5%

**DEMOGRAPHIC GAP** 28.8%

**NON-DEMOGRAPHIC GAP** 4.7%

<b>INCUMBANT IN SENIOR ROLES</b>	<b>MALE</b>	<b>FEMALE</b>
<b>JAN 2019</b>	50%	50%
<b>JAN 2018</b>	50%	50%
<b>JAN 2017</b>	59%	41%
<b>JAN 2016</b>	66.7%	33.3%
<b>JAN 2015</b>	69.2%	30.8%

## UK RESULTS – INTERPRETING OUR PAY GAP

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 apprenticeships schemes which we strive to make accessible to all.

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

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. We continue to offer and promote our approach to flexible working. What we find is 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.

### HOURLY PAY GAP

**MEAN HOURLY PAY GAP** 33.5% (-0.3%)

**MEDIAN HOURLY PAY GAP** 30.9% (+4.3%)

### HOURLY PAY QUARTILES

	MALE	FEMALE
<b>UPPER</b> ( <i>highest paid</i> )	33%	67%
<b>UPPER MIDDLE</b>	15%	85%
<b>LOWER MIDDLE</b>	8.1%	91.9%
<b>LOWER</b> ( <i>lowest paid</i> )	3.7%	96.3%

Our quartiles are created by ranking all employees by hourly rates of pay from lowest to highest and dividing them into 4 equal groups. We then express the proportion of males and females in each group as a percentage.



Lowest Paid → Highest Paid

## UK RESULTS – BONUS PAY GAP ANALYSIS

At Hallmark, bonus remains predominantly a percentage payment linked to salary. This year only 17 employees in total received a bonus payment and this has led to a significant change in the bonus pay gap in comparison to the previous year.

Due to the small number of employees (just over 1% of Hallmarkers) who received a bonus payment during the period, a difference in the value of just one or two of these bonus payments can significantly influence the gap reported.

Our non-demographic bonus gap shows the differences between men and women in the same grade and therefore reflects a marginal swing in the favour of female recipients of the bonus.

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.

### BONUS PAY GAP

<b>MEAN BONUS PAY GAP</b>	<b>87.9%</b>
<b>MEDIAN BONUS PAY GAP</b>	<b>88.9%</b>

### PROPORTION OF EMPLOYEES WHO RECEIVED BONUS PAY

<b>MALE</b>	<b>1.4%</b>
<b>FEMALE</b>	<b>0.8%</b>

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<b>MEAN BONUS GAP</b>	<b>87.9%</b>
<b>DEMOGRAPHIC BONUS GAP</b>	<b>89.2%</b>
<b>NON-DEMOGRAPHIC BONUS PAY GAP</b>	<b>-1.3%</b>

# Our Talent

## SARAH GLADWELL – END TO END LEAD



*“My philosophy has always been that there are opportunities around every corner if you have the drive to find them.*

*This has absolutely been my experience of Hallmark.”*

Working for Hallmark for over 20 years (eek) I have been fortunate enough to develop into a number of roles which have given me huge breadth of experience and exposure to different parts of the business. My philosophy has always been that there are opportunities around every corner if you have the drive to find them. This has absolutely been my experience of Hallmark.

Having children later in my career has meant that in the early days I could focus entirely during a working day, but as all parents know that becomes a juggling act once little people come along!

Returning only 6 months after having my second daughter has brought new challenges, as I quickly came to terms with potentially missing some ‘key 1sts’ in the early stages of her life. For me, the flexibility available at Hallmark has meant that I can flex my office hours when needed and either call, Skype or log on out of hours to suit my family commitments. This enables me to do nursery drop off/pick up which means a lot to both my kids and me. Coming back after 6 months and knowing I have that flexibility has been very reassuring!

Moving straight into leading the E2E Greetings Transformation on return

from my maternity has been a fantastic opportunity for me, as it is a pivotal project in defining the business’ long-term focus. As it is an International project, much of the work involves a deep dive into functions that may not be office based or may work in different time zones, which can cause some challenges. However, we as a project team are proving that time and geographical location do not have to impact on getting work done, as we connect with Australia and Kansas City regularly.



# Our Talent

JUSTINE OXLEY



*“I certainly feel honoured to have been recognised and rewarded by Hallmark for all my hard work and commitment over the last 13 years.”*

— HEAD OF DATA GOVERNANCE AND MDM

I joined Hallmark in August 2006 to manage a newly created Data Control team. During my time since joining, I have been lucky enough to have had a variety of opportunities opened up to me. Four years ago I was given the remit to create and manage a new Data Governance function within the UK, giving me the platform to use my passion to create the vision of ensuring data is seen as a strategic asset throughout the business.

In December 2018, I was incredibly proud to step up as the Head of Data Governance & Master Data Management (MDM) within the newly created International Shared Service Centre (ISSC), allowing me to share my Data Governance vision throughout the other International businesses and support the ‘Enabling International Capabilities’ ways of working.

I am so excited to have been given this opportunity. The ISSC is a new and important part of Hallmark and I feel honoured to be part of its development and continual improvement. The support

that I have received personally to help me develop into this new and exciting role has been amazing. I am working with an internal coach to help me succeed with this next level of Leadership, and Hallmark has given me the platform to externally network with Leaders in similar circumstances and roles.

I certainly feel honoured to have been recognised and rewarded by Hallmark for all my hard work and commitment over the last 13 years.





# Our Talent

## IZZY CASSON – RETAIL MERCHANDISER



*“I have found that being part of Million Makers has exposed me to a multitude of opportunities, which wouldn’t have otherwise come my way.”*



In 2019, I took part in the Million Makers business challenge to raise money for The Prince’s Trust. I decided to apply to be part of the challenge as I hadn’t had the opportunity to get involved in anything like it before. I was excited to get involved in a project outside of my day-to-day role and raise money for a good cause in the process. Since joining Hallmark back in April 2018 I have been keen to progress within my role, and this project presented a great opportunity to develop my skillset and increase my visibility and reputation with the senior leadership team.

Participating in the Million Makers project has truly helped to support my development much more than I could have anticipated. Throughout the project I’ve had the opportunity to be part of both internal and external training sessions, covering topics such as team building, presentation skills and creative thinking, which I wouldn’t have otherwise been able to attend. The project has also opened up many new networking opportunities for me, not only with colleagues within Hallmark but with external high profile companies too. I have found that being part of Million Makers has exposed me to a multitude of opportunities,

which wouldn’t have otherwise come my way.

Million Makers has encouraged me to push myself outside of my comfort zone and subsequently helped build my confidence. The project has enabled me to develop decision-making, strategic thinking and team management skills and has contributed towards accepting a recent promotion within the Merchandising team. I am very proud of both our achievements as a project team and my personal progression as a result. I’d like to thank Hallmark for affording me this excellent development opportunity!

# Our Talent

## HR COORDINATORS

### AMY EDWARDS



Having worked in recruitment elsewhere, I joined Hallmark in June 2018 as a Talent and Resourcing Coordinator. My career aspirations have always been to move into a more generalist HR role, which the development opportunities at Hallmark are helping me to progress towards. After 6 months with the company, I was

offered the opportunity to complete my Level 3 CIPD qualification (which is a well-recognised HR qualification) at Leeds City College. I am given the time each month to attend college and the time within work to take on activities outside of my job description. Since starting my qualification, I have supported with Employee Relations casework, taken part in training sessions and shadowed many meetings. I am now reaching the final months of my CIPD qualification and my growth in confidence has exceeded my expectations. To be a part of a business that really supports the career development of its employees is enriching.

### JESSICA TAYLOR



I joined the HR team in December 2017 after spending most of my previous 9 years at Hallmark within another department. I was able to transfer my skills into the role of HR Services Coordinator and pick up new skills from the support of my new team. I was asked if I would like to further my knowledge and skillset by completing a

Level 3 CIPD qualification with Leeds City College. The opportunity has given me a much broader knowledge of the HR function and has enabled me to make more informed decisions in my day-to-day work.



## OUR PLANS TO CONTINUALLY IMPROVE

*Revised Organisation Design & Pay Principles* to be reintroduced to ensure we are fair and consistent in our decision making in relation to appointments and reward decisions.

*Review of our Parenthood policy* ensuring this is further enhanced to specifically reflect the needs of all parents (including time off for IVF appointments and adoption leave).

*Adoption of apprenticeship schemes* targeted at enhancing our leadership and management development activities, as well as investing, developing & benefiting from continuous improvement specialists skills and vocational qualifications. All of these will be commencing in 2020 meaning there are lots of accredited development opportunities for all Hallmarkers.

*Review of selection approach*, ensuring that potential talent from all different backgrounds can demonstrate the potential and value they can add to Hallmark and are not limited by recent experience or restricting expectations.

*Refresh of our flexible working policy*, ensuring this is even easier for all Hallmarkers to understand and benefit from – we know this is not just something that is important to working parents but also carers, and those who simply wish to adapt their working approach to suit their lifestyle.

*Hallmark UK & Ireland has signed up to the CIPD Returners Champion Programme* in order to ensure we continue to evaluate and improve our approach, learning from like-minded organisations and specialists.

*D&I* – Review and refresh of our harassment policies, training and associated grievance/complaints procedures in line with the recent Equalities and Human Rights Commission's guidance and specific recommendations on sexual harassment and harassment at work.

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

